

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								
<table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="width:25%; text-align: left;">Action(s)</th> <th style="width:10%; text-align: center;">Lead *</th> <th style="width:10%; text-align: center;">Timescale</th> <th style="width:55%; text-align: left;">Progress update including challenges and interdependencies</th> </tr> </thead> </table>					Action(s)	Lead *	Timescale	Progress update including challenges and interdependencies
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1a	Complete the refresh of the council's constitution, including the code of corporate governance.	CW	16/12/16	<p>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.</p> <p>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.</p> <p>Achieved. The new constitution was adopted in December 2016 and work on the remaining codes will be completed by annual Council in May. Associated training and guidance is scheduled to support implementation from annual Council.</p>				
1b	Establish a framework and guidance for partnership governance	AB	31/10/16	<p>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. Development of a dedicated webpage is expected to be in place by end of May.</p>				
1c	Establish and implement a programme for reviewing existing partnership governance arrangements against the agreed framework	AB	31/10/16 then ongoing	<p>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. Significant partnerships have been identified and initial self assessments undertaken. These are being discussed with the relevant partners and, as part of those discussions</p>				

				improvement actions to mitigate any risks identified will be agreed. This review process will become business as usual going forward.
1d	Complete a council-wide review of contract management, taking account of relevant internal audit recommendations	NS	1/11/16	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. The rules will be considered with the revised finance procedure rules by the audit and governance committee at its meeting in May.
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	RB	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.	NS	30/09/17	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; 			

	<ul style="list-style-type: none"> Audit of performance and risk management arrangements receives at least “reasonable assurance” 			
	<p>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</p>			
	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>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. A review was undertaken and a recommendations for improvement have been submitted to the chief finance officer in April 2017.</p> <p>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.</p> <p>CPiP has generated a number of proposals; of these 13 have been approved; 3 have been completed; 4 are in progress; and 6 have not progressed.</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>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.</p> <p>The service planning guidance that has been drafted reinforces the approach to PROM and performance challenge sessions are now taking place across all directorates.</p> <p>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.</p>
2c	Implement consistent approach to tracking progress re implementation of recommendations/decisions	GH	12/16	<p>The audit and governance committee has agreed a process and timetable for reviewing implementation of audit recommendations and this is being implemented.</p> <p>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</p>

				<p>decisions taken by officers, committees and the executive, and linking to the existing delivery plan performance monitoring process.</p> <p>The tracking of recommendations/decisions is now in place for those that are approved by committee. Tracking of executive decisions will be implemented before the end of April; and officer decisions during May. The approach will then be rolled out to other directorates before the end of September.</p>
2d	Complaints and FOI trend data is reported and actively used to inform improvement	GH	Ongoing	<p>All complaints and FOI data is collected monthly Quarterly reports for complaints data and analysis are produced and discussed at directorate management meetings, and fed into strategic planning.. A six monthly report on information requests and complaints is discussed at management board discussing trends and to inform improvements within service areas. A similar annual report has been provided for the audit and governance committee 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.</p>
2e	Undertake ECC peer review	GH	09/17	<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 reviews of communications, and highways have been completed. Reviews are scheduled on waste collection, culture and economic development</p> <p>We have worked with local partnerships ltd on the planning service Feedback from the reviews will form the focus for a future performance challenge session.</p>
2f	Schedule corporate peer review for 2017/18	AN	03/17	<p>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</p>
3.	<p>Improvement area: The behaviours and culture of the organisation demonstrate the council's values.</p> <p>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:</p> <ul style="list-style-type: none"> • Senior managers (baseline 2015: 11%) • Members (baseline 2015: 8%) <p>Improvements in staff saying :</p>			

	<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%) 																								
	<p>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</p>																								
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AGS 2016/17 action plan: outturn April 2017.

	that the access to information rules support the council's transparency aims.			
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*** Lead:**

RB = Richard Ball, assistant director environment and place

AB = Annie Brookes, head of corporate governance

DE = Donna Etherton, interim assistant director commissioning and transformation

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

AN = Alistair Neill, chief executive

NS = Natalia Silver, assistant director communities

CW = Claire Ward, monitoring officer

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