

## **CHIEF EXECUTIVE'S OFFICE - SERVICE PLAN 1999/2000**

### **INTRODUCTION**

The Chief Executive's office has a pivotal role in supporting:

The Chief Executive  
The Chief Officer Board  
The Leadership of the Council

It therefore sits at the centre of the organisation supporting the core or collective activities of the Council and working with Directorates to achieve the aims and aspirations of the Council as a whole.

### **PRIORITIES**

The work of the office is focused on six objectives.

- Objective:
- 1 Promoting Community Leadership and Partnership working
  - 2 Connecting with the Community
  - 3 Performance Management
  - 4 Cross cutting corporate issues
  - 5 Improving Communication
  - 6 Improve day to day management and support

#### **OBJECTIVE 1: PROMOTING COMMUNITY LEADERSHIP AND PARTNERSHIP WORKING**

This involves supporting the Council taking a lead in identifying and understanding local issues and taking action, in partnership with others, to develop a shared vision for the future and an agreed programme for change.

To support this, the Chief Executive's office will:

- 1.1 Ensure the continued success of the annual MK2020 conference
- 1.2 Develop in conjunction with other partners a Community Partnership Plan to include objectives and success measures for major partnerships

- 1.3 Run a seminar on partnership working for Councillors
- 1.4 Provide corporate co-ordination for partnership links with parish and Neighbourhood Councils
- 1.5 Co-ordinate the Council's involvement in regional issues

## **OBJECTIVE 2: CONNECTING WITH THE COMMUNITY**

This involves the Council working as a single organisation, designed to fit the needs of Milton Keynes, with an open, accessible and integrated approach, transparent and accountable for its actions.

To support this, the Chief Executive's Office will:

- 2.1 Support the review and implementation of new political management structures
- 2.2 Continue to provide support to the work of the Scrutiny Commission
- 2.3 Devise and support a corporate consultation strategy
- 2.4 Manage the corporate elements of a consultation strategy, including:
  - Citizen survey
  - Citizens' Panels
  - The annual budget consultation
  - Joint consultation processes with partner organisations
- 2.5 Disseminate learning from 1998/99 budget referendum nationally
- 2.6 Provide consultation advice and support to services engaged in Best Value reviews

## **OBJECTIVE 3: PERFORMANCE MANAGEMENT**

This involves the Council securing quality services at Best Value, regularly monitoring and scrutinising its performance and reviewing specific services in rotation.

To support this, the Chief Executive's office will:

- 3.1 Ensure completion of first tranche of Best Value service reviews

- 3.2 Co-ordinate and support 1999/2000 programme of service reviews
- 3.3 Participate in appropriate learning networks
- 3.4 Establish adequate arrangements and resources to implement and support Best Value
- 3.5 Establish five year rolling programme of reviews to commence April 2000
- 3.6 Produce the Council's first Performance Plan
- 3.7 Raise awareness of Best Value and its implications among staff and Members
- 3.8 Revise Quality Management Framework in line with Best Value and other requirements
- 3.9 Support production of co-ordinated service plans for 2000/2001 which are consistent with the strategic plans for the directorates
- 3.10 Co-ordinate collection of statutory Audit Commission Performance Indicators
- 3.11 Co-ordinate the Council's participation as a pilot authority for new general health indicators
- 3.12 Establish performance reporting by services to promote service performance.
- 3.13 Continue to undertake strategic co-ordination, development and monitoring of complaints and Ombudsman enquiries
- 3.14 Support the Chief Executive in the annual inspection of the Social Services Inspection Unit
- 3.15 Co-ordinate the corporate aspects of the Council's bid for Beacon Status

#### **OBJECTIVE 4: CROSS CUTTING CORPORATE ISSUES**

In addition, there are a number of corporate issues that the Chief Executive's office currently leads on; principally Crime & Community Safety, Equality & Anti-Poverty. To support these, the Chief Executive's Office will:

