

APPENDIX 1**Key Improvement Areas – 2014/15**

The table below describes identified areas for improvements included within the 2013/14 approved AGS, with a corresponding mid-year update.

Key Improvement Areas – Principle B	Lead Officer	Deadline
<p><u>Partnership Working</u></p> <p>Partnership working and the investment of County Council funding is becoming potentially more complex meaning that partnership protocols and governance arrangements need to be reviewed. To this effect, a self-assessment of existing partnerships has been carried out and this provides intelligence on how partnerships perform in relation to the various governance benchmarks.</p> <p>Department's need to ensure they are aware of the partnerships /joint working arrangements within their areas and have duly considered any risks to the Authority.</p> <p>Update</p> <p>All departments have been advised as to how they should identify partnership risks and include these within their existing risk registers. Progress has been made in a number of departments and it is expected that the remaining departments will have completed the actions required in time for them to be included within the Quarter Three Risk Management Update (to be reported to Corporate Governance Committee in February 2015).</p> <p>New arrangements for partnership working and governance will be presented to Cabinet on 19th November. These identify the partnerships which are a priority for the County Council.</p>	Departmental Management Teams	December 2014

Key Improvement Areas – Principle B (continued)	Lead Officer	Deadline
<p><u>Internal Audit Charter & Quality Assurance & Improvement Programme (QAIP)</u></p> <p>Develop and gain members approval to both a Charter & QAIP</p> <p>Update The Charter has been approved by the Chief Financial Officer and Monitoring Officer and Corporate Management Team (CMT). It is scheduled to be approved by members at the 24 November 2014 Corporate Governance Committee.</p> <p>The QAIP is scheduled for completion and approval by CMT in December. There isn't a mandatory requirement for members to approve the QAIP (only assessments against it once it has been established). Nevertheless, members will be informed at the February committee of its completion and approval by CMT.</p>	HolIAS	December 2014

Key Improvement Areas – Principle C	Lead Officer	Deadline
<p><u>Whistleblowing</u></p> <p>The County Council's current Employee Code of Conduct and Whistleblowing Policy needs to be revised taking into account recent best practice. To this effect the County Solicitor has commissioned a team to review the Council's existing policy and procedures.</p> <p>Update The review and revision of the Code of Conduct and Whistleblowing policy has been completed and will be launched through the Corporate Information Service in mid-November</p>	Monitoring Officer	September 2014

Key Improvement Areas – Principle D	Lead Officer	Deadline
<p><u>Business Intelligence (BI)</u></p> <p>Actions to improve BI will enhance the effectiveness of decision making at both departmental and corporate level aiding the forthcoming transformation agenda. A cross department review of BI and Data Management has been conducted. A Data and BI Board and action plan, focusing on 4 key work streams is being developed and will be part of the Transformation Programme and will deliver a focused programme of work to bring improvement and mitigate risk.</p> <p>Update</p> <p>The Data and BI Programme has been established, and progress is being made across the 4 work-streams of Supply, Demand, Technology and Data. A number of exemplar areas are being scoped in order to accelerate progress.</p> <p>Emerging BI requirements from the Transformation Programme are being captured, and work is underway on a number of these.</p> <p>Relevant links are being made with the Effective Commissioning Stream of the Transformation Programme.</p>	<p>Assistant Director Strategic Information & Technology and Acting Assistant Chief Executive</p>	<p>December 2014</p>

Key Improvement Areas – Principle E	Lead Officer	Deadline
<p><u>Succession Planning</u></p> <p>The County Council recognises that there is a need to focus on improving succession planning. The People Strategy Board has agreed a pilot approach to 'Talent Management' and Succession Planning which is due to commence in April 2014 with 3 areas within the Council. A report on this will be taken to Corporate Management Team once the pilot has taken place and the outcome and future proposal is known.</p> <p>Update</p> <p>3 pilot areas have been identified, with one in Children and Family Services (C&FS), one in Environment and Transport (E&T) and one in ESPO. Due to service changes in the C&FS and E&T departments the implementation of the pilots has been delayed to later in 2014/15.</p> <p>Further work to be undertaken by the HR Business Partner to support and engage ESPO in the model and how it can support ESPO's business.</p> <p>Succession planning and talent management will now also be a work stream within the People and Organisation Development Enabler supporting the Council's transformation agenda, seeking to expand the work beyond the pilot areas.</p>	<p>Learning & Development Manager</p>	<p>December 2014</p>

Key Improvement Areas – Principle F	Lead Officer	Deadline
<p><u>External Website</u></p> <p>The County Council recognises that engagement with officers and the public is vital to achieving objectives and is committed to publishing information for both internal and external customers. To this effect, an Online Services Project is underway which will radically overhaul technology, content, approach and governance of the website to make it customer-focussed and evidence based.</p> <p>Update The Online Services project is making good progress, with the design stage nearing completion. Visual designs have been approved by CMT and procurement of the new content management system is underway.</p> <p>The project has taken a strongly evidence-based and customer focused approach, and links are being made to the Customers and Communities Enabler. CMT has agreed new governance arrangements, and endorsed the proposed approach to development of content for a go-live in spring 2015.</p>	<p>Assistant Director Strategic Information & Technology</p>	<p>December 2014</p>

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