

1.	Improvement area: Being clear how we do business			
	Improvement outcome/evidence base: There are clear and accessible documents setting out how and why the council conducts its business whether alone or in partnership, and these include clear arrangements for how residents and businesses may engage with the council to achieve its vision for the county.			
	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 *	Timescale	Progress update including challenges and interdependencies
1a	Complete the refresh of the council's constitution, including the code of corporate governance.	CW	16/12/16	Working group meetings schedules, update to audit and governance committee (A&G) in July, questions to groups to be circulated in July with decisions on recommendations in August to be reported to A&G committee in September. <u>All member seminar taken place re revised draft constitution; work presented to AGC on 28 November recommended adoption at full council on 16 December. Revised constitution gives greater prominence to the code of corporate governance and provides greater transparency about how the council operates and how citizens can engage with the council. Codes of conduct, finance and contracts procedure rules to be reviewed as phase 2 by May 17. Implementation guidance, templates and training will be provided for May 17.</u>
1b	Establish a framework and guidance for partnership governance	AB	31/10/16	<u>Achieved. The framework was approved by cabinet on 20 October 2016. The framework provides for a published register of significant partnerships; this will be delivered in early 2017 following implementation of the new council website improving transparency.</u>
1c	Establish and implement a programme for reviewing existing partnership governance arrangements against the agreed framework	AB	31/10/16 then ongoing	<u>The approved framework includes a self assessment process. Initial focus is on strategic partnerships. Work is underway to identify and review strategic partnerships by the end of January 2017. Risks identified in that review will be reported to audit and governance committee, together with actions identified to mitigate those risks. Other partnerships will be reviewed against the framework by end of June 2017.</u>
1d	Complete a council-wide review of contract management, taking account of relevant internal audit recommendations	NS	1/11/16	<u>The contract procedure rules and supporting guidance for staff have been reviewed and will be presented to A&G in March; The updated contract procedure rules take into account recommendations of recent internal audits and will form the foundation for our commercial strategy. Once approved, they will allow for a training programme to be implemented, focussing on both procurement and contract management.</u>

1e	Following review agree commercial strategy linked to the commissioning strategy.	NS	31/1/17	See 1d above
1f	Implement action plan to include training for employees on core elements of contract management and record keeping.	NS	28/2/17	See 1d above
1g	Complete a council-wide review of commissioning	SDR B	1/11/16	A review was undertaken and findings reported to management board. The review focused on key issues relating to opportunities for cross organisational working on commissioning to ensure consistency and clarity whilst delivering financial efficiencies. An action plan was agreed which focused on the relationships between contracts and property assets and the action plan is being implemented to secure further property rationalisation.
1h	Following review agree a cross council approach and strategy to commissioning.	SDN S	31/1/1730/09/17	Following the revision of the contract procedure rules highlighted in 1d above, and the review in 1g above, a revised timetable for the planned review of the commercial and commissioning strategy has been agreed.
2.	Improvement area: The council can demonstrate it is a learning organisation.			
	Improvement outcome/evidence base: <ul style="list-style-type: none"> Data is accurate, open and accessible (unless there are clear reasons why it should not be in which case these will be explained) leading to reduction in FOI requests; There are clear processes for reviewing the effectiveness of the council's governance arrangements to ensure that the desired outcomes are achieved; Performance information is understood and used effectively to deliver improvement; % of agreed continuous performance improvement programme (CPIP) recommendations implemented; Audit of performance and risk management arrangements receives at least "reasonable assurance" 			
	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

