HEREFORDSHIRE COUNCIL

Committed to excellence...

Improvement Plan Review for Cabinet meeting on 3 June 2004

...**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 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...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress update
A clear understanding of the impact of Council activity on achieving the Herefordshire Plan ambitions	NA	Produce a Corporate Plan	Chief Executive	Chief Executive's Management Team Policy Team	January 2003	☺	Corporate Plan completed and approved by Council January 2003
	NA	Adopt a corporate planning template	Director of Policy and Community	Policy Team	January 2003	☺	Adopted as part of the Corporate Plan
	NA	Implement corporate planning template	Chief Executive's Management Team	Policy Team	March 2003	☺	Implemented through the performance management framework (see below)
	NA	Review corporate planning template	Chief Executive's Management Team	Policy Team	March 2004	☺	Review of 2003/2004 Service Plans being undertaken with Head of Performance Management. The results of the review will be used to improve 2004/2005 Plans

Leadership and vision

What we want to achieve…	Milestones	What we will do…	Who is responsible…	With these resources…	When we will achieve it…	Face	Progress update
Elimination of prejudice within the council and in its dealings with others	100% of scheduled actions achieved in accordance with planned timescales by June 2004	Implement, in full, the Council's Race Equality Scheme	Head of Policy and Communication	Race Equality Steering Group	March 2005	😐	Revised action plan developed Workforce monitoring in place. Research on black and minority ethnic perceptions commissioned Awareness raising campaign underway Pilot monitoring exercise introduced alongside the comments and complaints procedure
	NA	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**	🙂	Draft Scheme prepared December 2003
	NA	Implement the Disability Scheme	Chief Executive's Management Team	Managers' Forum	~~December 2003~~ **January 2004**	🙂	Impact assessments and training scheduled for January 2004

Leadership and vision

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress update
Elimination of prejudice within the council and in its dealings with others contd.	Autumn 2004 Staff Opinion Survey target for 80% of the workforce to report that they are treated equally and fairly whatever their race or religion. (Autumn 2003 baseline 73%)	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 delivered

Performance management

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
Focus on performance to drive corporate and service improvement	NA	Implement a corporate performance management framework	Chief Executive	Head of Performance Management Policy Team	March 2003	☺	Framework produced by March 2003; formal launch during May 2003 to Managers' Forum. Training Programme delivered to Service Managers during September 2003 to develop a consistent approach across the authority.
	Review reporting arrangements July 2004	Implement performance monitoring in line with agreed intervals at all levels in the organisation	Head of Performance Management	Directorate resources	March 2005	☺	Performance Co-ordinators group established by Head of Performance Management to ensure consistency and reporting at agreed intervals
	NA	Implement performance validation system	Head of Performance Management	Principal Internal Auditor	March 2003	☺	Validation systems underway on 16 key CPA indicators
	NA	Review corporate performance management framework in light of full outturns	Chief Executive	Chief Executive's Management Team Head of Performance Management	May 2004	☺	Review of service planning scheduled for May 2004

Performance management

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
Focus on performance to drive corporate and service improvement Contd.	NA	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 implemented April 2003
	Pilot to be evaluated following completion in Jan 2004	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
Improved services for the community	Achievement of interim targets by September 2004	Deliver, in full, the Council's Local Public Service Agreement	Policy Officer Assistant Treasurer (Financial Policy and Audit)	Lead Officers	March 2005	☺	Regular progress reports to CXMT, Cabinet and Strategic Monitoring Committee

Key resources

What we want to achieve…	Milestones	What we will do…	Who is responsible…	With these resources…	When we will achieve it…	Face	Progress to date
Corporate project management arrangements	NA	Review current models for project management	Director of Environment	Policy Team	January 2003	☺	Review completed
	NA	Implement agreed model for project management	Director of Environment	Managers' Forum	March 2003	☺	Agreed model (PRINCE2) implemented from March 2003
	NA	Develop and run bespoke training to support the agreed model for project management	Head of HR	HR Services	September 2003	☺	Training programme launched April 2003
	NA	Review and revise as required all current service and cross cutting strategies to incorporate agreed model	Lead officers	Performance Leads	September 2003	☺	Strategic programmes and projects reviewed
	NA	Review approach to project management	Chief Executive's Management Team	Policy Team	March 2005	☺	Incorporated in Policy Team Service Plan
Comprehensive risk management arrangements	NA	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

Key resources

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
Comprehensive risk management arrangements contd.	NA	Implement revised strategy	Chief Executive's Management Team	~~Risk Management Strategy Working Group~~ **Performance Leads**	June 2003	☺	Risk Management Strategy incorporated in performance management framework
	NA	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
	NA	Review approach to risk management	Chief Executive's Management Team	~~Risk Management Strategy Working Group~~ **Performance Leads**	March 2005	☺	Incorporated in Work Programme

