

*CENTRAL &  
SUPPORT  
SERVICES I*

**Draft  
Service plan  
2004/2005**

# CENTRAL & SUPPORT SERVICES

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# *Strategic Framework & Corporate Priorities*

**TO BE  
ADDED**

# CENTRAL & SUPPORT SERVICES

# *Service Overview*

## **SUMMARY**

Central and Support Services comprise the Chief Executive's Office, the Treasurer's Department, the Corporate Services departmental group of Administration, Legal and Personnel, and two units who report to the Chief Executive (ICT Services and Property and Technical Services).

## **LINKS WITH CORPORATE PRIORITIES**

### **Delivering corporate objectives**

Without Central and Support services, the rest of the Council's front-line services delivery would not be able to function and hence its corporate objectives and guiding principles would not be fulfilled. Core ICT, legal, personnel, financial and administrative support is provided, supplemented by property and technical services.

Central services also support the Council's democratic and decision-making processes – elections and electoral registration, and servicing meetings of the Council, the Executive, and Committees. The Chief Executive's Office helps to ensure the Council's corporate direction is clear and agreed with partners. Services are co-ordinated through a comprehensive performance management system, with a range of strategies under the umbrella of the Community Plan. These are underpinned by adherence to corporate principles such as equal opportunities, which are reflected in the Council's achievement of Investors in People.

Direct services are also provided, such as licensing, collection of revenues, distribution of housing benefit and grants to voluntary organisations. These also contribute to fulfilment of the Community Plan. For example, support for community and rural transport initiatives contributes to the 'rural perspective', 'sound transport systems' and 'support for older and disabled people'. The quick payment of benefits not only improves the availability and affordability of housing and helps older and vulnerable people stay in their homes, but also reduces anxiety and hardship. Direct initiatives which target crime and the drugs problem – such as CCTV – are also co-ordinated by the Chief Executive's Office, while the benefits fraud investigators work to uncover and prevent fraud amongst claimants.

# CENTRAL & SUPPORT SERVICES

# *Chief Executive's*

# *Office*

## **EXECUTIVE PORTFOLIOS**

Policy  
Community Planning, Corporate Strategies & IT  
Best Value/CPA

## **SELECT COMMITTEES**

Resources  
Community

## **SERVICE OBJECTIVES**

1. Monitor and support Community Plan implementation (including promotion of community cohesion) and prepare for 2005/06 review
2. Help develop, implement and monitor Council strategies and policies (notably the Older People's Policy) and the Medium Term Plan, as well as corporate projects as they arise
3. Help devise and deliver the improvement plan following Comprehensive Performance Assessment, particularly around corporate governance
4. Achieve 'Best Value' – through i) service reviews, ii) performance management, iii) annual report & performance plan (with summary) and iv) procurement strategy
5. Ensure the strategy for promoting community safety – and the planning for civil emergencies – are effective and up-to-date
6. Develop the skills and knowledge of members of the Council
7. Improve communication with the public and increase satisfaction with the Council
8. Implement e-gov – for staff, members, and the public
9. Promote equal opportunities in: employment; service delivery; and across the local community
10. Promote corporate standards and complaints procedures to improve customer care, and co-ordinate Ombudsman responses
11. Increase the capacity of the voluntary sector, particularly in legal and advice services
12. Ensure the Council attains – and maintains – quality standards (where appropriate) including Investors in People
13. Increase the efficiency of the office support for the Chief Executive, Leader, Chairman and other members

## COMMUNITY LEADERSHIP/ COMMUNITY PLANNING

Cherwell's Community Plan 2016 drives the future of all services in Cherwell. The Cherwell Community Planning Partnership deliver and monitor its achievements, which are publicised through Cherwell Link.

As the prime local democratically elected body in the District, the Council also takes the lead on issues such as a local Rural Strategy, Cherwell's Legal Services Partnership, European funding bids, and generally listening to the people of Cherwell and lobbying on their behalf.