- 4.1 Co-ordinate the development of partnership **anti-poverty** activity across Milton Keynes
- 4.2 Develop the Council's strategic approach to **equalities** issues
- 4.3 Contribute to the development of a **rural strategy**
- 4.4 Lead the implementation of the **Community Legal Service** Associate Pioneer programme in Milton Keynes

- 4.5 Support the **Crime and Community Safety Partnership** in the production of a Crime and Community Safety Strategy and in its implementation
- establishing a Community Safety Forum
  - co-ordinating the strategy with the local Drugs Reference Group and Youth Offending Team

## **OBJECTIVE 5: IMPROVING COMMUNICATIONS**

This involves internal communications, external communications and media relations and includes the presentation of the Council, its internal and external communication mechanisms, written leaflets, publications and means of access including the Internet and local offices.

To support these, the Chief Executive's Office will:

- 5.1 Review and improve the nature and quality of the Council's corporate and service communications
- 5.2 Review and improve internal communications throughout the Council
- 5.3 Maximise promotion of awareness and understanding of the Council's role and activities through all possible media

## **OBJECTIVE 6: IMPROVE DAY TO DAY MANAGEMENT AND SUPPORT**

- 6.1 Manage the Chief Executive's Office in an efficient and effective manner to achieve targets and objectives and encourage the development of staff
- 6.2 Continue to provide administrative and secretarial support to:
  - Chief Executive
  - Head of Policy and Communications
  - Corporate Policy Unit
  - Marketing and Communications Team
- 6.3 Co-ordination of business agenda for Chief Officer Board and Leaders' meetings

## Chief Executive's Office - Service Plan 1999/2000

Ref.	Activity	Performance measures	Timing	Notes/Linkages
<b>Objective 1. Community Leadership</b>				
1.1	<p>Ensure the continued success of the annual MK2020 conference</p> <ul style="list-style-type: none"> <li>• Co-ordinate the post 1999 conference process, including feedback to partnerships</li> <li>• Co-ordinate planning of 2000 conference</li> </ul>	<p>Conference report published</p> <p>Partnerships informed of relevant outcomes</p> <p>Successful conference held</p>	<p>by July 1999</p> <p>by July 1999</p> <p>March 2000</p>	<p>Success of the conference relies on contributions of partners</p>
1.2	<p>Develop in conjunction with other partners a Community Partnership Plan to include objectives and success measures for major partnerships</p>	<p>Plan published</p> <p>Progress monitored</p> <p>Objectives met</p>	<p>March 2000</p>	<p>Dependent on agreement with partners</p>
1.3	<p>Run a seminar on partnership working for councillors.</p>	<p>Seminar held</p>	<p>14 July 1999</p>	<p>Guest speaker: Professor John Stewart</p>

1.4	<p>Provide corporate co-ordination for partnership links with parish and neighbourhood councils</p> <ul style="list-style-type: none"> <li>• Support partnership working through the Parish consultative Assembly and Section 136 agreement</li> <li>• Administer Parish Partnership Fund</li> <li>• Plan and co-ordinate parish councils conference</li> </ul>	<p>Monitor council response to requests and complaints from parish, town and neighbourhood councils</p> <p>Publish a record of fund uses and outcomes annually</p> <p>Conference held</p>	<p>Ongoing</p> <p>11.09.99</p>	<p>Needs to be done in accordance with the Parish Partnership Convention and Neighbourhood Council Protocol</p>
1.5	<p>Co-ordinate the Council's involvement in regional issues</p> <ul style="list-style-type: none"> <li>• Maintain an awareness of the different areas of involvement</li> <li>• Ensure council identifies issues relevant to MK and addresses them</li> <li>• Provide policy briefings and support to elected members as required</li> <li>• Attendance at meetings of ACTVAR and other regional forums and to respond to issues arising</li> </ul>	<p>Effective council involvement in the work of SEERA</p> <p>Number of meetings attended</p> <p>Effective council involvement in the work of ACTVaR</p>	<p>Ongoing</p> <p>Ongoing</p>	

