

ACTION PLAN ARISING FROM REVIEW GROUP REPORT - APRIL 2006					
Action to be taken	Lead partner	By when	Progress to date (end May 2006)	People	Target/success criteria
Explore the scope for further improvements in the working practices of both HJS and the Council	HJS/HC	Ongoing	Integration of highways teams is in progress. Further integration to follow. Other initiatives in hand with senior management group.	Mark Thomas, Peter Cross, Stewart Barton	Improved performance as evidenced by KPIs. Reduced levels of dispute.
Develop a clearer understanding of what each partner can contribute to the Partnership to improve service delivery and consider what can be done to remove the barriers which are impeding progress	HC/HJS	Oct-06	Facilitated relationship development exercise launched with clear work streams identified to address barriers.	Neil Pringle, Roger Phillips, Graham Dunhill, Sonia Rees, Peter Cross, Andrew Martin, Michael Goldberg, Stan Gyford, Mark Thomas, Andy Lake, Richard Lewis	Improved relationships and improved levels of trust. Clear understanding of mutual objectives of partners.
Revisit the HJS business planning process	HJS	Jun-06	Draft Business Plan produced for 2006/07 on schedule. Comments prepared by HC.	Stan Gyford, Richard Lewis, Peter Cross	Business outturn more closely in line with business plan projections than previously. Actual performance used to refine key assumptions in the plan.
Ensure compliance with the provisions of the Shareholders Agreement	HC	Ongoing	All provisions clearly identified for ensuring compliance.	Peter Cross	All ongoing provisions fully complied with.
Council's Observers on the Board take a more proactive role	HC	Jun-06	Role of the board is being re-examined in senior management group	Neil Pringle, Roger Phillips	Improved strategic focus of Board with reduced emphasis on operational detail.
Monitoring reports to be presented to the Corporate Management Board and to Cabinet by the Council's observers on a quarterly basis	HC	Initially June then ongoing quarterly	Initial response to the review has been prepared for Cabinet. Content of future monitoring reports to be agreed along with timing.	Neil Pringle, Roger Phillips	Availability of regular monitoring reports on schedule for review on a quarterly basis.
Clarify to all parties that the 8% recharge relates only to that part of the turnover of the Company that is related to the work undertaken for the Council under the Service Delivery Agreement	HJS/HC	May-06	Complete	Neil Pringle, Roger Phillips, Graham Dunhill, Sonia Rees, Peter Cross, Stan Gyford, Mark Thomas, Andy Lake	Full understanding by all parties of the exact definition of the 8% management fee.
Address the issue of the accruing HJS deficit and make firm representations to Jarvis to write this sum off	HC	Oct-06	Commenced and in hand	Neil Pringle, Roger Phillips	EITHER a formal write-off of the sum involved OR a clear understanding of the circumstances under which the accruing deficit will be called in by Jarvis plc.

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Explore whether it is possible to ensure that future payments for management services are only made when evidence is received that these have been provided	HC	May-06	Complete. The management fee is a contractual obligation and it is not possible to make the payments conditional in the manner suggested.	Neil Pringle, Roger Phillips	See comment under progress to date.
Prepare a robust updated contingency plan	HC	Jun-06	Complete	Peter Cross	Robust updated contingency plan prepared.
Place emphasis on the development of good, closer working relationships between HJS and client officers with progress closely monitored by Senior Management/the Corporate Management Board	HJS/HC	Ongoing	Facilitated relationship development exercise launched with clear work streams identified	Stan Gyford, Graham Dunhill, Peter Cross, Mark Thomas	Systematic reduction in levels of disputed payments against monthly application.
Provide appropriate staff training on the detail of the Contract with HJS, with refresher sessions for trained staff at appropriate intervals and a clear formal induction programme for new staff	HC	Oct-06	Initiated. Consideration being given to the content of suitable training modules.	Peter Cross, Clive Hall	A training module is available for induction for staff to provide basic familiarity with the contractual arrangements.
Monitor the fee levels charged by Owen Williams carefully and put in place clear procedures to ensure that fee levels are controlled	HC	Ongoing	Appropriate procedures are already in place.	Graham Dunhill, Peter Cross, Stephen Oates, Colin Birks	Fee levels for OW work items seen as competitive and in line with industry practice.
Renew the focus of the Partnership Board on developing the Partnership to maximise the potential benefits	HC/OW/HJS	Ongoing	A team activity has been undertaken to articulate and confirm the core values and vision of the partnership. An exercise is under way to refine the performance management framework to ensure that progress towards the benefits can be measured.	Graham Dunhill, Andrew Martin, Ruth Jeffs	Benefits being realised. Quantitative evidence of good performance available through KPIs and benchmarking.
Change the HJS name to a new name which does not include the words Jarvis or Herefordshire.	HJS	Oct-06	Prismo name in principle available immediately for external tenders; active consideration being given to a new name for HJS.	Andrew Martin, Michael Goldberg, Stan Gyford	New name agreed and introduced.