## CORPORATE STRATEGIES AND PROJECTS

The Chief Executive's Office undertakes corporate coordination of the Council's strategies and policies - and takes leadership on topics specific to the Policy Portfolio such as the Older People's Policy.

## CPA IMPROVEMENT PLANNING

This assessment of the overall performance of each council first reached District Councils in 2003-04, generating an overall classification. The Council's preparation for inspection, and subsequent improvement planning is co-ordinated by the Chief Executive's Office.

## BEST VALUE AND PERFORMANCE

Every year the Council undertakes a programme of Best Value Reviews. Inspection of these Reviews provides an independent view on improvement in the Council. The implementation of actions arising from past Reviews and their impact on service improvement is also monitored. The corporate monitoring framework was refined in 2003 in consultation with Select Committees and the Executive. For 2004/05, the BV Review programme may change as a result of the CPA Improvement Plan.

Performance information from all departments is collated and scrutinised, and at the end of each year an Annual Review and Performance Plan is published, summarising the strengths, weaknesses and plans of the whole organisation. A summary is distributed with every Council Tax bill.

## COMMUNITY SAFETY & EMERGENCY PLANNING

To promote community safety, the Council has: installed Closed Circuit Television (CCTV) in the three urban areas; reinforced homes at risk of burglary; promoted Neighbourhood Watch; and co-ordinated the local Drugs Reference Group to reduce substance misuse, particularly amongst young people – for example through the 'Turnaround' drug and alcohol treatment programme. Funding has also been secured for Street Wardens for Bretch Hill & Hardwick, Banbury to build local community capacity.

The Council is a statutory partner in the Cherwell Community Safety Strategy Group who devised an updated Community Safety Strategy for 2002-2005, based upon a crime and disorder audit. This strategy aims to co-ordinate action to reduce crime and anti-social behaviour.

The Council has a duty to plan for - and provide the resources needed in the event of - an emergency or disaster within the District. The Council maintains an Emergency Plan which provides a framework for the Council to provide support to front line emergency services.

## SUPPORT FOR MEMBERS

Support for Members of the Council ranges from professional advice to secretarial and civic support. Members receive training in areas such as CPA, standards and scrutiny. To enable members to quickly access a range of information, a number have PCs with modems in their homes which can access the Council's e-mail system.

## COMMUNI- CATIONS

The section co-ordinates corporate publicity, external information provision, and public research and consultation. Much of this is via Cherwell Link, a newsletter distributed to all local households three times a year. It also looks after the Council's corporate identity and style, and is responsible for the Council's website.

## E-GOVERNMENT

Modern technology is essential to improving service delivery, and particularly communication for staff, members and the public. As part of the move towards e-government, development of the intranet and internet is increasingly important - as detailed in the Council's IEG 3 submission to Government demonstrating how the Council intends to achieve 100% e-enabling (BVPI 157) by December 2005.

## EQUAL OPPORTUNITIES

The Council has a responsibility to promote equal opportunities as an employer, as a provider and commissioner of services, and as an advocate for the community. A Race Equality Scheme has been adopted which takes action to ensure discrimination is prevented and equality promoted. Cherwell subscribe to Language Line and translate key publications into the most widely used ethnic languages. The Council has adopted the Equality Standard.

## CUSTOMER CARE

This section co-ordinates corporate standards for helping customers and addressing complaints. Standards are set for answering letters and phone calls. Training is provided for staff to deal with complaints and how to use these to help improve services. Serious complaints are investigated by the Local Government Ombudsman.

## WORKING WITH THE VOLUNTARY SECTOR

The Council highly values local voluntary organisations, many of whom it assists financially with annual grant aid which it also monitors. The Voluntary Organisations Forum meets around twice a year to represent voluntary groups and help inform Council-wide policies. It is an important element of Community Planning.

## INVESTORS IN PEOPLE STATUS

Staff development programmes and comprehensive communications with staff are among the many systems and procedures maintained to optimise staff performance – as demonstrated through the retention by the Council of its Investors in People status. The Chief Executive's Office is particularly concerned with planning, prioritising, internal communications, project management (such as PRINCE 2) and performance management – which links to the appraisal and development system.