<b>Objective 2: Connecting with the Community</b>				
2.1	Support the review and implementation of new political management structures	Effective advice to members and new structures formulated and introduced in accordance with the Council's wishes	March 2000	To be co-ordinated with Corporate Administration.
2.2	<p>Continue to provide support to the work of the Scrutiny Commission</p> <ul style="list-style-type: none"> <li>• Continue to secure reports from services on behalf of the Commission</li> <li>• Ensure Commission decisions are conveyed to other committees and implemented in accordance with the Council's wishes.</li> <li>• Continue to report quarterly on complaints</li> <li>• Establish arrangements for enhanced level of support to Scrutiny Commission</li> <li>• Keep abreast of developing approaches to scrutiny role nationally</li> </ul>	<p>Reports presented as required</p> <p>Decisions reported on time and implementation monitored</p> <p>Reports on time</p> <p>Arrangements in place</p> <p>Clear programme of activities identified</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Quarterly</p> <p>July 1999</p> <p>Ongoing</p>	<p>Dependent on agreement with members on the nature and extent of the support to be provided.</p>
2.3	Devise and support a corporate consultation strategy	<p>Strategy agreed</p> <p>Consultation implemented and evaluated</p>	<p>September 1999</p> <p>March 2000</p>	

2.4	<p>Manage the corporate elements of a consultation strategy, including:</p> <ul style="list-style-type: none"> <li>• Citizen survey(s) to: <ul style="list-style-type: none"> <li>- determine public attitudes to the council</li> <li>- obtain views on service performance for best value purposes</li> <li>- obtain views on community priorities</li> </ul> </li> <li>• Managing programme of citizens panel focus groups</li> <li>• Conduct the annual budget consultation exercise</li> </ul>	<p>Survey conducted</p> <p>Impact on Council policies and practices</p> <p>Number of groups held</p> <p>Impact on Council policies and practices</p> <p>Impact on Council policies and practices</p>	<p>Sept 1999</p> <p>Ongoing</p> <p>Sept 1999 - Feb 2000</p>	<p>Dependent on resources being made available.</p> <p>Dependent on resources being made available.</p>
2.5	Disseminate learning from 1998/99 budget referendum nationally	<p>National seminar held</p> <p>Number of conferences addressed</p> <p>Overview report produced</p>	Autumn 1999	Seminar being planned with LGA (date to be arranged)
2.6	Provide consultation advice and support to services engaged in Best Value reviews	<p>Reviews successfully meet consultation requirements</p> <p>Consultation effective and adds value</p>	Ongoing	Extent of support will be constrained by availability of resources.



### Objective 3: Performance Management

3.1	Ensure completion of first tranche of Best Value service reviews	Reviews completed to agreed standard and schedule	June 1999	Best Value/CCT Sub-Committee agreed to extension of one of 1998/99 reviews to September 1999. Three other reviews completed June 1999.
3.2	<p>Co-ordinate and support 1999/2000 programme of service reviews</p> <ul style="list-style-type: none"> <li>• Revise service review guidance</li> <li>• Convene co-ordinating meetings</li> <li>• Provision of specialist advice to reviews, especially performance measurement, target setting, benchmarking, consultation and equalities.</li> <li>• Ensure the outcomes of Best Value reviews are implemented and monitored.</li> </ul>	<p>At least 4 reviews completed to agreed standard and schedule</p> <p>Revised guidance produced</p> <p>Regular meetings held</p> <p>Reviews effective and add value</p> <p>Action plans for service improvement implemented.</p>	<p>Dec 1999? (to be agreed)</p> <p>July 1999</p> <p>Ongoing</p> <p>Ongoing</p> <p>Sept 1999 then , ongoing</p>	<p>Four reviews agreed to date. Possibility that more may be added during course of the year.</p> <p>Level of support dependent on resources.</p> <p>Action plans to service committees by September 1999. Ongoing monitoring by Quality Management Programme Group.</p>
3.3	Participate in appropriate learning networks	Best Value processes comply with legislation and best practice	Ongoing	Inter Authorities Group CADEX Best Value Group Warwick Research Consortium Dawning Database
3.4	Establish adequate arrangements and resources to implement and support Best Value	<p>Proposals approved</p> <p>Arrangements in place</p>	<p>July 1999</p> <p>Sept 1999</p>	Requires political approval for additional resources
3.5	Establish five year rolling programme of reviews to commence April 2000.	Programme agreed	by Oct 2000	

