Assurance Statement

	A	B	C	D	E	F
1	Ref	Dimension within Local Code	Source	Local Code Key aim	Local Code demonstrating compliance	Action required
2	CG1001	Community Focus	SP 0591	Publish on a timely basis an annual report presenting an objective, understandable account of the Council's activities, achievements, its financial position and	Corporate Plan	Review and publish the corporate plan
3	CG1002	Community Focus	SP 3071	Publish on a timely basis an annual report presenting an objective, understandable account of the Council's activities, achievements, its financial position and	Annual budget	Manage budget setting process
4	CG1003	Community Focus	SP3075	Publish on a timely basis an annual report presenting an objective, understandable account of the Council's activities, achievements, its financial position and performance.	Capital strategy	Update and produce capital strategy
5	CG1003	Community Focus		Publish on a timely basis an annual report presenting an objective, understandable account of the Council's activities, achievements, its financial position and	Medium Term Financial Strategy	Annual approval of Medium Term Financial Strategy by Council
6	CG1004	Community Focus	SP 3020	Publish on a timely basis an annual report presenting an objective, understandable account of the Council's activities, achievements, its financial position and performance.	Approval of statement of accounts by Audit and Corporate Governance	Final audited statement of accounts approved by Audit and Corporate Governance
7	CG1004	Community Focus	SP 3074	Publish on a timely basis an annual report presenting an objective, understandable account of the Council's activities, achievements, its financial position and		Improve Statement of Accounts w/papers from Good to Excellent
8	CG1005	Community Focus	SP 3076	Publish on a timely basis an annual report presenting an objective, understandable account of the Council's activities, achievements, its financial position and	Treasury management strategy	Produce Treasury Management Investment Strategy
9	CG1005	Community Focus		Publish on a timely basis an annual report presenting an objective, understandable account of the Council's activities, achievements, its financial position and	Treasury management outcome report	Treasury Management outturn report considered by Council
10	CG1006	Community Focus	SP 4057	Publish on a timely basis a performance plan presenting an objective, balanced and understandable account and assessment of the Council's current performance in service delivery and its plans to maintain and improve	Annual performance plan/individual service plans	Complete appraisals and formal one to ones
11	CG1007	Community Focus	SP 3061	Put in place proper arrangements for the independent review of the financial and operating processes		Monitor performance of incumbent provider (Keep future increases in Council's Budget requirement at or below inflation (subject to any increases required to meet Government legislation)

12	CG1007	Community Focus		Put in place proper arrangements for the independent review of the financial and operating processes	Accounts audited by external auditors and Annual Audit and Inspection Letter reviewed by Audit and Corporate Governance Committee.	Final audited statement of accounts approved by Audit and Corporate Governance Committee
13	CG1007	Community Focus		Put in place proper arrangements for the independent review of the financial and operating processes	Accounts audited by external auditors and Annual Audit and Inspection Letter reviewed by Audit and Corporate Governance Committee.	Final audited statement of accounts approved by Audit and Corporate Governance Committee
14	CG1007	Community Focus		Put in place proper arrangements for the independent review of the financial and operating processes	Accounts audited by external auditors and Annual Audit and Inspection Letter reviewed by Audit and Corporate Governance Committee.	Approval of the Audit Commission's annual governance report by Audit and Corporate Governance Committee
15	CG1007	Community Focus		Put in place proper arrangements for the independent review of the financial and operating processes	Accounts audited by external auditors and Annual Audit and Inspection Letter reviewed by Audit and Corporate Governance Committee.	Approval of Annual Audit and Inspection letter by Audit and Corporate Governance Committee
16	CG1009	Community Focus	LPT 132	Put in place proper arrangements designed to encourage individuals and groups from all sections of the community to engage with, contribute to and participate in the work of the Council and put in place appropriate monitoring processes to ensure that they continue to work.	Consultation strategy adopted by Council.	Achieve a 10 percent increase in the number of opportunities for people to give their views on current/future services (high is good)
17	CG1009	Community Focus	LPT 133	Put in place proper arrangements designed to encourage individuals and groups from all sections of the community to engage with, contribute to and participate in the work of the Council and put in place appropriate monitoring processes to ensure that they continue to work.	Consultation strategy adopted by Council.	Achieve a 5 percent increase in number of responses to consultations on Council services (high is good)
18			SP 3062	Put in place proper arrangements for the independent review of the financial and operating processes		Monitor performance of incumbent provider (Improve the speed and accuracy of housing benefit processing)