## OFFICE SUPPORT – CHAIRMAN ETC

An administrative and secretarial specialist support team within the Chief Executive's Office provides tailored support to the Leader of the Council and other elected members as appropriate – at the direction of the Chief Executive and Head of Corporate Services. In particular, support for civic events is provided for the Chairman and Vice-Chairman.

## KEY ISSUES & RISKS

### COMMUNITY PLANNING

- Keeping the community plan up-to-date and ensuring it is being implemented.
- Without regular monitoring and review there is a strong risk that the Plan will not be achieved and will lose credibility and momentum.
- Ensure reviews of medium term strategies address whether they need to be adjusted in the light of available resources and other factors in order to remain relevant, robust and achievable.
- There is a risk that the Council's resources will be overstretched and it is important that they are focussed on agreed priorities in the Medium Term Plan.
- Ensure that community relations in Bicester do not deteriorate because of the proposed asylum accommodation centre at Piddington, and generally promote community cohesion - possibly through improved liaison with faith groups (currently focussed on Banbury)
- The risk of tension or violence in the local community, particularly around racial issues, is being controlled through improved partner collaboration and establishment of the Racial Incidents in North Oxfordshire group (RINO)

### CORPORATE STRATEGIES & PROJECTS

- In parallel with the Best Value Review of Housing Services, and informing it, the Council needs to develop its Housing Strategy 2005-2008 – which has to meet ODPM's 'Fit for Purpose' criteria.
- The Council needs an up-to-date strategy which meets Government criteria if it is to be effective in maximising investment in new and improved housing.

### CPA IMPROVEMENT PLANNING

- Out of the 2004 Comprehensive Performance Assessment an improvement plan will be agreed with the Audit Commission, which needs to be designed, monitored and implemented.
- A low or falling future CPA score may trigger government intervention or compulsory support.

### BEST VALUE

- Revamped performance management and monitoring procedures for the Community Plan, strategies, service plans and best value reviews were introduced in 2003, and will require maintaining and streamlining to ensure optimal implementation.
- Failure to monitor and manage performance would endanger the achievement of the Council's corporate objectives.
- After LSVT, corporate capacity needs to be available to implement the Best Value Review of Procurement, the first part of which is to draw up procurement structures and strategies.
- Without sound procurement policies, procedures and systems, the Council risks inefficiencies and loss of opportunities as well as potential non-compliance with procurement rules.

COMMUNITY SAFETY  
& EMERGENCY  
PLANNING

- Complete Home Office Self Assessment and produce a development plan
- Carry out the tri-annual audit required by the Crime and Disorder Act 1998 and produce the 2005-2008 Community Safety Strategy – alongside a Best Value Review of Community Safety.
- Following the recent launch of the Racial Incidents in North Oxfordshire (RINO) monitoring of reporting system, the next stage is to ensure effective implementation and address the causes of racial incidents.

SUPPORT FOR  
MEMBERS

- Following the successful training needs analysis undertaken in 2003/04, the Head of Corporate Services and the Training Officer shall develop a comprehensive programme of member development
- It is important that members are equipped to perform the roles required of them if the Council is to govern itself properly and provide effective leadership to the local community.

COMMUNICATIONS

- the communications strategy for both external and internal audiences needs to be updated and implemented.
- Effective external and internal communications are vital if the Council is to identify and deliver local priorities.

E-GOVERNMENT

- Moving towards December 2005 deadline there are a wide range of e-gov projects which involve new ways of working. Encouraging take-up of new services will be key.
- The risk of a failure to embrace the full culture change necessary is mitigated by a continuous corporate emphasis on modernisation.

