HEREFORDSHIRE COUNCIL

Committed to excellence...

Review
September 2003

...**Putting** people first
...**Preserving** our heritage
...**Promoting** our county
...**Providing** for our communities
...**Protecting** our future

Quality life in a quality county

Contents

☺ Smiling face indicates action completed or full on track for completion

☺ Straight face means that issues have arisen but which are not expected to impact on the overall Plan

☹ Sad face means that there are significant issues that could affect the timing or performance of the Plan

Any revised targets are shown in **bold**

Leadership and vision

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress update
A clear understanding of the impact of Council activity on achieving the Herefordshire Plan ambitions	Produce a Corporate Plan	Chief Executive	Chief Executive's Management Team Policy Team	January 2003	☺	Corporate Plan completed and approved by Council – 17 January 2003
	Adopt a corporate planning template	Director of Policy and Community	Policy Team	January 2003	☺	Adopted as part of the Corporate Plan
	Implement corporate planning template	Chief Executive's Management Team	Policy Team	March 2003	☺	Implemented through the performance management framework (see below)
	Review corporate planning template	Chief Executive's Management Team	Policy Team	March 2004	☺	
Elimination of prejudice within the council and in its dealings with others	Implement, in full, the Council's Race Equality Scheme	Head of Policy and Communication	Race Equality Steering Group	March 2005	☺	Revised action plan being developed Workforce monitoring now in place. Qualitative research on black and minority ethnic perceptions commissioned Awareness raising campaign underway Pilot monitoring exercise introduced alongside the comments and complaints procedure Common racial incident reporting form introduced across all local agencies

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Leadership and vision

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress update
	Prepare a Disability Scheme to ensure the Council meets its obligations under the Disability Discrimination Act and other related legislation	Director of Housing and Social Care Director of Education Director of Policy and Community	Policy Team	~~June 2003~~ **December 2003**	😐	Revised timescale agreed by CXMT. Working Group established to develop Scheme – July 2003
	Implement the Disability Scheme	Chief Executive's Management Team	Managers' Forum	~~December 2003~~ **January 2004**	😐	
	Implement, in full, the *Promoting Equal Opportunities* section of the Human Resources Strategy	Director of Environment	HR Strategy Group	December 2005	🙂	Disability Symbol gained Text for Personal Employment Pack for existing employees being put together Targeted equalities training currently being planned
Management of organisational change/ development across the Council	Implement, in full, the *Change Management Programme* in the Modernisation Programme	Director of Environment	Programme Board	March 2005	😐	Revised as part of revisions to Modernisation Programme and moved to Organisational development and learning element of the Improvement Plan

Performance management

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
Focus on performance to drive corporate and service improvement	Implement a corporate performance management framework	Chief Executive	Head of Performance Management Policy Team	March 2003	☺	Framework produced by 31 March 2003; formal launch on 21 May 2003 to Managers' Forum. Commitments for all CXMT in place by 31 March 2003; Commitments to be in place for all Heads of Service by 30 August 2003
	Implement performance monitoring in line with agreed intervals at all levels in the organisation	Head of Performance Management	Directorate resources	March 2005	☺	
	Implement performance validation system	Head of Performance Management	Principal Internal Auditor	March 2003	☺	Validation systems underway on 16 key CPA indicators
	Review corporate performance management framework in light of full outturns	Chief Executive	Chief Executive's Management Team Head of Performance Management	May 2004	☺	
	Revise Staff Review and Development process to incorporate target setting in line with business planning	Head of HR Head of Performance Management	HR Services	March 2003	☺	Revised SRD process in place by 30 April 2003

Performance management

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
	Implement, in full, the *Achieving management excellence* section of the [Human Resources Strategy]	Strategic Head of HR	HR Strategy Group	December 2004	☺	Pilot run of management competencies underway from September 2003 Programme of performance management training underway EFQM assessment of all services carried out in 2002/2003
Improved services for the community	Deliver, in full, the Council's [Local Public Service Agreement]	Policy Officer Assistant Treasurer (Financial Policy and Audit)	Lead Officers	March 2005	☺	Full progress report to CXMT – mid-September 2003