19	CG1009		LPT 132	Put in place proper arrangements designed to encourage individuals and groups from all sections of the community to engage with, contribute to and participate in the work of the Council and put in place appropriate monitoring processes to ensure that they continue to work.	Consultation strategy adopted by Council.	Achieve a percent Increase in the number of consultations which give people opportunities to give their views on current/future services (high is good)
		Community Focus				
20	CG1010		LPT 216	Put in place proper arrangements designed to encourage individuals and groups from all sections of the community to engage with, contribute to and participate in the work of the Council and put in place appropriate monitoring processes to ensure that they continue to work.	Implementing E-government (IEG) Statement agreed by Council	Percentage of types of transactions delivered electronically [E101a] (high is good)
		Community Focus				
21	CG1012		SP 0573	Put in place proper arrangements designed to encourage individuals and groups from all sections of the community to engage with, contribute to and participate in the work of the Council and put in place appropriate monitoring processes to ensure that they continue to work.	Local Strategic Partnership being established, aiming to produce Community	Develop a community engagement strategy
		Community Focus				
22	CG1015			Make an explicit commitment to openness in all of its dealings, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and	Access to Information rules incorporated in Constitution.	Annually review Constitution to ensure up to date and in accordance
		Community Focus				
23	CG1017			Make an explicit commitment to openness in all of its dealings, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so.	Development and approval by Council of Publication Scheme under the Freedom of Information Act	Ongoing review of scheme
		Community Focus				
24	CG1018		LPT 133	Establish clear channels of communication with all sections of the community and other stakeholders, and put in place proper monitoring arrangements to ensure that they operate effectively.	Consultation strategy adopted by Council.	Achieve a 5 percent increase in number of responses to consultations on Council services (high is good)
		Community Focus				
25	CG1020		SP 0053	Establish clear channels of communication with all sections of the community and other stakeholders, and put in place proper monitoring arrangements to ensure that they operate effectively.	An interactive website that enables residents to access services and information online such as pay bills and view planning applications and	Provide an interactive, accessible and usable website for residents [E401, E159]
		Community Focus				

26	CG1021	Community Focus	LPT 216	Establish clear channels of communication with all sections of the community and other stakeholders, and put in place proper monitoring arrangements to ensure that they operate effectively.	An interactive website that enables residents to access services and information online such as pay bills and view planning applications and	Percentage of types of transactions delivered electronically
27			SP 0054	Establish clear channels of communication with all sections of the community and other stakeholders, and put in place proper monitoring arrangements to ensure that they operate effectively.	An interactive website that enables residents to access services and information online such as pay bills and view planning applications and	Provide an interactive, accessible and usable website for residents [E401]
28	CG1023	Community Focus	SP 0573	Ensure that there is a vision for the local community, and that strategic plans, priorities and targets are developed efficiently and coherently, in consultation with the local community and other key stakeholders, and that they are clearly communicated.	Development of Consultation Strategy (renamed community engagement strategy)	Develop a community engagement strategy [CPA]
29	CG1024	Community Focus	SP 0591	Ensure that there is a vision for the local community, and that strategic plans, priorities and targets are developed efficiently and coherently, in consultation with the local community and other key stakeholders, and that they are clearly communicated.	Corporate Strategies and Performance Targets developed and reviewed in consultation with stakeholders, considered by Cabinet and Council in public	Review and publish the corporate plan
30	CG1025	Community Focus	SP 1551	Ensure that there is a vision for the local community, and that strategic plans, priorities and targets are developed efficiently and coherently, in consultation with the local community and other key stakeholders, and that they are clearly communicated.	A community strategy has been prepared through the local strategic partnership	Review South Oxfordshire Partnership to make it more effective
31	CG2027	Service delivery arrangements	SP 0592	Set standards and targets for performance in the delivery of services on a sustainable basis and with reference to equality policies.	Development of Performance management strategy and	Publish the Council's annual report (or Performance Plan)
32	CG2027	Service delivery arrangements	SP 1027	Set standards and targets for performance in the delivery of services on a sustainable basis and with reference to equality policies.	Development of Performance management strategy and system.	Produce handbook, following consultation, setting out corporate performance management expectancy [CPA]
33	CG2028	Service delivery arrangements	BVPI 002a	Set standards and targets for performance in the delivery of services on a sustainable basis and with reference to equality policies.	Equal Opportunities Policy Statement in place.	Level of the Equality Standard for Local Government achieved, in respect of gender, race and disability (high is good)
34	CG2028	Service delivery arrangements	BVPI 002b	Set standards and targets for performance in the delivery of services on a sustainable basis and with reference to equality policies.	Equal Opportunities Policy Statement in place.	Duty to promote race equality, % score against checklist (high is