EQUAL  
OPPORTUNITIES

- The Comprehensive Equality Policy was adopted in 2003 as part of the new Corporate Equality Standard. Along with the Racial Equality Scheme, and legislation against discrimination on grounds of disability, gender, age, sexual orientation and religion, further corporate action is necessary to deliver equality objectives.
- The risk of a service user or staff member taking up an equal opportunities case against the Council is mitigated by the Council's broad range of policies and procedures

WORKING WITH THE  
VOLUNTARY SECTOR

- Increasing need expressed by voluntary sector for better infrastructure could be met by the Government funding streams available from April 2004 (in alignment with the recommendations of the Best Value Review of Relationships with the Voluntary Sector). The need for improved volunteer recruitment is paramount.
- The forthcoming Oxfordshire Compact with the voluntary sector will require substantial detailed development, such as joint applications, grant monitoring, etc.
- In order to protect and develop Cherwell's advice provision, Cherwell needs to be actively involved in the new Oxfordshire Community Legal Services Partnership.
- The voluntary sector is an important partner in achieving Community Plan objectives which would be endangered if it lacked proper funding and support.

INVESTORS IN PEOPLE	<ul style="list-style-type: none"> <li>• The Council is seeking to maintain and improve its Investors in People status, for example in future incorporating a self-assessment.</li> <li>– IIP is an important indicator of the Council’s capacity to deliver its objectives. The impact of losing it is by no means just about loss of reputation.</li> </ul>
<b>PARTNERS IN DELIVERY</b>	In addition to the public in general, Members of the Council and the staff involved in delivering the service, the following people have an interest in and/or are users of services provided through the Chief Executive's Office.
COMMUNITY PLANNING	Specific user groups; all CCPP Partners such as Parish Councils and the County Council; Forums and survey/questionnaire participants; all Departments; partner organisations.
CORPORATE STRATEGIES AND PROJECTS	All Departments; all CCPP Partners; other statutory partners and agencies; voluntary organisations and other stakeholders
CPA IMPROVEMENT PLANNING	All Departments; Audit Commission
BEST VALUE	All Cherwell residents and businesses; all Departments; Audit Commission; other local authorities.
COMMUNITY SAFETY & EMERGENCY PLANNING	Statutory and voluntary organisations; Parish Councils; partner organisations; the CCSSG; businesses; schools; other local authorities; emergency services; other statutory agencies.
SUPPORT FOR MEMBERS	Outside organisations with Member representation (e.g. voluntary organisations, ACTVaR); organisations seeking civic presence (e.g. opening ceremonies etc); charities seeking support.
COMMUNICATIONS	Media: TV, radio and papers; all Departments; publishing and printing companies; photographers and graphic designers; Communication and other specialist consultants.
E-GOVERNMENT	All departments; Oxfordshire IEG partnership; third party suppliers; CCPP
EQUAL OPPORTUNITIES	The Commission for Racial Equality; The Equal Opportunities Commission.
CUSTOMER CARE	All Cherwell residents who contact the Council; Local Government Ombudsman's Office.
WORKING WITH THE VOLUNTARY SECTOR	Voluntary organisations; other local authorities; volunteers; other public services; other key funders.
INVESTOR IN PEOPLE STATUS	All Staff and elected Members.
OFFICE SUPPORT – CHAIRMAN ETC	All staff and elected Members.

	Performance measure	Priority	Cherwell p'mance 2002/03	Best 25% districts 2002/03 (latest audit)	Cherwell p'mance 2003/04 (last year)	Cherwell (to date) 2004/05 (leave blank)	Cherwell target y1 2004/05 (this year)	Cherwell target y2 2005/06 (next year)	Cherwell target y3 2006/07	Cherwell target y4 2007/08	Respon-sibility
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**1. Monitor and support Community Plan implementation (including promotion of community cohesion) and prepare for 2005/06 review**

BVIa	Does the authority have a community strategy developed in collaboration with the local strategic partnership?	●●●	Yes	55% councils have one <sup>A</sup>	Yes		Yes	Yes	Yes	Yes	AD
BVIb	By when will a full review of the community strategy be completed? If scheduled for this year, was it completed?	●●●	Yes	New indicator	Yes		31 Dec 2006	31 Dec 2006	31 Dec 2006	31 Dec 2009	AD
BVIc	Has the authority reported progress towards implementing the community strategy to the wider community this year? If no, by when will this be undertaken?	●●●	Yes	New indicator	Yes		Yes	Yes	Yes	Yes	AD