2a	C-PIP team undertakes a series of time limited reviews of particular areas to identify and implement improvement actions	AN	Ongoing	<p><u>A C-PIP group has been formed to review accuracy of finance data in reports and will report their findings to the section 151 officer and wider management board by the end of January.</u></p> <p><u>Following this focus will be given to the wider use of data to inform decision-making. In parallel to the review of the constitution improvements to the report writing process are underway which include the planned implementation of an online report management system, improved guidance to report authors, availability of plain English writing training, and a programme of report writing sessions to ensure that decision-makers are appropriately informed and that the principles of good decision making are adhered to.</u></p>
2b	Performance risk and opportunity management framework refreshed and embedded	RB	12/16	<p>Draft framework scheduled for Cabinet consideration in July 2016.</p> <p><u>The performance risk and opportunity management (PROM) framework was approved for implementation at cabinet on 21 July 2016. This was communicated to A&G on 22 September 2016.</u></p> <p><u>The service planning guidance that has been drafted reinforces the approach to PROM and performance challenge sessions are now taking place across all directorates.</u></p> <p><u>The corporate risk register is routinely being considered by A&G and from January 2017 onwards, will be considered by management board on a monthly basis.</u></p>
2c	Implement consistent approach to tracking progress re implementation of recommendations/decisions	GH	12/16	<p><u>The audit and governance committee has agreed a process and timetable for reviewing implementation of audit recommendations and this is being implemented.</u></p> <p><u>A trial is underway in the economy, communities and corporate directorate, using the existing Modern.gov system, of a systematic approach to tracking implementation of decisions taken by officers, committees and the executive, and linking to the existing delivery plan performance monitoring process.</u></p>
2d	Complaints and FOI trend data is reported and actively used to inform improvement	GH	Ongoing	<p><u>All complaints and FOI data is collected monthly and monthly reports are sent to directorate performance leads to analyse trends. A six monthly report is discussed at management board discussing trends and to inform improvements within service areas. This data is also analysed at the information governance steering group on a monthly basis and any system improvements required are authorised on a corporate wide basis.</u></p>
2e	Undertake ECC peer review	GH	03/17	<p>Reviews are being undertaken on a service basis rather than a directorate wide basis given the difficulties in seeking comparator models for the whole directorate. To date a review of communications has been completed and a review of highways is scheduled.</p>

				<u>We have worked with local partnerships ltd on the planning service, with the LGA on communications. Public Realm services (including Highways) utilising a framework approach and programme developed through the Midlands Service Improvement Group. Further service based reviews are planned over the next 12 months to ensure all major service areas in the directorate have been reviewed.</u>
2f	Schedule corporate peer review for 2017/18	AN	03/17	<u>To ensure the corporate peer review is informed by sound service review evidence across the council work further peer review activity is being scheduled in relation to the place based elements of the economy, communities and corporate directorate. Discussions will begin with the LGA in March 2017 with a view to scheduling the corporate peer review during 2017/18</u>
3.	Improvement area: The behaviours and culture of the organisation demonstrate the council's values.			
	Improvement outcome/evidence base: Reduction in number of code of conduct complaints upheld (baseline 2015: 1) Reduction in the proportion of complaints that are responded to late (baseline 2015: 5.3%) Decrease in proportion of staff saying they feel bullied or harassed by: <ul style="list-style-type: none"> • Senior managers (baseline 2015: 11%) • Members (baseline 2015: 8%) Improvements in staff saying : <ul style="list-style-type: none"> • The council has a clear sense of direction (baseline 2015: -14%) • The council is a good place to work (baseline 2015: 22%) 			
	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*	Timescale	Progress update including challenges and interdependencies
3a	Review codes of conduct and related policies	CW	16/12/16	Standards procedure has been reviewed by working group and A&G following MO report in November 2015. Parish councils to be consulted by end of September for implementation. Constitution changes will follow same process as in 1a above <u>Parish council consultation completed and revised procedure went live on 1 December 2016. A&G on 28 November established a working group to review members code of</u>

				<u>conduct, hospitality and gifts rules and the protocol on officer and members relations due to be completed by May 17</u>
3b	Maintain annual programme of training and awareness amongst elected members	CW	Ongoing	Training last provided in June 2015, next training session will follow constitutional review, parish council clerks training scheduled for September 2016. <u>Training provided to Society of Local Council Clerks parish clerks and awareness of register of interests provided to cabinet members. An annual programme of training will be provided once new code is adopted</u>
3c	Work with the C-PiP team to improve awareness amongst staff about appropriate behaviours and correct reporting mechanisms	AN	Ongoing	<u>A C-PiP group has been formed focussing on addressing concerns identified in the staff opinion survey relating to bullying and harassment. Management board received a report from the group in December 2016 and agreed the proposed recommendations which will now be implemented.</u>
3d	Ensure partnership governance arrangements framework and guidance support demonstration of the council's values and vision.	AB	31/10/16	<u>Completed: see 1b above.</u>
3e	Ensure the review of the constitution includes ensuring that the access to information rules support the council's transparency aims.	CW	16/12/16	See 1a above

*** Lead:**

RB = Richard Ball, assistant director environment and place

AB = Annie Brookes, head of corporate governance

~~SD = Sukhdev Dosanjh, assistant director commissioning adults and wellbeing~~ DE = Donna Etherton, assistant director commissioning and transformation

GH = Geoff Hughes, director for economy, communities and corporate

AGS 2016/17 action plan: update January 2017

AN = Alistair Neill, chief executive

NS = Natalia Silver, assistant director communities

CW = Claire Ward, monitoring officer