35	CG2028	Service delivery arrangements	LPT 215	Set standards and targets for performance in the delivery of services on a sustainable basis and with reference to equality policies.	Equal Opportunities Policy Statement in place.	Carry out equality impact assessments of all our services
36	CG2028	Service delivery arrangements	SP 0554	Set standards and targets for performance in the delivery of services on a sustainable basis and with reference to equality policies.	Equal Opportunities Policy Statement in place.	Develop our gender equality scheme in the light of new statutory duties
37	CG2028	Service delivery arrangements	SP 0555	Set standards and targets for performance in the delivery of services on a sustainable basis and with reference to equality policies.	Equal Opportunities Policy Statement in place.	Develop equality awareness training for staff and councillors [CPA]
38	CG2028	Service delivery arrangements	SP 0556	Set standards and targets for performance in the delivery of services on a sustainable basis and with reference to equality policies.	Equal Opportunities Policy Statement in place.	Complete impact assessments identified in the equalities action plan, and improve collection of equalities data
39	CG2028	Service delivery arrangements	SP 0597	Set standards and targets for performance in the delivery of services on a sustainable basis and with reference to equality policies.	Equal Opportunities Policy Statement in place.	Produce a comprehensive equality scheme (to include race, disability and gender)
40	CG2028	Service delivery arrangements	SP 0581	Set standards and targets for performance in the delivery of services on a sustainable basis and with reference to equality policies.		Carry out an equality impact assessment of the Sustainable Development Strategy
41	CG2028	Service delivery arrangements	SP 0580	Set standards and targets for performance in the delivery of services on a sustainable basis and with reference to equality policies.		Publish sustainable development strategy
42	CG2028	Service delivery arrangements	SP 0582	Set standards and targets for performance in the delivery of services on a sustainable basis and with reference to equality policies.		Develop processes for integrating sustainable development into the work of all service teams
43	CG2029	Service delivery arrangements	LPT 215	Set standards and targets for performance in the delivery of services on a sustainable basis and with reference to equality policies.	Equal Opportunities Policy Statement in place.	Carry out equality impact assessments of all our services
44	CG2029	Service delivery arrangements	BVPI 156	Set standards and targets for performance in the delivery of services on a sustainable basis and with reference to equality policies.	Ensure equality of access for all to all of our services	% of the authority's buildings open to the public which are suitable for disabled people (high is good)
45	CG2030	Service delivery arrangements	SP1027	Put in place sound systems for providing management information for performance measurement purposes.	Development of Performance Management system involving Statement of Strategic Intent, Strategic Objectives and Service Performance Targets and operational	Produce handbook, following consultation, setting out corporate performance management expectancy [CPA]

46	CG2030	**Service delivery arrangements**	SP1032	Put in place sound systems for providing management information for performance measurement purposes.	Development of Performance Management system involving Statement of Strategic Intent, Strategic Objectives and Service Performance Targets and operational	Further development of the performance management system [E106a]
47	CG2031	**Service delivery arrangements**	SP 3072	Put in place sound systems for providing management information for performance measurement purposes.	On-going Budget Monitoring process.	Produce monthly budget monitoring reports
48	CG2032	**Service delivery arrangements**		Monitor and report performance against agreed standards and targets and develop comprehensive and understandable performance plans.	Performance management system provides for performance to be monitored by reference to performance indicators	Quarterly reports to Cabinet
49	CG2034	**Service delivery arrangements**	LPT 213	Monitor and report performance against agreed standards and targets and develop comprehensive and understandable performance plans.	Role of Scrutiny Committees in scrutiny and overview of the Council's performance	Number of scrutiny reviews carried out in the year
50	CG2034	**Service delivery arrangements**	SP 0552	Monitor and report performance against agreed standards and targets and develop comprehensive and understandable performance plans.	Role of Scrutiny Committees in scrutiny and overview of the Council's performance	Support the Council's own Scrutiny Committees in carrying out reviews [CPA]
51	CG2034	**Service delivery arrangements**	SP 0553	Monitor and report performance against agreed standards and targets and develop comprehensive and understandable performance plans.	Role of Scrutiny Committees in scrutiny and overview of the Council's performance	Support the Council's own Scrutiny Committees in carrying out reviews [CPA]
52	CG2036	**Service delivery arrangements**	SP 3071	Put in place arrangements to allocate resources according to priorities.	Annual budget process - approved by full Council. Regular monitoring of departmental budgets and provision for dealing with variances. Medium Term Financial Strategy agreed and reviewed annually in conjunction with the Council's Strategic Objectives and Performance Management	Manage budget setting process

