

BEST VALUE REVIEW OF COMMUNITY LEADERSHIP

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IMPROVEMENT PLAN

| Recommendation | Actions | By Whom | By When | Cost | Comments |
|--|--|--|--|--|--|
| <p>1. The Council adopts the following definition for its community leadership role:</p> <p>“As a community leader, the County Council will listen to and involve communities in its work, building vision, capacity and direction for the area, working effectively in partnership for the good of the community and will represent Buckinghamshire locally, regionally and nationally”.</p> | <p>Definition adopted by Cabinet on 22 July 2002.</p> | | | | |
| | <p>Carry out publicity of adopted definition via – 5 and 4 Buckinghamshire Times and the Internet.</p> | <p>Chief Officer/ Communications Manager</p> | <p>December 2002</p> | <p>Within the resources allocated for Buckingham- shire Times</p> | <p>Use examples to illustrate what definition means to residents etc in practice</p> |
| | <p>Produce publicity for community leadership to raise awareness of community leadership activities and the County Council’s role as a community leader.</p> | <p>Leader/Chief Officer/ Communications Manager Cabinet Members/Strategic Managers</p> | <p>Ongoing and at quarterly intervals from December 2002</p> | <p>Within existing resources</p> | |
| <p>Cabinet Members supported by Strategic Managers shall develop actions that engage community leadership within their portfolios and feedback we receive reflects greater engagement by local communities with the County Council.</p> | <p>Chief Officer</p> | <p>Ongoing</p> | <p>Within existing resources</p> | <p>Specific campaigns to defend the interests of Buckinghamshire residents are being developed e.g. fairer funding, Milton Keynes expansion linked with recommendation (5) below</p> | |
| | <p>The Council's performance, as seen by the public and partners, as a community leader is evaluated against this</p> | <p>Chief Officer/Leader/ Overview and Scrutiny</p> | <p>October 2003 and then annually</p> | | <p>Performance will</p> |

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| | improvement plan at annual intervals for 5 years and appropriate action is taken. | Committee | | | be evaluated by analysing feedback conducting user surveys etc. |
| 2. The draft Community Leadership Strategy is developed further in conjunction with the Best Value Review Improvement Plan. | The draft strategy is reviewed and developed to incorporate as appropriate the targets set in the BV Improvement Plan. e.g. clarify the relative priorities of strategic and local community leadership roles | Chief Officer/Review Team Leader/Policy Support Officer | By March 2003 | Within existing resources | Costs will be estimated as part of developing the strategy. |
| | The draft Strategy which is realistic and meaningful and achieves the vision for community leadership for Buckinghamshire is presented to Cabinet for approval | Cabinet Leader/Chief Officer | May 2003 | Within existing resources | |
| | Implement the strategy | | Ongoing from May 2003 | To be established | |
| 3. Appropriate organisational arrangements are put in place to oversee, facilitate and coordinate the Council's community leadership activities. | A Cabinet Member is identified as the lead member for community leadership and partnerships. | Leader/Deputy Leader | October 2002 | Within existing resources | Draft proposal for an appropriate organisation structure to be considered by Leader/Chief Officer in September |
| | The Chief Officer and his management team oversee | The Chief Officer | November 2002 | Within existing | |

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| | <p>community leadership and partnership work and Strategic Managers are identified to lead on specific aspects of community leadership and partnerships and appropriate targets set.</p> <p>Officer support, to the Chief Officer, strategic managers and cabinet member, is identified.</p> <p>Appropriate mechanisms are put in place to ensure non-executive members are engaged with community leadership</p> | <p>The Chief Officer/Head of Policy Support</p> <p>Chief Officer</p> | <p>November 2002</p> <p>June 2003</p> | <p>resources</p> <p>Within existing resources</p> <p>Within existing resources</p> | |
| <p>4. Training and development is offered to Members and Officers to help them with their community leadership roles and Partners are invited to participate.</p> | <p>A programme of training is developed and implemented by December 2003 to enable members to become better community leaders. This training will include:</p> <ul style="list-style-type: none"> • Understanding of the concept of community leadership • Member/officer interface • Working with partners • The Wellbeing power • Information Technology • Advocacy <p>and this is linked to plans to support local members that are being developed. (Member Support Action Plan)</p> | <p>Head of Legal and Administrative Services/Member Support Manager</p> | <p>By December 2003 and ongoing</p> | <p>Found from within the Members Development Budget</p> | |