**5. Ensure the strategy for promoting community safety – and the planning for civil emergencies – are effective and up-to-date**

BVI26	Domestic burglaries per 1,000 households	●●	10.1	7.3 <sup>HO</sup>	9.6		Awaiting police data	Awaiting police data	Awaiting police data	N/a	GB
BVI27a	Violent offences committed by a stranger per 1,000 population	●●	6.5	1.8 <sup>DC</sup>	6.7		Awaiting police data	Awaiting police data	Awaiting police data	N/a	GB
BVI27b	Violent offences committed in a public place per 1,000 population	●●	8.2	3.8 <sup>DC</sup>	9.7		Awaiting police data	Awaiting police data	Awaiting police data	N/a	GB
BVI27c	Violent offences committed in connection with licensed premises per 1,000 population	●●	0.9	0.6 <sup>DC</sup>	1.5		Awaiting police data	Awaiting police data	Awaiting police data	N/a	GB
BVI27d	Violent offences committed under the influence per 1,000 population	●●	2.6	1.4 <sup>DC</sup>	4.3		Awaiting police data	Awaiting police data	Awaiting police data	N/a	GB

	Performance measure	Priority	Cherwell p'mance 2002/03	Best 25% districts 2002/03 (latest audit)	Cherwell p'mance 2003/04 (last year)	Cherwell (to date) 2004/05 (leave blank)	Cherwell target y1 2004/05 (this year)	Cherwell target y2 2005/06 (next year)	Cherwell target y3 2006/07	Cherwell target y4 2007/08	Respon-sibility
BV128	Vehicle crimes per 1,000	●●	12.9	8.5 <sup>DC</sup>	9.7		Awaiting police data	Awaiting police data	Awaiting police data	N/a	GB

### 7. Increase satisfaction with the Council and improve communication with the public

BV 3	Percentage of citizens satisfied with the overall service provided by the Authority.	●●●	60% -5.6%† (2000/01)	72% 6.7%† (2000/01)			No survey undertaken	No survey undertaken	2003/04 upper quartile		AD
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### 8. Implement e-gov – for staff, members, and the public

BV157	Number of types of interactions enabled for electronic delivery as a percentage of types legally permissible for such	●●●	25%	58% <sup>A</sup>	57%		75%	100%	100%		PS
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### 9. Promote equal opportunities in: employment; service delivery; and across the local community

BV2a	The level of the Equality Standard for Local Government to which the authority conforms	●●●	1	47% scored 1 <sup>A</sup> . 12% scored 2 or more <sup>A</sup>	1		2	2	3	3	CB
BV2b	Score on checklist for Duty to Promote Race Equality	●●●	New indicator	New indicator	17%		50%	72%	94%	94%	
BV174	The number of racial incidents recorded by the authority per 100,000 population.	●●●	1.52	Not appropriate to compare this indicator			6.06	12.12	24.24	20	AD
BV175	The percentage of racial incidents that resulted in further action.	●●●	100%	100% <sup>A</sup>			100%	100%	100%	100%	AD

	Performance measure	Priority	Cherwell p'mance 2002/03	Best 25% districts 2002/03 (latest audit)	Cherwell p'mance 2003/04 (last year)	Cherwell (to date) 2004/05 (leave blank)	Cherwell target y1 2004/05 (this year)	Cherwell target y2 2005/06 (next year)	Cherwell target y3 2006/07	Cherwell target y4 2007/08	Respon-sibility
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### 10. Promote corporate standards and complaints procedures to improve customer care, and coordinate Ombudsman responses

BVPI 4	Percentage of those making complaints satisfied with the handling of those complaints	●●●	35% -5.8%† (2000/01)	45% 5.0%† (2000/01)			No survey undertaken	No survey undertaken	2003/04 upper quartile	No survey undertaken	AD
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### 11. Increase the capacity of the voluntary sector, particularly in legal and advice services

BV177	Percentage of authority expenditure on legal and advice services which is spent on services that have been awarded the Quality Mark and meet a priority legal need identified in the Community Legal Service Partnership strategic plan.	●●●	100%	100% <sup>DC</sup>	100%		100%	100%	100%	100%	MG
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† The first score simply compares this council with the top quartile of other Districts. However, there is a statistically significant relationship between deprivation and some indicators such as this. The second score compares the result predicted by deprivation for District & Unitary Councils with Cherwell's result.