Key resources

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
Corporate project management arrangements	Review current models for project management	Director of Environment	Policy Team	January 2003	☺	Review of project management models reported to CXMT on 18 March 2003
	Implement agreed model for project management	Director of Environment	Managers' Forum	March 2003	☺	Agreed model (PRINCE2) implemented from 31 March 2003 through targeted training programme – first training undertaken in April 2003
	Develop and run bespoke training to support the agreed model for project management	Head of HR	HR Services	September 2003	☺	PRINCE2 pilot training programme launched 7 April 2003 with roll out of awareness sessions for Key Managers during August/September 2003
	Review and revise as required all current service and cross cutting strategies to incorporate agreed model	Lead officers		September 2003	☺	Strategic programmes and projects reviewed as part of CXMT report of March 2003. No evidence of revisions having taken place
	Review approach to project management	Chief Executive's Management Team	Policy Team	March 2005	☺	

Key resources

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
Comprehensive risk management arrangements	Revise current Risk Management Strategy to incorporate operational risk and links with performance management	County Treasurer	~~Risk Management Strategy Working Group~~ **Performance Leads**	March 2003	☺	Risk Management Strategy incorporated in performance management framework
	Implement revised strategy	Chief Executive's Management Team	~~Risk Management Strategy Working Group~~ **Performance Leads**	June 2003	☺	
	Develop and run bespoke training to support the Risk Management Strategy	HR Services	~~Risk Management Strategy Working Group~~ **Performance Leads**	June 2003	☺	Training incorporated into the performance management training
	Review approach to risk management	Chief Executive's Management Team	~~Risk Management Strategy Working Group~~ **Performance Leads**	March 2005	☺	
Improved Council-wide procurement	Implement, in full, the Council's Procurement Strategy	County Secretary and Solicitor	Contract Officers' Group Procurement Officer	March 2005	☺	Review of strategy scheduled for autumn following externalisation of HCS and strategic review of WMS planned for January 2004 Awareness Training for all authorised purchasing officers delivered and strategic procurement

Key resources

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
						training session delivered Central Purchasing Service set up in relation to paper, mobile phones, corporate travel. Review of Code of Practice on allocation of contracts and financial standing orders due for completion - September 2003 Compliance with EU procurement rules - complete
Improved asset management	Undertake in-depth scrutiny review of property in line with scoping statement	Chief Executive	Environment Directorate Committee Manager (Scrutiny)	December 2003	☹	Timescale delayed due to election/change of administration. Some data gathering has started although no revised timetable in place
	Develop and implement Regeneration/ Accommodation Strategy	Director of Environment	Accommodation Project Board Regeneration Project Board	March 2007	☺	Consultation underway on Edgar Street Grid proposals including debate regarding future office accommodation

Key resources

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
	Implement, in full, the *Promoting Flexible Working* section of the Human Resources Strategy	Head of HR	HR Strategy Group	December 2005	☺	Pilot flexible working to be carried out in Revenues and Benefits No progress in relation to Work Life Balance pre-assessment
Deliver a single broadband telecommunications infrastructure	Implement, in full, the *Herefordshire in Touch programme* in e-Modernisation	Head of e-Modernisation	Programme Manager	December 2005	☺	Broadband plan revised in the light of the new regional ICT strategy and technical innovation It is hoped that negotiations with telecommunications suppliers will conclude by the end of 2003 with a view to broadband services becoming available early in 2004

Organisational development and learning

What we want to achieve…	What we will do…	Who is responsible…	With these resources…	When we will achieve it…		Progress to date
A competent and effective workforce	Implement, in full, the *Improving recruitment, retention, making best use of skills and potential* section in the Human Resources Strategy	Head of HR	HR Strategy Group	December 2005	☺	Exit surveys in place No progress on Career Information Point Focus group from Herefordshire Voice being set up to consider Council's reputation as an employer Targeted survey regarding Essential Skills drafted
	Implement, in full, the *Ensuring a safe and supportive working environment* section of the Human Resources Strategy	Head of HR	HR Strategy Group	December 2005	☺	Health and Safety induction for all new employees in place Revised bullying, harassment and grievance policies drafted Review underway of lessons to be learnt from complaints
Better passporting of learning throughout the Council	Develop systems for sharing learning across the Council through the use of existing mechanisms such as use of case studies, Managers' Forum and the Intranet	Director of Policy and Community	Policy Team HR Services Managers' Forum	June 2003	☺	Systems developed and launched at Managers Forum – January 2003
	Implement systems for sharing learning	Director of Policy and Community	Policy Team PR Team	September 2003	☺	Systems currently being implemented

