

Code of Corporate Governance Assurance Statement: performance to March 2008 (end of year)

Ref	Dimension within Local Code	Source	Local Code Key aim	Local Code Means of demonstrating compliance	Action required	Target 07/08	Year end outcome	Priority	Proposed action/comment
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 performance.	Corporate Plan	Review and publish the corporate plan	Plan published by end March 2008	Below target	Plan due to be approved on 1 May & published by end June	
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 performance.	Annual budget	Manage budget setting process	Council sets a budget in February 2008 in accordance with MTFS	Achieved target	1 key	
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	cy	Below target	This was not achieved due to long-term sickness.	
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 performance.	Medium Term Financial Strategy	Annual approval of Medium Term Financial Strategy by Council	31 December 2007	Achieved target		
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 Committee	Final audited statement of accounts approved by Audit and Corporate Governance Committee	30 September 2007	Achieved target	2 supporting	
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 performance.	Treasury management strategy	Produce Treasury Management Investment Strategy	Published to timetable	Achieved target	2 supporting	
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 performance.	Treasury management outcome report	Treasury Management outturn report considered by Council	30 September 2007	Achieved target		

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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 service quality.	Annual performance plan/individual service plans	Complete appraisals and formal one to ones	Appraisal or formal one to one completed each quarter for each team member	Achieved target	3 other	All one-to-one's and appraisals undertaken and documented
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)	Top quartile performance for collection rates in accordance with Schedule 11 of the Financial Services contract. Operation of payments and performance mechanism	Below target	2 supporting	Top quartile performance has not been achieved - see BVPI 09.
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	30 September 2007	Achieved target		
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	Obtain "unqualified opinion" from Audit Commission	Achieved target		
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	30 September 2007	Achieved target		

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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	30 April 2008	Achieved target		Committee considered the letter on 5 March 2008 subject to the agreement of suitable fees
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)	97	Below target	1 key	Fewer consultations were carried out than planned this year because of problems with resources.
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)	10031	Below target	1 key	Fewer consultations were carried out than planned this year because of problems with resources.
		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)	Top quartile performance for collection rates in accordance with Schedule 11 of the Financial Services contract.	Below target	1 key	Speed of processing target achieved - accuracy target has not been achieved.
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 percent Increase in the number of consultations which give people opportunities to give their views on current/future services (high is good)	126 (3%)	Below target	1 key	Fewer consultations were carried out than planned this year because of problems with resources.

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CG1010	Community Focus	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)	100%	Achieved target	2 supporting	
CG1012	Community Focus	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 Strategy.	Develop a community engagement strategy	Strategy approved for consultation	Below target	1 key	First draft completed - consultation slipped due to staff vacancy - will now be completed in 2008/09
CG1015	Community Focus		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.	Access to Information rules incorporated in Constitution.	Annually review Constitution to ensure up to date and in accordance with good practice	31 July 2007	Achieved target		
CG1017	Community Focus		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 (FOIA) 2000.	Ongoing review of scheme		Achieved target		
CG1018	Community Focus	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)	10031	Below target	1 key	Fewer consultations were carried out than planned this year because of problems with resources.
CG1020	Community Focus	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 decisions.	Provide an interactive, accessible and usable website for residents [E401, E159]	Address any weaknesses identified in SOCITM report	Achieved target	2 supporting	Meeting on 22 April with website improvement team to discuss way forward for 2008/09.

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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 decisions.	Percentage of types of transactions delivered electronically	100%	Achieved target	2 supporting	
		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 decisions.	Provide an interactive, accessible and usable website for residents [E401]	Complete three user testing exercises and agree schedule of work to address any weaknesses	Achieved target	We are currently finalising the report from the March user testing session and will start work on the actions that have arisen during May.	Helen Strain and I are currently reviewing the latest SOCITM report and compiling a list of actions from the report.
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]	Strategy approved for consultation	Below target	First draft completed - consultation slipped due to staff vacancy - will now be completed in 2008/09	
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	Plan published by end March 2008	Below target	1 key	Plan due to be approved on 1 May & published by end June

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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	Agree future plans	Below target	1 key	Instead of reviewign SO in isolation we are doing it as part of developing the sustainable community strategy. We have already interviewed each partner, reviewed Government guidance and held an initial discussion at a SOP meeting.
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 system.	Publish the Council's annual report (or Performance Plan)	Plan published	Achieved target	1 key	
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]	Handbook produced and communicated	Achieved target	2 supporting	
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)	2	Achieved target	1 key	
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 good)	88.80%	Achieved target	2 supporting	