Key resources

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
Improved Council-wide procurement	Strategy reviewed May 2004	Implement, in full, the Council's Procurement Strategy	County Secretary and Solicitor	Contract Officers' Group Procurement Officer	March 2005	☺	Awareness Training for all authorised purchasing officers delivered Central Purchasing Service set up in relation to paper, mobile phones, corporate travel. Compliance with EU procurement rules - complete
Improved asset management	NA	Undertake in-depth scrutiny review of property in line with scoping statement	Chief Executive	Environment Directorate Committee Manager (Scrutiny)	December 2003	☺	Review underway and due for completion June 2004
	Edgar Street Grid proposals to be incorporated in UDP March 2004	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...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
Improved asset management contd.	Revenues and Benefits Pilot to be completed December 2004 Staff Opinion Survey: % of staff who consider there is healthy home/work balance 2003 baseline 73% 2004 target 75%	Implement, in full, the *Promoting Flexible Working* section of the Human Resources Strategy	Head of HR	HR Strategy Group	December 2005	☺	Preparations have been undertaken to enable a flexible working pilot to be carried out in Revenues and Benefits
Deliver a single broadband telecommunications infrastructure	80% broadband coverage within the County by December 2004	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 Funding approved from regional and European bodies. Broadband campaign commenced Jan 2004

Organisational development and learning

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
A competent and effective workforce	December 2004 % attending corporate induction target 85% current 71% December 2004 % SRDs carried out target 85% current 64%	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 Focus group from Herefordshire Voice being set up to consider Council's reputation as an employer Targeted survey regarding Essential Skills drafted

Organisational development and learning

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
A competent and effective workforce contd.	By end of March 2004 reduce sickness absence to 8.5 FTE days By end of March 2005 reduce sickness absence to 8FTE days Bullying and harassment policies and procedures implemented by December 2004	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 Lifestyle days taking placed at selected premises to educate employees on diet and fitness Current sickness absence reduced to 9.03 FTE days at end of 2003

Organisational development and learning

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
Better passporting of learning throughout the Council	NA	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 Best Practice Folder on Intranet
	NA	Implement systems for sharing learning	Director of Policy and Community	Policy Team PR Team	September 2003	☺	Systems currently being implemented
	NA	Review systems	Director of Policy and Community	Policy Team HR Services	December 2004	☺	Review incorporated in Policy Team Service Plans
Management of organisational change/ development across the Council	No milestones identified	~~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**	Organisation Development Group	March 2005	😐	Group established and some activities undertaken. No structured work plan in place.

Communications

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
Timely communication of significant information to all staff	NA	Ensure 100% penetration of Team Briefings	Chief Executive's Management Team	Managers' Forum	January 2003	😐	August 2003 survey indicates78% penetration
	NA	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 undertaken August 2003
	NA	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"	NA	Run two staff roadshows per year	Chief Executive	Chief Executive's Management Team	December 2004	😐	During 2003/04 one major roadshow exercise was undertaken in relation to Council's Job Evaluation Programme
	NA	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
	NA	Review success of open meetings	Chief Executive's Management Team	Public Relations Team	March 2004	😐	Reviews scheduled by Public Relations Team 2004/2005

Communications

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
Opportunities for all staff to "have their say" contd.	NA	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 feedback is shared across the Council
	NA	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 for all Heads of Service

Communications

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
Effective communications outside the Council	Progress report to CXMT. July 2004	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. Herefordshire Matters relaunched from January 2004 New Members - media training External Media satisfaction survey undertaken

Communications

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
	Revenues and Benefits Service Improvement Pilot to be implemented June 2004	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	☺	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
	NA	Implement, in full, the Council's Customer Service Strategy	Customer Services and Development Manager Director of Policy and Community	Top 10 customer services group Service Improvement Project	March 2004	☺	Customer Standards agreed and launched in September 2003
	Issue revised templates to all staff via the intranet/CD-Rom. Summer 2004	Consistent use of corporate stationery across the Council	Director of Policy and Community	ICT Services	March 2003	☺	Revised corporate style guidelines have been produced and are being tested. New guidelines will be issued following feedback from the testing programme.

Communications

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
Improved consultation arrangements	NA	Implement, in full, agreed proposals to develop of Local Area Forums	Director of Policy and Community	LAF Lead Officers Policy Assistant	December 2003	☺	Proposals approved by Cabinet October 2003 New programme of meetings to be launched March 2004
	NA	Implement, in full, the Council's Community Involvement Strategy	Director of Policy and Community	Community Involvement Co-ordinator	March 2004	☺	Strategy approved December 2003