53	CG2037	Service delivery arrangements	LPT 131	Foster effective relationships and partnerships with other public sector agencies and the private and voluntary sectors, and consider outsourcing where it is efficient and effective to do so, in delivering services to meet the needs of the local community, and put in place processes to ensure that they operate effectively.	The Council is developing a Community Strategy through the work of the Local Strategic Partnership	Community Strategy objectives delivered by other partners (high is good)
54	CG2038	Service delivery arrangements	SP 1551	Foster effective relationships and partnerships with other public sector agencies and the private and voluntary sectors, and consider outsourcing where it is efficient and effective to do so, in delivering services to meet the needs of the local community, and put in place processes to ensure that they operate effectively.	The Council is developing a Community Strategy through the work of the Local Strategic Partnership	Review South Oxfordshire Partnership to make it more effective
55	CG2040	Service delivery arrangements	LPT 128	Foster effective relationships and partnerships with other public sector agencies and the private and voluntary sectors, and consider outsourcing where it is efficient and effective to do so, in delivering services to meet the needs of the local community, and put in place processes to ensure that they operate effectively.	Continuously improve service standards in priority areas	Percentage of major contractors rated as 'good' or 'excellent' (high is good)
56	CG2041	Service delivery arrangements		Respond positively to findings and recommendations of external auditors and statutory inspectors and put in place arrangements for the effective implementation of agreed actions.		Review Audit Commission's Annual Audit and Inspection Letter for comments on Direction of Travel
57	CG3043	Structures and processes		Put in place clearly documented protocols governing relations between members and officers.	Adoption of Councillor/Officer Protocol by Council, subsequently incorporated into Constitution	Annually review Constitution to ensure up to date and in accordance with good practice
58	CG3044	Structures and processes		Ensure that the relative roles and responsibilities of executive and other councillors and senior officers are clearly defined.	Councillor/Officer protocol, as above. Roles and responsibilities defined in Constitution - roles of Cabinet, Council and Job descriptions of Cabinet Members, Leader of the Council, Chairs of Scrutiny	Annually review Constitution to ensure up to date and in accordance with good practice

59	CG3046	Structures and processes	LPT 128	Meet on a formal basis regularly to set the strategic direction of the authority and to monitor service delivery.	Role of Cabinet to review performance of contractors	Percentage of major contractors rated as 'good' or 'excellent' (high is good)
60	CG3046	Structures and processes		Meet on a formal basis regularly to set the strategic direction of the authority and to monitor service delivery.	Quarterly performance monitoring reports to	Quarterly reports to Cabinet
61	CG3048	Structures and processes		Develop and maintain a scheme of delegated or reserved powers, which should include a formal schedule of those matters specifically reserved for the collective decision of the Council	Part 3 of the Council's Constitution sets out responsibility for functions, Scheme of Delegation to officers and Proper Officer provisions. Decisions reserved for full Council specified in Constitution	Annually review Constitution to ensure up to date and in accordance with good practice
62	CG2038	Service delivery arrangements	SP 1552	Foster effective relationships and partnerships with other public sector agencies and the private and voluntary sectors, and consider outsourcing where it is efficient and effective to do so, in delivering services to meet the needs of the local community, and put in place processes to ensure that they operate effectively	The Council is developing a Community Strategy through the work of the Local Strategic Partnership	Deliver South Oxfordshire Partnership projects and drive the community strategy
63	CG3050	Structures and processes	SP 0553	Put in place clear and understandable management processes for policy development, implementation and review. Develop procedural and financial regulations to govern the conduct of the Council's business.	Formation of Task Groups reporting to the scrutiny committees to review existing policies and develop new ones and recommend	Review and develop the scrutiny function
64	CG3050 a	Structures and processes	LPT 213	Put in place clear and understandable management processes for policy development, implementation and review. Develop procedural and financial regulations to govern the conduct of the Council's business.	Formation of Task Groups reporting to the scrutiny committees to review existing policies and develop new ones and recommend	Number of scrutiny reviews carried out in the year
65	CG3051	Structures and processes		Put in place clear and understandable management processes for policy development, implementation and review. Develop procedural and financial regulations to govern the conduct of the Council's business.	Procedure rules set out in the Constitution, including Financial Procedure Rules	Annually review Constitution (financial regulations) to ensure up to date and in accordance with good practice