3.6	Produce the Council's first Performance Plan  <ul style="list-style-type: none"> <li>Review/revise the Council's strategic aims in line with Council priorities and consultation with local people</li> </ul>	Plan published  Strategic aims agreed	March 2000  September 1999	Legislative requirement - relies on comprehensive performance information across the authority.  Action not yet agreed with members.  Would need to be in place to provide context for 2000/2001 service plan development
3.7	Raise awareness of Best Value and its implications among staff and members	Number staff roadshows held  Member briefings held	To be arranged	A communications programme for Best Value is currently being developed
3.8	Revise Quality Management Framework in line with Best Value and other requirements  <ul style="list-style-type: none"> <li>Establish timetable for production of 2000/2001 service plans</li> </ul>	Revised version published  Timetable agreed	Autumn 1999  Sept 1999	Needs to be in place in advance of 2000/2001 service planning cycle  Service planning cycle to be brought forward to meet Performance Plan deadline and integrate with budget preparation.
3.9	Support production of co-ordinated service plans for 2000/2001 which are consistent with the strategic plans for the Directorates	Plans produced on schedule  Plans conform to Quality Management Framework	March 2000	Need to ensure that appropriate training and support is given.
3.10	Co-ordinate collection of statutory Audit Commission performance indicators	100% PIs published to deadline  100% accuracy rate	Sept 1999	Deadline moved forward from December  Current accuracy = 75%
3.11	Co-ordinate the Council's participation as a pilot authority for new general health indicators	Meet pilot project requirements	March 2000	

3.12	<p>Establish performance reporting by services to promote improvements in service performance</p> <ul style="list-style-type: none"> <li>• Collate all PIs in use by each service</li> <li>• Establish and run process to develop local PIs</li> <li>• Establish process for regular performance reporting</li> </ul>	<p>Report produced</p> <p>Local PIs established</p> <p>Process established</p> <p>Improvements in performance</p>	<p>September 1999</p>	<p>More frequent and flexible performance reporting required by Best Value</p> <p>Requires contribution from all directorates</p> <p>Assessment of improvements will be long-term process.</p>
3.13	<p>Continue to undertake strategic co-ordination, development and monitoring of complaints and Ombudsman enquiries</p> <ul style="list-style-type: none"> <li>• Co-ordinate and ensure effective investigation of Ombudsman complaints</li> <li>• Review handling of Ombudsman enquiries and complaints within the Chief Executive's Office</li> <li>• Co-ordinating and supporting complaints handling across the Council</li> <li>• Production of complaints monitoring information</li> <li>• Develop systems to ensure that learning from complaints is reflected in future service policy and practice.</li> </ul>	<p>Number Ombudsman complaints dealt with</p> <p>Maladministration findings</p> <p>No. of local settlements</p> <p>Recommendations implemented</p> <p>Regular co-ordinating meetings held</p> <p>Reports to appropriate committees</p> <p>Review completed</p> <p>Changes to Council policies</p>	<p>Ongoing</p> <p>March 2000</p> <p>Ongoing</p> <p>Quarterly &amp; annually</p> <p>July 1999</p> <p>Ongoing</p>	