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| | Support Action Plan) | | | | |
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| <p>5. All forms of media are used to promote the Council’s community leadership activities, including providing opportunities for feedback and comments from the Public.</p> | <p>Review media vehicles currently used by Bucks (e.g. 5 and 4) vis a vis other authorities with regard to their success in encouraging effective communication and promotion of the Community Leadership role and adopt best practice where possible.</p> | BV Review of Communications | March 2003 | To be established | <p>See also Recommendation (1) above</p> |
| | <p>Ensure that the feedback mechanisms developed as part of the Consultation Strategy capture and report on our performance as community leaders by asking appropriate questions.</p> | BV Review of Communications | March 2003 | | |
| | <p>Produce and disseminate publicity about community leadership including community planning to raise awareness of community leadership activities and the County Council’s role as a community leader. This will include local press and radio, Buckinghamshire Times. Opportunities will be provided to communities to enable them to engage in or provide feedback on our community leadership activities e.g. via a feedback</p> | Communications | Ongoing | | |

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| | <p>form in Buckinghamshire Times.</p> <p>Use of existing web facilities to promote Members local role and local issues is maximised.</p> <p>A community leadership web-page is developed, which links to information about the New Bucks Partnership for Action</p> | | <p>By June 2003</p> <p>By 2004</p> | | |
| <p>6. The Council encourages collaborative ways of working with Partner Councils at all levels and explores ways to enhance partnerships to benefit the local community. In doing this, the Council should assure itself that partnerships have the potential to bring tangible and measurable benefits of cost reduction and/or service improvement and give the Council control over its commitments to the partnership.</p> | <p>Once organisational arrangements are in place (see above) a seminar/real time planning event will be held with District/Parish Councils leading to the development of a charter governing relationships between the various tiers (Parish/District/County).</p> | <p>Strategic Manager Planning and Transportation</p> | <p>June 2003</p> | <p>Within existing resources</p> | |
| | <p>Follow up the work on Quality Parishes and consider whether and how Parishes will be supported with this initiative.</p> | <p>Strategic Manager Planning and Transportation</p> | <p>To be confirmed</p> | <p>To be confirmed</p> | |
| | <p>Undertake an audit of all partnerships to assess the benefits of each.</p> | <p>Strategic Manager Children and Young People/PSA Co-Ordinator</p> | <p>March 2004</p> | <p>Within existing resources</p> | |
| | <p>The Council is clear about the role the voluntary sector can play in vision and service</p> | <p>Strategic Manager Children and Young</p> | <p>Compact in place by April 2003</p> | <p>Within existing resources</p> | |

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| | <p>provision and a Compact governing relationships with voluntary sector is developed and implemented across the Council. This will include a transparent framework for funding and quality assurance.</p> <p>Undertake a mapping exercise to bring together information about voluntary sector and identify which organisations are funded.</p> <p>Our services are enhanced by effective partnership working in particular by focussing on creating better customer access</p> | <p>People/ PSA Co-Ordinator</p> <p>Strategic Manager Children and Young People/ PSA Co-Ordinator</p> <p>To be confirmed</p> | <p>Completed March 2003 and updated on an annual basis</p> <p>Ongoing</p> | <p>£5000</p> | <p>In implementing this action we will draw on the recommendations in the Customer Access Strategy and Building Stronger Communities.</p> |
| <p>7. The Council develops its role in facilitating partnership working with other agencies (e.g. NBPA) for the good of Buckinghamshire.</p> | <p>Partner Councils (District and County) ensure that local LSPs are complementary to the aims and objectives of the NBPA</p> <p>The role of the NBPA as a vehicle for countywide partnership activity is enhanced through the review and reshaping of the partnership.</p> | <p>Chief Officer/ Performance and Initiatives Group Manager/CADEX/ PSA Co-Ordinator</p> <p>Performance and Initiatives Group Manager/PSA Co-Ordinator</p> | <p>Ongoing</p> <p>Ongoing</p> | <p>Within existing resources</p> | <p>Review undertaken in July 2002 and will be kept under review.</p> |