66	CG3052	Structures and processes	SO 4054	Put in place arrangements to ensure that councillors are properly trained for their roles and have access to all relevant information, advice and resources necessary to enable them to carry out their roles effectively.	Relevant councillors' training in a variety of key areas eg. Planning, Code of Conduct, Probity, IT skills. Standards Committee oversees training on councillors' conduct and	Provide a comprehensive and timely induction for newly elected councillors
67	CG3053	Structures and processes	SP5109	Put in place arrangements to ensure that councillors are properly trained for their roles and have access to all relevant information, advice and resources necessary to enable them to carry out their roles effectively.	Comprehensive induction programme for new Councillors introduced.	Plan district / parish councillor induction programme for delivery after May 2007 elections
68	CG3055	Structures and processes		Define formally in writing the role of the executive of the Council, to include responsibility for providing effective strategic leadership to the authority and for ensuring that the authority successfully discharges its overall responsibilities for the activities of the organisation as a whole	Cabinet holds collective and individual authority as defined in Constitution.	Annually review Constitution to ensure up to date and in accordance with good practice
69	CG3056	Structures and processes		Define formally in writing the role of the executive of the Council, to include responsibility for providing effective strategic leadership to the authority and for ensuring that the authority successfully discharges its overall responsibilities for the activities of the organisation as a whole	Councillor/Officer Protocol lays down clear guidelines to oversee proper relationships.	Annually review Constitution to ensure up to date and in accordance with good practice
70	CG3057	Structures and processes		Define clearly in writing the roles and responsibilities of all councillors, together with the terms of their remuneration and its review.	Roles and responsibilities of non-executive councillors set out in Constitution	Annually review Constitution to ensure up to date and in accordance with good practice
71	CG3058	Structures and processes		Define clearly in writing the roles and responsibilities of all councillors, together with the terms of their remuneration and its review.	Councillors' Allowances Scheme reviewed annually. Details of Councillors' remuneration made available publicly via	Annual review with details published on website
72	CG3059	Structures and processes		Define clearly in writing the roles and responsibilities of all councillors, together with the terms of their remuneration and its review.	Job descriptions of Cabinet, Leader of the Council, Chairs of Scrutiny Committee and other Committees, non Cabinet Councillors, Chair and Vice-Chair of Council and Group Leaders agreed by Council as part of new	Annually review Constitution to ensure up to date and in accordance with good practice
73	CG3060	Structures and processes		Make the Chief Executive or equivalent responsible to the Council for all aspects of operational management.	Chief Executive is Head of Paid Service.	Annually review Constitution to ensure up to date and in accordance

74	CG3061	**Structures and processes**		Make the Chief Executive or equivalent responsible to the Council for all aspects of operational management.	Chief Executive's annual appraisal by Councillors.	Councillors carry out Chief Executive's appraisal.
75	CG3061	**Structures and processes**		Make the Chief Executive or equivalent responsible to the Council for all aspects of operational management.	Scheme of delegation to officers set out in Constitution.	Annually review Constitution to ensure up to date and in accordance
76	CG3062	**Structures and processes**		Make a senior officer responsible to the Council for ensuring that appropriate advice is given to it on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal	Head of Finance as Chief Financial Officer (s151).	Annually review Constitution to ensure up to date and in accordance with good practice
77	CG3063	**Structures and processes**	SP 1010	Make a senior officer responsible to the Council for ensuring that agreed procedures are followed and that all applicable statutes, regulations and other relevant statements of good practice are complied with.	Develop a framework and context for continuous improvement	Develop a continuous improvement strategy
78	CG3063	**Structures and processes**		Make a senior officer responsible to the Council for ensuring that agreed procedures are followed and that all applicable statutes, regulations and other relevant statements of good practice are complied with.	Head of Legal and Democratic Services is Monitoring Officer.	Annually review Constitution to ensure up to date and in accordance with good practice
79	CG3064	**Structures and processes**		Define clearly in writing the roles and responsibilities of all senior officers, together with the terms of their remuneration and its review.	Management structure, including responsibilities, incorporated into Constitution	Annually review Constitution to ensure up to date and in accordance with good practice
80	CG3065	**Structures and processes**		Define clearly in writing the roles and responsibilities of all senior officers, together with the terms of their remuneration and its review.	"Proper Officer" functions set out in Scheme of Delegation in Constitution.	Annually review Constitution to ensure up to date and in accordance with good practice
81	CG3066	**Structures and processes**		Adopt clear protocols and codes of conduct to ensure that the implications for supporting community political leadership for the whole council are acknowledged and resolved.	Councillor/Officer Protocol seeks to acknowledge the political aspects of the Council's workings without compromising the activities of Officers or Councillors.	Annually review Constitution to ensure up to date and in accordance with good practice
82	CG4067	**Risk management and internal control**	SP 1024	Put in place effective risk management systems, including systems of internal control and an internal audit function. These arrangements need to ensure compliance with all applicable statutes, regulations and relevant statements of best practice, and that public funds are properly safeguarded and are used economically, efficiently and effectively, and in accordance with the statutory and other authorities that govern their use.	The Council has published a Risk Management Strategy encompassing all aspects of the Council's activities. The Strategy ties in with the Performance Management System and is subject to regular monitoring and	Implement 2007/08 risk strategy actions [CPA]