		and practices		
3.14	Support the Chief Executive in the annual inspection of the Social Services Inspection Unit	Inspection report to Policy & Resources Committee  Actions identified in previous report implemented	September 1999	
3.15	Co-ordinate the corporate aspects of the Council's bid for Beacon Status	Bid submitted on time  Beacon Status outcome	July 1999  Oct 1999	Bid preparation requires input from all directorates
<b>Objective 4: Cross-cutting corporate issues</b>				
4.1	Co-ordinate the development of partnership anti-poverty activity across Milton Keynes  <ul style="list-style-type: none"> <li>Support and develop the Anti-Poverty Forum</li> <li>Lead the development of a partnership anti-poverty strategy and action plan</li> </ul>	Number of successful meetings held  Strategy agreed by anti-poverty forum  Review impact of strategy	Ongoing  September 1999  March 2000	
4.2	Develop the Council's strategic approach to equalities issues:  <ul style="list-style-type: none"> <li>Ensure completion of an equalities audit based on the Commission for Racial Equality standard extended to cover disability and gender.</li> <li>Develop a corporate action plan to raise the level of equalities attainment across the Council</li> </ul>	Report of audit  Action plan agreed  Actions implemented	June 1999  Sept 1999	Audit commenced March 1999  Process to develop action plan, including detailed timetable, will be developed after audit report presented to July Policy and Resources Committee.

		Changes to Council policies and practices		
4.3	Contribute to the development of a rural strategy.	Strategy agreed	Summer 1999	
4.4	Lead the implementation of the Community Legal Service Associate Pioneer programme in Milton Keynes.	Action plan produced  Consultation completed  Programme completed in line with agreed action plan  Service improvements result	June 1999   March 2000	Programme developed together with Legal Aid Board, Council services and other partners   Timetable for reviewing impact yet to be established.
4.5	Support to the Crime and Community Safety Partnership  <ul style="list-style-type: none"> <li>• Produce a Crime and Community Safety Strategy and targets</li> <li>• Review Crime and Community Safety Strategy implementation</li> <li>• Support and develop the Community Safety Forum</li> </ul>	Meetings held  Aims and objectives produced  Targets set  Performance measures set  Updated audit consultation report  Review report  Regular meetings held  Feedback systematically gathered	Quarterly  April 1999  June 1999  July 1999  February 2000  February 2000  Ongoing	Jointly with MK Police as “Responsible Authorities”.



	<ul style="list-style-type: none"> <li>Support and develop locally based community safety initiatives</li> </ul>	Report on success or otherwise	March 2000	
	Liaison with parish, town and neighbourhood councils, neighbourhood watch, community and voluntary organisations	Report on liaison processes and results.	January 2000	
	<ul style="list-style-type: none"> <li>Contribute to the development of a Milton Keynes Drugs Reference Group strategy</li> </ul>	Action plan developed Impact of strategy	June 1999	