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| | <p>The Community Plan for Buckinghamshire is implemented through the NBPA.</p> <p>Achieving the PSA targets continues to be a major focus for the NBPA.</p> | <p>TBC</p> <p>PSA Co-Ordinator</p> | <p>Ongoing</p> <p>Ongoing by PSA completion date – March 2005</p> | | |
| <p>8. The Council develops different ways to increase its local interface with the Public through existing service delivery points, Local Committees and local fora and by using focus groups and local surgeries, as appropriate.</p> | <p>Develop the Buckingham Commission approach for other areas.</p> <p>Explore use of One stop shops</p> <p>Develop a customer services unit initially in transportation</p> <p>Decide how to proceed and explore options with regard to involvement in local community fora e.g. Burnham Forum.</p> <p>Evaluate the impact of Bucks Accessible Services Partnership in using IT to increase access to services.</p> <p>Explore local surgeries and joint surgeries.</p> | <p>Strategic Manager Resources</p> <p>Strategic Manager for Community Services</p> <p>Head of Transportation</p> <p>Strategic Manager Community Services</p> <p>Head of Legal and Administrative</p> | <p>Ongoing</p> <p>By 2004</p> <p>By 2004</p> <p>By 2004</p> <p>By 2004</p> | <p>Within existing resources</p> <p>Within existing resources</p> | |

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| | <p>Local Committees will be used to highlight issues of local concern</p> <p>Public access to local committees – question time, agenda items generated by the public etc</p> <p>The Council's customer access strategy is implemented.</p> | <p>Services/Member Support Manager</p> <p>Strategic Manager Planning & Transportation</p> <p>Strategic Manager for Community Services</p> | <p>By 2004</p> <p>By 2007</p> | | <p>The first stage of this will be the approval of the Strategy by June 2003</p> |
| <p>9. The Council develops a consultation strategy with accompanying protocols and guidelines that set out what, when, how and who to consult with. This should include the development of a framework for consultation that brings a joined up approach to consultation between all key Partners and agencies within Buckinghamshire.</p> | <p>Ensure that the Consultation Strategy, and associated guidelines and protocols take into account the outcomes and builds upon the lessons learned from this review and is recognised and valued by key partners, agencies and others who consult in Buckinghamshire to ensure a co-ordinated approach to consulting in Bucks. That strategy should include using the partners to build vision for Buckinghamshire and mechanisms for feeding back to communities (public and partners).</p> | <p>Communications Manager with input from BV Review Team Leader</p> | <p>March 2003</p> | | |

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| | use by all agencies and the public. | | | | |
| 12. The Local Area Coordinators are given appropriate support and encouragement to provide enhanced support to Members in their local representational role across all services. | <p>The number and focus of local area coordinators is reviewed in the light of the findings of this Best Value Review and the review of local committees being undertaken by the Environment Overview & Scrutiny Committee</p> <p>Strategic Managers and Heads of Service to encourage staff to communicate with local members about issues relating to their electoral divisions. Eg. Team meetings to include local issues item</p> <p>All Strategic Managers and Heads of Services to work with local area co-ordinators to ensure the important issues relating to their areas are fully disseminated to Local Member(s).</p> <p>Local coordinators to work closely with Member Services Manager to ensure Members are fully supported and updated in their local representational role.</p> | <p>Chief Officer/Strategic Manager for Planning and Transportation/ Head of Transportation</p> <p>Heads of Service</p> <p>LAC's/Member Services Manager</p> | Implemented by March 2004 | £100k | The implications of the recent reorganisation of Transportation for the Area Manager role should also be taken into account. |