83	CG4069	Risk management and internal control	SP3065	Put in place effective risk management systems, including systems of internal control and an internal audit function. These arrangements need to ensure compliance with all applicable statutes, regulations and relevant statements of best practice, and that public funds are properly safeguarded and are used economically, efficiently and effectively, and in accordance with the statutory and other	Internal Audit function.	To achieve 2007/08 Internal Audit Plan
84	CG4070	Risk management and internal control	SP 1024	Put in place effective risk management systems, including systems of internal control and an internal audit function. These arrangements need to ensure compliance with all applicable statutes, regulations and relevant statements of best practice, and that public funds are properly safeguarded and are used economically, efficiently and effectively, and in accordance with the statutory and other		Implement 2007/08 risk strategy actions [CPA]
85	CG4071	Risk management and internal control	LPT 189	Ensure that services are delivered by trained and experienced people.	Recruitment and selection policies in place ensuring that staff of suitable calibre are employed.	Percentage of recruitment processes successful following first round of advertising (high is good)
86	CG4071	Risk management and internal control	SP 4053	Ensure that services are delivered by trained and experienced people.	Recruitment and selection policies in place ensuring that staff of suitable calibre are employed.	To review and update the HR strategy, ensuring that it fully aligns with the council's strategic direction and desire for excellence
87	CG4072	Risk management and internal control	LPT 121	Ensure that services are delivered by trained and experienced people.	The Council has Investors in People accreditation which ensures that staff training contributes to the achievement of the Council's objectives.	Achieve or maintain three corporate accreditations, awards or external recognitions, including IIP (high is good)
88	CG4073	Risk management and internal control	SP 4052	Ensure that services are delivered by trained and experienced people.	The Council's Training and Development Policy aims to ensure that "all staff have the necessary skills, knowledge, motivation, encouragement and support to be effective in their job roles and to develop their potential to the mutual benefit of the	To ensure that all relevant Council staff are trained in core customer service knowledge and skills

89	CG4073	Risk management and internal control	SP 4053	Ensure that services are delivered by trained and experienced people.	The Council's Training and Development Policy aims to ensure that "all staff have the necessary skills, knowledge, motivation, encouragement and support to be effective in their job roles and to develop their potential to the mutual benefit of the	To review and update the HR strategy, ensuring that it fully aligns with the council's strategic direction and desire for excellence
90	CG4076	Risk management and internal control	SP 1024	Put in place effective arrangements for an objective review of the effectiveness of risk management and internal control, including internal audit	Internal Audit function.	Implement 2007/08 risk strategy actions [CPA]
91	CG4076	Risk management and internal control	SP3065	Put in place effective arrangements for an objective review of the effectiveness of risk management and internal control, including internal audit	Internal Audit function.	To achieve 2007/08 Internal Audit Plan
92	CG4077	Risk management and internal control	SP1024	Put in place effective arrangements for an objective review of the effectiveness of risk management and internal control, including internal audit	Development of Risk Management Strategy (see above)	Implement 2007/08 risk strategy actions [CPA]
93	CG4079	Risk management and internal control		Maintain an objective and professional relationship with their external auditors and statutory inspectors.	Good relationships maintained with external auditors and inspectors.	Achieve Audit Commission comment "positive and constructive approach to our audit"
94	CG5083	Standards of conduct		Develop and adopt formal codes of conduct defining the standards of personal behaviour to which individual councillors, officers, and agents of the Council are required to subscribe and put in place appropriate systems and processes to ensure that they are complied with	Incorporation of councillor/officer Protocol into Constitution.	Annually review Constitution to ensure up to date and in accordance with good practice
95	CG5083	Standards of conduct		Develop and adopt formal codes of conduct defining the standards of personal behaviour to which individual councillors, officers, and agents of the Council are required to subscribe and put in place appropriate systems and processes to ensure that they are complied with	Incorporation of protocol on councillor/officer relations into Constitution	Annually review Constitution to ensure up to date and in accordance with good practice