## 5. Improving Communications

5.1	<p>Review and improve the nature and quality of the Council's external corporate and service communications.</p> <p>In conjunction with each directorate, to audit all current methods of communication used, their costs and perceived effectiveness and make recommendations for improvements, against checklist above</p>	<p>Completion of Communications Audit</p> <ul style="list-style-type: none"> <li>• Identification of opportunities for improved communications</li> <li>• Identification of opportunities for savings</li> </ul> <p>Presentation of recommendations</p> <p>Produce internal and external communications strategies and materials for Millennium planning</p> <p>Prepare and test crisis PR plans for Millennium</p> <p>Review progress on corporate communications strategy</p> <p>Test public responses against Benchmark</p>	<p>Not yet timetabled</p> <p>Jan 2000</p> <p>by Dec 1999</p> <p>by March 2000</p> <p>Not yet timetabled</p>	<p>Dependent on availability of resources</p> <p>Dependent on availability of resources</p>
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	<ul style="list-style-type: none"> <li>Develop recommendations for improved corporate communications and work with directorates towards the development of service communication strategies, in the light of the findings of the audit of communications.</li> <li>Conduct audit of all council promotional and recruitment advertising and test cost-effectiveness of the council's current advertising arrangements.</li> <li>Conduct feasibility study into establishing a call centre approach to handle high volume enquiries from the general public.</li> </ul>	<p>Research communications in Neighbourhood Services</p> <p>Implementation of improved communications activity in Neighbourhood Services</p> <p>Feedback from focus groups</p> <p>Advice given to members and officers</p> <p>Media coverage achieved</p> <p>Media coverage avoided</p> <p>Implementation of cost effective advertising which informs about the council's role and activities</p> <p>Completion of feasibility study</p>	<p>by July 1999</p> <p>by March 2000</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Not yet timetabled</p>	<p>Dependent on availability of resources</p> <p>Now to be a Best Value review</p>
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	<ul style="list-style-type: none"> <li>Continue to develop the council's role and input in the new MKWeb site being set up by the Milton Keynes Economic Partnership, in particular with a view to developing interactive services on the web and making the Council more accessible.</li> </ul>	<p>Establishment of website</p> <p>Number and quality of council contributions</p> <p>Qualitative feedback</p> <p>Number of visits</p> <p>Number of users of library facility</p>	<p>April 1999</p> <p>March 2000</p> <p>March 2000</p> <p>March 2000</p> <p>Not yet timetabled</p>	
	<p>Audit the extent to which the work of Milton Keynes Council and involvement in local democracy generally feature in teaching in schools, and put forward proposals on the extent to which this may be developed.</p> <ul style="list-style-type: none"> <li>In conjunction with all directorates, continue to work with partner and umbrella organisations in the promotion of Milton Keynes as a place to invest, live and work, including specifically acting as lead officer on Milton Keynes' bid for city status.</li> </ul>	<p>Production of proposals</p> <p>Adoption of proposals</p> <p>Attendance at meetings of MKEP Marketing Group;</p> <p>Number and quality of contacts with other organisations</p> <p>Productivity of working relationships</p> <p>Extent of support for city status</p> <p>Media coverage</p> <p>Submission of bid</p>	<p>Not yet timetabled</p> <p>Feb 2000</p> <p>Feb 2000</p> <p>Apr 2000</p> <p>Feb 2000</p> <p>Apr 2000</p> <p>Sept 1999</p>	<p>Dependent on availability of resources</p>

		Outcome of bid	Feb 2000	
	<ul style="list-style-type: none"> <li>Examine the feasibility of having 'mystery shopping' whereby the speed, courtesy and responsiveness of requests for information can be tested and improvements developed. (In conjunction with the Quality Management programme Group.)</li> </ul>	Production of proposals	Not yet timetabled	
	<p>Examine the means by which the council communicates with Government, MPs, Peers and civil servants including how the council responds to Government, the LGA and other bodies, around forthcoming legislation and other major issues of concern, and make recommendations for the future.</p> <ul style="list-style-type: none"> <li>Directorate and departmental management teams to consider a standing first item on communications on their agendas</li> </ul>	<p>Part of external Communications Audit (see item 5.1)</p> <p>Reminder to SDs</p> <p>Existence as an item + feedback</p> <p>M&amp;C advice to/ attendance at management meetings</p>	<p>Not yet timetabled</p> <p>June 1999</p> <p>Ongoing</p>	
5.2	<p>Internal Communications</p> <ul style="list-style-type: none"> <li>Review the survey of internal communication needs among council staff, to determine information needs and preferred methods of information flow, and bring forward recommendations.</li> </ul>	<p>Report to COB</p> <p>Staff survey</p> <p>Implementation of programme</p> <p>Effectiveness of programme/outcome measures</p>	<p>April 1999</p> <p>Aug 1999</p> <p>by Dec 1999</p>	