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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	13	Below target	2 supporting	9 completed. 2 others are substantially complete - 2 have been significantly delayed due to staffing changes/vacancies & other unanticipated work pressures
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	Scheme approved	Achieved target	2 supporting	
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]	Delivered training for staff and training / briefing for councillors	Achieved target	2 supporting	
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 [CPA]	13 EIAs completed in 2007/08 Monitoring report for Scrutiny Committee	Below target	2 supporting	9 completed. 2 others are substantially complete - 2 have been significantly delayed due to staffing changes/vacancies & other unanticipated work pressures
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)	Scheme approved	Below target	2 supporting	We have slipped the timescale for this review so that it can take place alongside the review of the DES & development of the comprehensive equality scheme - to bring timings for all statutory schemes in line with each other

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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	EIA completed	Achieved target	2 supporting	
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	Strategy approved and relevant actions implemented	Achieved target	1 key	
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	Improvements identified and adopted	Achieved target	1 key	
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	13	Below target	2 supporting	9 completed. 2 others are substantially complete - 2 have been significantly delayed due to staffing changes/vacancies & other unanticipated work pressures
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)	100%	Achieved target	2 supporting	
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 objectives.	Produce handbook, following consultation, setting out corporate performance management expectancy [CPA]	Handbook produced and communicated	Achieved target	2 supporting	

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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 objectives.	Further development of the performance management system [E106a]	Consultancy on preferred option complete	Achieved target	2 supporting	
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	Report to senior officers monthly and members quarterly (June to February)	Below target	1 key	Due to other work pressures it has not been possible to strictly adhere to the budget monitoring reporting cycles.
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	Four reports presented to Cabinet per annum	Achieved target		
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	4	Achieved target	2 supporting	
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]	4 reviews	Achieved target	1 key	

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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]	Review and develop the scrutiny function [CPA]	Below target	1 key	This action has slipped. The review has commenced and is expected to complete in quarter 1 2008/09
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 System.	Manage budget setting process	Council sets a budget in February 2008 in accordance with MTFS	Achieved target	1 key	
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)	72%	Below target	1 key	Four out of seven objectives were delivered. The targets not met include GCSE results and GP appointments, which are outside our direct control.

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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	Agree future plans	Below target	1 key	Instead of reviewign SO in isolation we are doing it as part of developing the sustainable community strategy. We have already interviewed each partner, reviewed Government guidance and held an initial discussion at a SOP meeting.
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)	100%	Below target	2 supporting	We have missed this target. Six contractors are 'good' or 'excellent'. Capita's performance is mostly 'good', but it is poor for accountancy and financial management system. Capita has put more resources in place to get performance back to target levels
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 report	Continue to demonstrate signs of improvement in the Audit Commission's Direction of Travel report	Achieved target		
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	31 July 2007	Achieved target		

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CG3044	Structures and processes		Ensure that the relative roles and responsibilities of executive and other councillors and senior officers are clearly defined.	<p>Councillor/Officer protocol, as above.</p> <p>Roles and responsibilities defined in Constitution - roles of Cabinet, Council and Scrutiny, Scheme of Delegation.</p> <p>Job descriptions of Cabinet Members, Leader of the Council, Chairs of Scrutiny Committees and other Committees, non-Cabinet councillors, Chairman and Vice-Chairman of Council and Group Leaders agreed by Council as part of the political structure.</p>	Annually review Constitution to ensure up to date and in accordance with good practice	31 July 2007	Achieved target		
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)	100%	Below target	2 supporting	We have missed this target. Six contractors are 'good' or 'excellent'. Capita's performance is mostly 'good', but it is poor for accountancy and financial management system. Capita has put more resources in place to get performance back to target levels
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 Cabinet	Quarterly reports to Cabinet	Four reports presented to Cabinet per annum	Achieved target		

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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 Article 4.	Annually review Constitution to ensure up to date and in accordance with good practice	31 July 2007	Achieved target		
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	Reports produced	Achieved target	2 supporting	
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 changes to Cabinet.	Review and develop the scrutiny function		Below target		This action has slipped. The review has commenced and is expected to complete in quarter 1 2008/09
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 changes to Cabinet.	Number of scrutiny reviews carried out in the year	4	Achieved target	2 supporting	