96	CG5084	Standards of conduct		Develop and adopt formal codes of conduct defining the standards of personal behaviour to which individual councillors, officers, and agents of the Council are required to subscribe and put in place appropriate systems and processes to ensure that they are complied with.	Anti-fraud and Corruption Policy in place.	Review Annual Audit and Inspection Letter to ensure that no significant weaknesses are identified in arrangements to prevent and detect fraud and corruption
97	CG5085	Standards of conduct		Develop and adopt formal codes of conduct defining the standards of personal behaviour to which individual councillors, officers, and agents of the Council are required to subscribe and put in place appropriate systems and processes to ensure that they are complied with.	Effective complaints' procedure in place.	Ombudsman's letter reviewed by Audit and Corporate Governance Committee
98	CG5086	Standards of conduct		Develop and adopt formal codes of conduct defining the standards of personal behaviour to which individual councillors, officers, and agents of the Council are required to subscribe and put in place appropriate systems and processes to ensure that they are complied with.	Officers' Code of Conduct to be considered when published nationally.	Annually review Constitution to ensure up to date and in accordance with good practice
99	CG5087	Standards of conduct		Put in place arrangements to ensure that councillors and employees of the Council are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in	Planning Protocol adopted by Council April 2003 based on national guidance	Annually review Constitution to ensure up to date and in accordance with good practice
100	CG5088	Standards of conduct		Put in place arrangements to ensure that procedures and operations are designed in conformity with appropriate ethical standards, and to monitor their continuing compliance in practice.	Compliance with Local Code of Conduct (reviewed by Standards Committee) and Code on Gifts and Hospitality	Annual report to Standards Committee
101						

G	H	I	J	K
Target 07/08	Performance against actions required in period July to September 2007	Year end prediction	Priority	Proposed action/ comment
Plan published by end March 2008	On track	On track	1 key	
Council sets a budget in February 2008 in accordance with MTFS	On track	On track	1 key	
Published to timetable	Below target	On track	2 supporting	
4, 4 31, 2007		On track		
4, 4 30, 2007	Achieved target	Achieved target	2 supporting	
Maintain high quality working papers	Below target	Below target	2 supporting	A lack of resources and conflicting priorities has delayed progress for this
Published to timetable	On track	On track	2 supporting	
4, 4 30, 2007		Achieved target		
Appraisal or formal one to one completed each quarter for each team member	On track	On track	3 other	All appraisals and 'one-to-ones' complete and written-up
Top quartile performance for collection rates in accordance with Schedule 11 of the Financial Services contract. Operation of payments and performance mechanism	On track	On track	2 supporting	

4, 4 30, 2007		Achieved target		
Obtain "unqualified opinion" from Audit Commission	Achieved target	Achieved target		
4, 4 30, 2007		Achieved target		
4, 4 30, 2008		On track		
97	Below target	On track	1 key	We have carried out fewer consultations than expected, as a number have slipped due to staff changes. A number of large consultation are now underway and we expect to reach our end of the year target.
10031	Below target	On track	1 key	We have carried out fewer consultations than expected, as a number have slipped due to staff changes. A number of large consultation are now underway and we expect to reach our end of the year target.
Top quartile performance for collection rates in accordance with Schedule 11 of the Financial Services contract	On track	Below target	1 key	Projected to hit speed of processing target. Will miss accuracy target.

126 (3%)	Below target	On track	1 key	We have carried out fewer consultations than expected, as a number have slipped due to staff changes. A number of large consultation are now underway and we expect to reach our end of the year target.
100%	Below target	On track	2 supporting	Two transactions not currently delivered electronically, one reporting light pollution and the other re Oxfordshire waste strategy. Helen Strain is working on both and we expect that they will be completed by the end of the year.
Strategy approved for consultation	Below target	On track	1 key	
4, 4 31, 2007		Achieved target		
		On track		
10031	Below target	On track	1 key	We have carried out fewer consultations than expected, as a number have slipped due to staff changes. A number of large consultation are now underway and we expect to reach our end of the year target.
Address any weaknesses identified in SOCITM report	On track	On track	2 supporting	

100%	Below target	On track	2 supporting	
Complete three user testing exercises and agree schedule of work to address any weaknesses	Achieved target	On track		
Strategy approved for consultation	Below target	On track	1 key	
Plan published by end March 2008	On track	On track	1 key	
Agree future plans	Achieved target	On track	1 key	
Plan published	Achieved target	Achieved target	1 key	
Handbook produced and communicated	Below target	On track	2 supporting	
2	On track	On track	1 key	The two actions required to achieve level 2 will be achieved by year end
88.80%	On track	On track	2 supporting	The two actions required to achieve level 2 will be achieved by year end

