

1.	Improvement area: A lack of evidence that system wide processes to ensure safeguarding of both children and adults are sufficiently robust in all agencies and that accountabilities are clear and understood			
Improvement outcome/evidence base:				
Link to corporate code principles: Provide the best possible service to the people of Herefordshire Define the roles of members and officers, ensure that they work together constructively and improve their effectiveness Be transparent and open: responsive to Herefordshire's needs and accountable to its people				
Action(s) Lead* By Progress update including challenges and interdependencies				
1a	Herefordshire safeguarding children board business plan in place to address weaknesses	JD		
1b	Complete the benefits realisation review of Making Safeguarding Personal (MSP), incorporating outstanding findings from the peer review, audit findings and the results from national evaluations, and deliver the resulting action plan	MS		
1d	Appropriate safeguarding and corporate parenting training in place for members (and employees) to ensure understanding and responsibilities are clearly understood in every council service	GH		
2.	Improvement area: Contract management is not consistently focused on achievement of contracted outcomes			
Improvement outcome/evidence base: Reduction in number of contract procedure rule waivers (baseline 2015/16 - 43) Number of contract performance actions implemented increased. Number of procurement challenges reduced.				

	Full compliance with transparency code requirements.			
	Link to corporate code principles: Provide the best possible service to the people of Herefordshire Take sound decisions on the basis of good information			
	Action(s)	Lead*	Times cale	Progress update including challenges and interdependencies
2a	Complete a council-wide review of commissioning and contract management, taking account of relevant internal audit recommendations	NS		
2b	Following review agree commissioning and commercial strategy	NS		
2c	Implement action plan to include training for employees on core elements of contract management and record keeping.	NS		
3.	Improvement area: As public sector resources reduce there is a need to ensure that the council's vision and objectives are clearly understood by the wider public sector.			
	Improvement outcome/evidence base:			
	Link to corporate code principles: Provide the best possible service to the people of Herefordshire Be transparent and open: responsive to Herefordshire's needs and accountable to its people			
	Action(s)	Lead*	Times cale	Progress update including challenges and interdependencies
3a	Fully engage with relevant partners with the aim of jointly leading public sector reform in Herefordshire to maximise use of resources. (Having regard to the opportunities and risks associated with devolution, combined authorities, and	AN		

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	health system changes such as sustainability and transformation plans).			
3b	A programme of local debate will take place concerning the shape and nature of national educational policy and how the council will fulfil its statutory roles.	JD		
3c	Further embed the public health function throughout the council, ensuring effective oversight and governance of the multi-agency preventative work	MS		
4.	Improvement area: Internal audit reports have identified some weaknesses in key control systems			
	Improvement outcome/evidence base:			
	Link to corporate code principles: Be transparent and open: responsive to Herefordshire's needs and accountable to its people			
	Action(s)	Lead*	Times cale	Progress update including challenges and interdependencies
4a		PR		
4b				
5.	Improvement area: The public have a clear understanding about who takes decisions which affect them, the information which is used to inform those decisions, and how they may engage in the decision making process.			
	Improvement outcome/evidence base:			
	Link to corporate code principles: Define the roles of members and officers, ensure that they work together constructively and improve their effectiveness Take sound decisions on the basis of good information Be transparent and open: responsive to Herefordshire's needs and accountable to its people			
	Action(s)	Lead*	Times cale	Progress update including challenges and interdependencies
5a	Constitution (including codes & protocols) to be reviewed in	CW	09/16	

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	conjunction with cross-party constitution working group			
5b	Ensure constitutional arrangements of partnership bodies are clear and robust and roles and responsibilities are clear and understood	GH	09/16	
5c	Reporting quality and accuracy will be reviewed through identified audits to ensure that the data reported reflects the correct information and evidence outcomes.	GH		
5d	Complaints trend data actively used to inform improvement	GH		
5e	Implement a programme of governance training (to include report writing training) for employees	AB		
5f	Implement training for decision-makers and scrutiny members to ensure the principles of good decision-making are understood and upheld	CW		
5g	Review decision-making governance processes to ensure there is a proportionate approach to transparency re decision-making so that information is available about decisions taken, that schemes of delegation are clear, but that the process of	CW	09/09	

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	documenting decisions is not overly bureaucratic.			
5h	Complete a programme of work to ensure that the sharing of information is effective and robust whilst all partnerships understand the requirements to share information	NS		
5i	New website in place to improve transparency and make it more user-friendly	NS		
6.	Improvement area: Insufficient linkages between corporate strategies and plans (including risk management), project management, and individual decisions			
	Improvement outcome/evidence base:			
	Link to corporate code principles: Define the roles of members and officers, ensure that they work together constructively and improve their effectiveness Take sound decisions on the basis of good information Be transparent and open: responsive to Herefordshire's needs and accountable to its people			
	Action(s)	Lead*	Timescale	Progress update including challenges and interdependencies
6a	Review performance management arrangements to ensure compliance issues are addressed	RB		
6b	Business case to be more routinely used and review of benefits realised scheduled at point of agreement to ensure robust follow up	PR		
6c	Implement consistent approach to tracking progress re implementation of recommendations/decisions	GH		

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6d	Performance risk and opportunity management framework refreshed and embedded	RB		
6e	Undertake ECC peer review	GH	12/16	
6f	Schedule corporate peer review for 2017/18	AN	03/17	
7.	Improvement area: Staff surveys and standards complaint numbers indicate continued concerns exist regarding instances of bullying and harassment. Although comparatively low levels the council does not tolerate any instances			
	Improvement outcome/evidence base: Reduction in number of code of conduct complaints upheld (baseline 2015 xx) Decrease in number of staff saying they feel bullied or harassed (baseline 2015 XX)			
	Link to corporate code principles: Define the roles of members and officers, ensure that they work together constructively and improve their effectiveness Require high standards of conduct			
	Action(s)	Lead*	Times cale	Progress update including challenges and interdependencies
7a	Maintain annual programme of training and awareness amongst elected members	CW		
7b	Promote awareness campaign amongst staff about appropriate behaviours and correct report mechanisms	AN		
8.	Improvement area: Fraud – A lack of focus across the authority and input by internal audit			
	Improvement outcome/evidence base:			
	Link to corporate code principles: Require high standards of conduct			
	Action(s)	Lead*	Times cale	Progress update including challenges and interdependencies
8a	Implement e-learning module	PR		
8b				
9.	Improvement area: Staff reductions have placed a new level of work pressure on staff and on particular departments. Whilst there are signs that morale related to working for Herefordshire Council has improved, we still need to work hard on giving staff a clearer sense of our direction of travel.			

	Improvement outcome/evidence base: Improvements in staff saying : <ul style="list-style-type: none"> • The council has a clear sense of direction (baseline:) • The council is a good place to work (baseline:) • They are treated fairly and equally (baseline:) 		
	Link to corporate code principles: Define the roles of members and officers, ensure that they work together constructively and improve their effectiveness		
	Action(s)	Lead*	Times cale
9a	Ensure clarity of vision and purpose for the organisation	AN	
9b	Ensure effective staff and member engagement in change and clear, resourced succession planning processes are developed	PR	

*** Lead:**

RB = Richard Ball, assistant director place based commissioning

AB+ Annie Brookes, head of corporate governance

JD = Jo Davidson, director children's wellbeing

AN = Alistair Neill, chief executive

MS = Martin Samuels, director adults and wellbeing

PR = Peter Robinson, director of resources

NS = Natalia Silver, assistant director communities

CW = Claire Ward, monitoring officer