A = Best 25% of All councils in England    <sup>DC</sup> = Best 25% of all District Councils in England    <sup>SE</sup> = Best 25% of Councils in the Government Office of the South East  
<sup>HO</sup> = Best 25% of CDRPs in Home Office Family Region

## Chief Executive's Office Central and Support Services

### Local performance indicators and targets 2004/2008

	Performance measure	Priority	Cherwell p'mance 2002/03	Best 25% districts 2002/03 (latest audit)	Cherwell p'mance 2003/04 (last year)	Cherwell (to date) 2004/05 (leave blank)	Cherwell target y1 2004/05 (this year)	Cherwell target y2 2005/06 (next year)	Cherwell target y3 2006/07	Cherwell target y4 2007/08	Respon-sibility
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### 2. Help develop, implement and monitor Council strategies & policies (notably the Older People's Policy) & the MTP, & corporate projects

CC 1	Undertake annual reviews of: Housing Strategy; Community Safety Strategy; Older People's policy	●●●									AD
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### 3. Help devise and deliver the improvement plan following Comprehensive Performance Assessment, particularly around corporate governance

	Performance measure	Priority	Cherwell p'mance 2002/03	Best 25% districts 2002/03 <i>(latest audit)</i>	Cherwell p'mance 2003/04 <i>(last year)</i>	Cherwell (to date) 2004/05 <i>(leave blank)</i>	Cherwell target y1 2004/05 <i>(this year)</i>	Cherwell target y2 2005/06 <i>(next year)</i>	Cherwell target y3 2006/07	Cherwell target y4 2007/08	Respon- sibility
CC 2	Increase Council's score on subsequent CPA assessment	● ● ●									CB

	Performance measure	Priority	Cherwell p'mance 2002/03	Best 25% districts 2002/03 (latest audit)	Cherwell p'mance 2003/04 (last year)	Cherwell (to date) 2004/05 (leave blank)	Cherwell target y1 2004/05 (this year)	Cherwell target y2 2005/06 (next year)	Cherwell target y3 2006/07	Cherwell target y4 2007/08	Respon-sibility
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**4. Achieve 'Best Value' – through i) service reviews, ii) performance management, iii) ARPP (with summary) and iv) procurement strategy**

CC 3	Achieve unqualified audit	●●●	✓		✓		✓	✓	✓		CB
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**5. Ensure the strategy for promoting community safety – and the planning for civil emergencies – are effective and up-to-date**

HO = Best 25% of CDRPs in Home Office Family

CC 4	Update the Emergency Plan/year (at least twice)	●●	1				2	2	2		GB
CC 5	CDRP: Robberies per 1,000 persons		0.4	0.2 <sup>HO</sup>							
CC 6	CDRP: Theft of a motor vehicle per 1,000 persons		3.2	1.7 <sup>HO</sup>							
CC 7	CDRP: Theft from a motor vehicle per 1,000 persons		10	5.3 <sup>HO</sup>							
CC 8	CDRP: Sexual offences per 1,000 population		0.7	0.4 <sup>HO</sup>							

**6. Develop the skills and knowledge of members of the Council**

CC 9	Success of member development in 2004/05	●●					To be set	To be set	To be set		CB
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**8. Implement e-gov – for staff, members, and the public**

CC 10	Number of user sessions on the Council's website per year.	●	145,905		>250,000		300,000	350,000	To be set		PS
CC 11	% of payment transactions conducted electronically [shared with Treasurer's]	●●	50%		51%		59%	61%	To be set		PS