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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	31 July 2007	Achieved target		
CG3052	Structures and processes	SP 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 promotes good practice.	Provide a comprehensive and timely induction for newly elected councillors	To provide an effective induction programme for newly elected councillors	Achieved target		
CG3053	Structures and processes		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	Programme agreed and prepared	Achieved target	3 other	
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	31 July 2007	Achieved target		
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	31 July 2007	Achieved target		
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	31 July 2007	Achieved target		

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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 website.	Annual review with details published on website	31 May 2008	Achieved target		
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 political structure.	Annually review Constitution to ensure up to date and in accordance with good practice	31 July 2007	Achieved target		
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 with good practice	31 July 2007	Achieved target		
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.	Annual appraisal completed by 30 June 2007	Achieved target		
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 with good practice	31 July 2007	Achieved target		
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 financial control.	Head of Finance as Chief Financial Officer (s151).	Annually review Constitution to ensure up to date and in accordance with good practice	31 July 2007	Achieved target		

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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	Agreed continuous improvement strategy	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 centre
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	31 July 2007	Achieved target		
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	31 July 2007	Achieved target		
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	31 July 2007	Achieved target		
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	31 July 2007	Achieved target		

Code of Corporate Governance Assurance Statement: performance to March 2008 (end of year)

Ref	Dimension within Local Code	Source	Local Code Key aim	Local Code Means of demonstrating compliance	Action required	Target 07/08	Year end outcome	Priority	Proposed action/comment
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 review.	Implement 2007/08 risk strategy actions [CPA]	Annual risk review process completed	Achieved target	2 supporting	
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 authorities that govern their use.	Internal Audit function.	To achieve 2007/08 Internal Audit Plan	To complete 2007/08 audit plan by 31 March 2008	Below target	1 key	10 audits in progress at year-end. Target not met due to sickness absence and vacancies during the year.
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 authorities that govern their use.		Implement 2007/08 risk strategy actions [CPA]	Annual risk review process completed	Achieved target	2 supporting	

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Ref	Dimension within Local Code	Source	Local Code Key aim	Local Code Means of demonstrating compliance	Action required	Target 07/08	Year end outcome	Priority	Proposed action/comment
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)	80%	Below target	2 supporting	Recruitment processes to be reviewed by end of June 2008 and reasons for 67.42% explored
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	To implement a realigned HR strategy	Below target	1 key	This target has 'rolled over' to the 08/09 service plan. Preliminary work undertaken
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)	3	Achieved target	1 key	

Code of Corporate Governance Assurance Statement: performance to March 2008 (end of year)

Ref	Dimension within Local Code	Source	Local Code Key aim	Local Code Means of demonstrating compliance	Action required	Target 07/08	Year end outcome	Priority	Proposed action/comment
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 individual and the Council."	To ensure that all relevant Council staff are trained in core customer service knowledge and skills	1st phase of modular customer services training delivered and evaluated	Achieved target	1 key	
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 individual and the Council."	To review and update the HR strategy, ensuring that it fully aligns with the council's strategic direction and desire for excellence	To implement a realigned HR strategy	Below target	1 key	This target has 'rolled over' to the 08/09 service plan. Preliminary work undertaken
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]	Annual risk review process completed	Achieved target	2 supporting	

Code of Corporate Governance Assurance Statement: performance to March 2008 (end of year)

Ref	Dimension within Local Code	Source	Local Code Key aim	Local Code Means of demonstrating compliance	Action required	Target 07/08	Year end outcome	Priority	Proposed action/comment
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	To complete 2007/08 audit plan by 31 March 2008	Below target		10 audits in progress at year-end. Target not met due to sickness absence and vacancies during the year.
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]	Annual risk review process completed	Achieved target	2 supporting	
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"		Achieved target		
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	31 July 2007	Achieved target		
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	31 July 2007	Achieved target		

Code of Corporate Governance Assurance Statement: performance to March 2008 (end of year)

Ref	Dimension within Local Code	Source	Local Code Key aim	Local Code Means of demonstrating compliance	Action required	Target 07/08	Year end outcome	Priority	Proposed action/comment
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	No significant weaknesses identified	Achieved target		
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	30 September 2007	Achieved target		
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	31 July 2007	Achieved target		
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 practice.	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	31 July 2007	Achieved target		
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	30 July 2008	On track		