Organisational development and learning

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
	Review systems	Director of Policy and Community	Policy Team HR Services	December 2004	☺	
Management of organisational change/ development across the Council	~~Implement, in full, the~~ *~~Change Management Programme~~* ~~in the~~ ~~Modernisation Programme~~ **Implement activities identified**	Director of Environment and Director of Policy and Community	Organisation Development Group	March 2005	😐	Group established and activities identified currently being carried out by members of the Group. No structured work plan in place.

Communications

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
Timely communication of significant information to all staff	Ensure 100% penetration of Team Briefings	Chief Executive's Management Team	Managers' Forum	January 2003	☺	Commitment to Team Briefings re-emphasised at Managers' Forum – January 2003
	Carry out random spot checks of Team Briefings to ensure compliance every three months	Public Relations Officer	Public Relations Team	From March 2003	☺	First survey planned for August 2003
	Implement, in full, the *Improving communications* section in the Human Resources Strategy	Head of HR	HR Strategy Group Public Relations Team	December 2005	☺	Progress as per Connecting with Communities element
Opportunities for all staff to "have their say"	Run two staff roadshows per year	Chief Executive	Chief Executive's Management Team	December 2004	☹	No roadshows held in 2003 to date
	Hold two open meetings annually for all staff within each Directorate/Department	Chief Executive's Management Team	Directorate/Departmental resources	December 2003	☺	Open meetings held in all Directorates/ Departments
	Review success of open meetings	Chief Executive's Management Team	Public Relations Team	March 2004	☺	
	Consider and implement other opportunities for all staff to feed back ideas	Chief Executive's Management Team	HR Services Directorate/Departmental resources	June 2003	☺	Mechanisms in place in Directorates/ Departments although not clear how learning shared across the Council

Communications

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
	Directors and Heads of Service to undertake half-day work shadowing four times a year	Chief Executive's Management Team Heads of Service	Managers' Forum	March 2005	😐	Work shadowing in place for Directors but not yet for the majority of Heads of Service (except Head of Adult Services and Head of Engineering and Transportation)
Effective communications outside the Council	Implement, in full, the recommendations of the Connecting with Communities project	Director of Policy and Community	Communications Network Public Relations Team	March 2005	😐	Draft Communications strategy completed Council-wide communications network formed Measures taken to improve communications around job evaluation. Decision on future of Herefordshire Matters deferred pending work on costings and joint publication New Members - media training Media satisfaction survey to be carried out in autumn 2003

Communications

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
	Implement, in full, the *Access to services programme* in e-Modernisation	Director of Policy and Community	Programme Board Top 10 customer services group Info in Herefordshire	March 2006	☺	Programme progressing well – improving front office services by using new technology to enable more queries to be dealt with on the first contact. Telephone access also being improved Top 10 customer services group disbanded and its work being taken forward as part of the Service Improvement Project, due to report in August 2003. Any future work will be within the remit of e-Modernisation.
	Implement, in full, the Council's Customer Service Strategy	Customer Services and Development Manager	Top 10 customer services group	March 2004	☺	Customer Standards agreed – to be launched in September 2003

Communications

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
	Consistent use of corporate stationery across the Council	Director of Policy and Community	ICT Services	March 2003	😐	Revised corporate style guidelines have been produced. Revisions to the correspondence/report templates are being made. The revised style guidelines are scheduled to be issued in September/October 2003
Improved consultation arrangements	Implement, in full, agreed proposals to develop of Local Area Forums	Director of Policy and Community	LAF Lead Officers\n\nPolicy Assistant	December 2003	😐	Further work on hold pending outcome of Cabinet discussions
	Implement, in full, the Council's Community Involvement Strategy	Director of Policy and Community	Community Involvement Co-ordinator	March 2004	🙂	Some additional support for its implementation being provided through the Graduate Trainees in Policy and Community