**10. Promote corporate standards and complaints procedures to improve customer care, and coordinate Ombudsman responses**

CC 12	The number of complaints to the Ombudsman classified as maladministration	●●●	0				0	0	0		AD
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	Performance measure	Priority	Cherwell p'mance 2002/03	Best 25% districts 2002/03 (latest audit)	Cherwell p'mance 2003/04 (last year)	Cherwell (to date) 2004/05 (leave blank)	Cherwell target y1 2004/05 (this year)	Cherwell target y2 2005/06 (next year)	Cherwell target y3 2006/07	Cherwell target y4 2007/08	Respon-sibility
CC 13	The number of complaints to the Ombudsman classified as local settlement	●●	3				0	0	0		AD
CC 14	Letters/e-mails responded to in 10 working days	●●	?								AD
CC 15	Calls to main switchboard to be answered in	●●									TP
	a) 10 seconds (target 90%)		(a) 91.7%								
	b) 15 seconds (target 95%)	●●	(b) 95.6%								TP
CC 16	Calls to extensions to be answered in	●●									TP
	a) 10 seconds (target 85%)		(a) 80.7%								
	b) 15 seconds (target 95%)	●●	(b) 90.5%								TP
CC 17	Percentage of unanswered calls. (Target <2%) (Extensions)	●●	6.2%								TP

**12. Ensure the Council attains – and maintains – quality standards (where appropriate) including Investors in People**

CC 18	Accreditation as an Investor in People	●●●	✓		✓		✓	✓	✓		AD
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**13. Increase the efficiency of the office support for the Chief Executive, Leader, Chair and other members**

CC 19	Satisfaction of service clients with provision of support	●●									
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Source	Priority	Actions (SMART)	Milestones & deadlines	Progress – mid-year (end of Sept 2004) and year end	Responsibility
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**1. Monitor and support Community Plan implementation (including promotion of community cohesion) and prepare for 2005/06 review**

Cherwell Community Plan 2016	●●●	Undertake second annual review of Community Plan – Actions round-up + Quality of Life indicators	Draft June: Distribute July		AD
Cherwell Community Plan 2016	●●●	Prepare for new 2005/06 Community Plan through consultation: then initial drafts	Consultation & drafting by March 2005		AD

**2. Help develop, implement and monitor Council strategies & policies (notably the Older People's Policy) & the MTP, & corporate projects**

BVReview programme (ARPP)	●●●	Support the Best Value Review of Housing Services/Strategy* (out of which will come the Housing Strategy 2005-2008).	??		AD
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**3. Help devise and deliver the improvement plan following Comprehensive Performance Assessment, particularly around corporate governance**

CPA + CIPFA/SOLACE governance guidance	●●●	Help design, monitor and implement the Comprehensive Performance Assessment improvement plan.	Round table 7 May		CB
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**4. Achieve 'Best Value' – through i) service reviews, ii) performance management, iii) ARPP (with summary) and iv) procurement strategy**

BVReview programme (ARPP), National Procurement Strategy	●●	Recommence implementation of Best Value Review of Procurement improvement plan: draw up procurement structures; and strategies.	Restart April: For dates, see improvement plan		CB/ MG
BVReview programme (ARPP)	●●	Co-ordinate Best Value Review of Support Services*.	April – December 2004		CB/ MG
Monitoring Performance report to Select Committees (Nov 03) & Executive (Dec 03)	●●	Ensure continued effective implementation of revamped performance management and monitoring procedures for the Community Plan, strategies, service plans and best value reviews.	Continuous		MG/ CB

**5. Ensure the strategy for promoting community safety – and the planning for civil emergencies – are effective and up-to-date**