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	<ul style="list-style-type: none"> <li>Consider updating of the Milton Keynes video used for staff induction (to new video or CD Rom), with a view to its having wider promotional applications.</li> </ul>	Production of proposals	by Mar 2000	No budget available
	<ul style="list-style-type: none"> <li>Review the information needs of members of the council, including the extent to which members may have a promotional role for the council.</li> </ul>		Not yet timetabled	
5.3	<p>Maximise promotion of awareness and understanding of the Council's role and activities through all possible media</p> <ul style="list-style-type: none"> <li>In conjunction with all directorates, to continue to develop Milton Keynes Messenger in the light of reader feedback, including the review of the present contract arrangements so that a revised specification can be developed.</li> <li>Continue to deliver media awareness training sessions for council members and officers</li> <li>Assess the feasibility and costs associated with the installation of ISDN or similar links with regional and local broadcast media</li> </ul>	<p>Implement best value review; set up reference group</p> <p>Consult and research</p> <p>Complete review and advertise tender</p> <p>Let new contract</p> <p>Commence new contract</p> <p>Identify needs</p> <p>Develop training sessions</p> <p>Deliver training</p> <p>Review activity</p> <p>Discussions with IT; assess costs/ benefits</p> <p>Discussions with media</p>	<p>April 1999</p> <p>by Oct 1999</p> <p>by Nov 1999</p> <p>Jan 2000</p> <p>Apr 2000</p> <p>July 1999</p> <p>Aug 1999</p> <p>Ongoing</p> <p>Feb 2000</p> <p>by Sept 1999</p> <p>by Nov 1999</p>	<p>Review may have implications for current Messenger budget.</p> <p>Extent and nature of training will depend on budgets available</p> <p>Progress may depend on costs to Council</p>

	<ul style="list-style-type: none"> <li>Assess the feasibility of securing a greater proportion of pro-active media relations activity, in particular with local and regional media.</li> <li>In conjunction with all directorates, to develop stronger links and coverage with national trade and professional media, to reflect the innovative and unique nature of much of the work being done in Milton Keynes.</li> </ul>	<p>Increased quality and quantity of positive media coverage</p> <p>Acquisition of software to monitor this</p> <p>Availability of information and co-operation from directorates</p> <p>As 7.4</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>As 7.4</p>	<p>Dependent on demands brought by reactive media relations work</p> <p>Dependent on budget being available</p> <p>Dependent on extent of reactive media relations work required</p> <p>As 7.4</p>
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## 6. Improve Day to Day Management and Support

6.1	<p>Manage the Chief Executive's Office in an efficient and effective manner to achieve targets and objectives and encourage the development of staff.</p>	<ul style="list-style-type: none"> <li>• Come in under budget</li> <li>• Attain a lower than corporate average of sickness</li> <li>• Meet corporate targets on letter answering</li> <li>• Introduce measures to test satisfaction levels with services (internal customers) on a quality basis             <ul style="list-style-type: none"> <li>• Key Member contacts</li> <li>• Strategic Directors</li> <li>• Heads of Service</li> </ul> </li> </ul> <p>This might also include feedback on specific time-limited projects</p> <ul style="list-style-type: none"> <li>• Answer the telephone within 5 rings</li> <li>• Ensure that each staff member receives training appropriate to their Staff Development Appraisal</li> <li>• Monitor overtime and seek to reduce it</li> </ul>	Ongoing	
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6.2	Provide administrative and secretarial support to: Chief Executive Head of Policy & Communications Corporate Policy Unit Marketing and Communications	<ul style="list-style-type: none"> <li>• User feedback</li> <li>• Tasks completed to acceptable standard by set deadline</li> <li>• Adherence to PI requirement on general correspondence</li> <li>• Types of visits organised</li> </ul>		There are 2 vacancies within the section to provide support to the Corporate Policy Unit and Marketing and Communications Team A major part of the work is reactive The level of support is dependent upon resources
6.3	Co-ordination of business agenda for Chief Officer Board and Leader's meetings	<ul style="list-style-type: none"> <li>• No of agendas/minutes produced</li> <li>• Programme of business</li> </ul>	Ongoing	