13 On track	On track	2 supporting		
Scheme approved	Below target	Below target	2 supporting	Timescale has slipped due to changes in staff. The draft is completed and approval sought in Q3
Delivered training for staff and training / briefing for councillors	On track	On track	2 supporting	
13 EIAs completed in 2007/08 Monitoring report for Scrutiny Committee	On track	On track	2 supporting	
Scheme approved	Below target	Below target	2 supporting	We have slipped the timescale for this review so that it can take place alongside the review of the DES and development of the comprehensive equality scheme - to bring timings for all statutory schemes in line with each other
EIA completed	On track	On track	2 supporting	
Strategy approved and relevant actions implemented	Achieved target	Achieved target	1 key	
Improvements identified and adopted	Achieved target	Achieved target	1 key	
13 On track	On track	2 supporting		
100% On track	On track	2 supporting		
Handbook produced and communicated	Below target	On track	2 supporting	

Consultancy on preferred option complete	Achieved target	On track	2 supporting	
Report to senior officers monthly and members quarterly (June to February)	On track	On track	1 key	
Four reports presented to Cabinet per annum		On track		
4	On track	On track	2 supporting	
4 reviews	Below target	On track	1 key	
Review and develop the scrutiny function [CPA]	On track	On track	1 key	
Council sets a budget in February 2008 in accordance with MTFS	On track	On track	1 key	

72%		This target is measured in quarter four of each year. Its outcome will be reported in June 07.	1 key	
Agree future plans	Achieved target	On track	1 key	
100%	Achieved period target	Below target	2 supporting	Five (of six) contractors are 'good' or 'excellent',
Continue to demonstrate signs of improvement in the Audit Commission's Direction of Travel report		Achieved target		
4, 4 31, 2007		Achieved target		
4, 4 31, 2007		Achieved target		

100%	Achieved period target	Below target	2 supporting	Five (of six) contractors are 'good' or 'excellent',
Four reports presented to Cabinet per annum		On track		
4, 4 31, 2007		Achieved target		
Reports produced	Achieved target	On track	2 supporting	
	On track	On track		
4	On track	On track	2 supporting	
4, 4 31, 2007		Achieved target		

To provide an effective induction programme for newly elected councillors	On track	On track		Councillor Induction programme continues to be delivered
Programme agreed and prepared	On track	On track	3 other	
4, 4 31, 2007		Achieved target		
4, 4 31, 2007		Achieved target		
4, 4 31, 2007		Achieved target		
4, 4 31, 2007		On track		
4, 4 31, 2007		Achieved target		
4, 4 31, 2007		Achieved target		

Annual appraisal completed by 30 June 2007		Achieved target		
4, 4 31, 2007		Achieved target		
4, 4 31, 2007		Achieved target		
Agreed continuous improvement strategy	Achieved target (March 2007)	Achieved target	2 supporting	Original concept of continuous improvement strategy not going ahead since growth bid for resources to implement it was not agreed. Target revised to cover business process reengineering work associated with the customer services
4, 4 31, 2007		Achieved target		
4, 4 31, 2007		Achieved target		
4, 4 31, 2007		Achieved target		
4, 4 31, 2007		Achieved target		
Annual risk review process completed	Below target	On track	2 supporting	

To complete 2007/08 audit plan by 31 March 2008	Below target	On track	1 key	Individual quarter plans in place to achieve full 2007/08 audit plan. Potential to buy in additional resources due to budget savings.
Annual risk review process completed	Below target	On track	2 supporting	
80%	Below target	On track	2 supporting	
To implement a realigned HR strategy	Below target	Below target	1 key	Awaiting appointment of new HR Manager. Work to be carried out in Q4 for April 08 implementation
3	Exceeded target	Exceeded target	1 key	
1st phase of modular customer services training delivered and evaluated	On track	On track	1 key	Corporate training plan continues to be delivered

To implement a realigned HR strategy	Below target	Below target	1 key	Awaiting appointment of new HR Manager. Work to be carried out in Q4 for April 08 implementation
Annual risk review process completed	Below target	On track	2 supporting	
To complete 2007/08 audit plan by 31 March 2008	Below target	On track		Individual quarter plans in place to achieve full 2007/08 audit plan. Potential to buy in additional resources due to budget savings.
Annual risk review process completed	Below target	On track	2 supporting	
		Achieved target		
4, 4 31, 2007		Achieved target		
4, 4 31, 2007		Achieved target		

No significant weaknesses identified		Achieved target		
4, 4 30, 2007		Achieved target		
4, 4 31, 2007		Achieved target		
4, 4 31, 2007		Achieved target		
4, 4 30, 2008		On track		