Source	Priority	Actions (SMART)	Milestones & deadlines	Progress – mid-year (end of Sept 2004) and year end	Respon- sibility
Home Office	●●●	Complete Home Office Assessment and produce development plan.	Complete by August 2004		GB
Crime and Disorder Act 1998	●●●	Carry out a Crime and Disorder Audit and produce a strategy for 2005-2008	Complete by April 2005		GB
Home Office; BV Review programme (ARPP)	●●●	Undertake Best Value Review of Community Safety*.	Complete by April 2005		GB
Community Plan Theme 10d; Community Safety Strategy; Race Relations (Amendment) Act	●●	In collaboration with colleagues on the Racial Incidents in North Oxfordshire group (RINO), ensure effective implementation and monitoring of reporting system and address the causes of racial incidents.	Once system & regular meetings in place, appraise March 2005		MG
In preparation for Civil Contingencies Act (2004)	●●●	Undertake amending the Emergency Plan in light of the changes in the Council's Housing function	End April 2004		GB

#### 6. Increase the skills and knowledge of members of the Council

CPA improvement plan	●●●	Help to implement a member development programme to improve knowledge and skills and the operation of Select Committees (see also Personnel and Admin service plans)	??		CB
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#### 7. Increase satisfaction with the Council and improve communication with the public

Previous communications strategy; CPA improvement plan	●●●	Update and implement the communications strategy for both external and internal audiences. (Internal communications also contributes to Investors in People)	April 2004		PS
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#### 8. Implement e-gov – for staff, members, and the public

IEG 3	●●●	Wide range of e-gov projects (see examples below) which involve new ways of working. Encourage take-up of new services.	December 2005 deadline		PS
IEG 3	●●●	Compile a Local Land and Property Gazetteer	March 2006		PS

Source	Priority	Actions (SMART)	Milestones & deadlines	Progress – mid-year (end of Sept 2004) and year end	Respon- sibility
IEG 3	●●●	Establish electronic records management (linked to Freedom of Information Act preparations)	January 2005		PS
IEG 3	●●	Begin webcasting Council meetings	July 2004		PS
IEG 3	●●●	Trial & evaluate Customer Relationship Management	Trial May; evaluation June 2004		PS

### 9. Promote equal opportunities in: employment; service delivery; and across the local community

Race Relations (Amendment) Act; Journey to Race Equality (Audit Commission 2004), Community Plan Theme 10d	●●●	Progress work under the new Corporate Equality Standard, incorporating the Racial Equality Scheme, and legislation against discrimination on grounds of disability, gender, age, sexual orientation and religion.	See Comprehensive Equality Policy & RES		MG
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### 10. Promote corporate standards and complaints procedures to improve customer care, and coordinate Ombudsman responses

Charter Mark	●●	Revamp Corporate Service Standards into an accessible format for staff.	October 2005		MG
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### 11. Increase the capacity of the voluntary sector, particularly in legal and advice services

HMTreasury Cross-cutting review of the role of the V&CS in service delivery	●●	Continue implementation of the Best Value Review of Relationships with the Voluntary Sector.	See BVReview improvement plan		MG
Compact – national and Oxfordshire	●●	Help to implement the forthcoming Oxfordshire Compact with the voluntary sector, such as joint applications, grant monitoring, etc.	Deadlines via Compact Action plan (by June 2005)		MG
Legal Services Commission	●●	Fully participate in the new Oxfordshire Community Legal Services Partnership.			MG

### 12. Ensure the Council attains – and maintains – quality standards (where appropriate) including Investors in People

Source	Priority	Actions (SMART)	Milestones & deadlines	Progress – mid-year (end of Sept 2004) and year end	Responsibility
	●●●	Incorporate self-assessment into the 2004 liP assessment			CB

**Chief Executive's Office** **Central and Support Services**  
*Medium term improvement actions 2004/2007*

Source 	Priority	Actions (SMART) 	Milestones & deadlines	Progress – mid-year (end of Sept 2004) and year end	Responsibility
Cultural Strategy	●●●	Cultural Strategy update	?By April 2005		ID
Rural Strategy	●●●	Rural Strategy update	By October 2005		ID
Environmental Strategy	●●●	Environmental Strategy update	By December 2005		EE
Community Plan 'Vision 2016'	●●●	Full update of Community Plan 'Vision 2016'	By December 2006		AD

