Actio	n Method		Who	Resources	By when	Outcomes	Evaluation	
	mprovements need to be made	How will the action be achieved?	Who will take responsibility for action?	What resources are required to achieve improvement?	What is realistic?	What will change and improvement look and feel like?	How will success be monitored?	Work Programme (WP) Reference
B. Relationships								
an	Raise awareness amongst Members of Officers of the roles of those involved delivering the Ethical Framework	Information about the Standards Committee and MO roles will be readily available to officers	MO and Standards Committee	IT resource for Intranet availability	April 2007	Members and Officers will understand the respective roles	Repeat of Self Assessment Survey	As part of Communicatio ns Strategy and Training plan WP 12-01-07 and subsequent meetings
C. CO	MMUNICATION							
1.	Induction							
(a)	Review induction processes	New e-learning induction package will have a required element on the requirements of the officer code and the ethical framework	Monitoring Officer and	IT e-learning package needs to be up and running	September 2006	Staff will know of the requirement to complete register of interests, and will be aware of Standards Committee etc	Repeat of Self Assessment survey	WP 12-01-07 and subsequen t meetings
(b)	Review recruitment documentation in relation to the requirement to complete the register of interests	Recruitment documentation will refer to the requirement to complete the register of officer interests where relevant	Asst Chief Executive (HR) and MO		April 2007	Recruitment documentation will refer to the requirement to complete the register of officer interests where relevant	Officers will proactively complete the register of interests	

Column C	Actio	on Method		Who	Resources	By when	Outcomes	Evaluation	
Executive (HR) will review induction processes will provide clear advice to New Members about the Ethical Framework for Members and Officers of appropriate training to key partnerships will be partnerships and the ethical issues arising Provide training and attendance Provide will be provide training and attendance Provide will be provide will be provide will be provide clear advice to New Members and Officers on New Members and Officers on April 2007 Greater awareness on key ethical issues Extension of appropriate training to key partnerships Provide training to key partnerships Provide training to experiment in the partnerships Provide training on the officers code and other issues to officers on partnerships Provide will be provided to the partnerships Provide will be provided to the partnerships Provide training on the officers code and other issues to officers on partnerships Provide will be provided to the partnerships Provided training on the officers code and other issues to officers on partnerships Provided training on the officers on partnerships Provided training P	What	·	action be achieved?	responsibility for action?	are required to achieve	realistic?	and improvement look and feel like?	success be monitored?	Programme
(a) Provide ethical training for key partners of appropriate partnerships appropriate training to key partnerships appropriate training to key partnerships and the ethical issues arising (b) Provide training to officers on Partnerships and the ethical issues arising (c) Review the effectiveness of existing Member training and attendance attendance (d) Conduct a regular audit of training received by Members and Senior Officers on ethical issues (d) Conduct a regular audit of training received by Members and Senior Officers (e) Provide training for Massesment Survey the effectiveness of existing induction (f) Conduct a regular audit of training received by Members and Senior Officers (g) Provide training for Massesment specific ethics training appropriate training to Assistant CEX (Policy Perf and Pships) (h) April 2007 Greater awareness of officers on officers on partnerships (h) April 2007 Greater awareness of officers on officers on partnerships (h) April 2007 Greater awareness of officers on officers on partnerships (h) April 2007 Greater awareness of officers on partnerships (h) April 2007 Greater awareness of officers on officers on partnerships (h) April 2007 Greater awareness of officers on partnerships (h) April 2007 Greater awareness of officers on partnerships (h) April 2007 Greater awareness of officers on partnerships (h) April 2008 Members all receive some training. Member awareness is high (h) April 2008 Members all receive some training. Member awareness is high (h) April 2008 April 2008 April 2008 April 2007 A clear understanding of what training each Member awareness in officers on what training each Member awareness in officers on training and officer has received training. All Members and Officers on training each Member awareness in officers on training each Member awareness in officers on training each Member awareness in high average and Officers on the partnerships and officers on training appropriate training appropriate training each Member awareness of officers on trai			Executive (HR) will review induction process for	Executive (HR)		April 2008	Induction processes will provide clear advice to New Members about the Ethical Framework for Members and	Assessment Survey (with analysis for	
appropriate training to key partnerships and subsequent partnerships and the ethical issues arising partnerships and subsequent partnerships partnerships and subsequent partnerships partnerships partnerships and subsequent partnerships partnerships partnerships and subsequent partnerships partner									
Partnerships and the ethical issues arising Partnerships arising Partnerships wkg Gp Assessment Survey April 2008 April 2008 Members all receive some training. Member awareness is high April 2008 Assessment Survey April 2008 April 2007 A clear understanding of what training received by Members and Officers on ethical issues WP 12-01-0 April 2008 April 2007 A clear understanding of what training received by Member and Senior Officers NO and Member Development Unit No and Member Development Unit No and Member and Officer has received	(a)	Provide ethical training for key partners	appropriate training to key	Standards Committee and Assistant CEX (Policy Perf		April 2007	awareness amongst partners on key ethical	Assessment Survey to key	12-01-07
Member training and attendance training for Members including induction (d) Conduct a regular audit of training received by Members and Officers on ethical issues Training for Members HR and Group Leaders MO and Member received by Members and Officers on ethical issues Training for Members HR and Group Leaders MO and Member received by Members and Officers on ethical issues Training for Members and Group Leaders MO and Member understanding of what training each Member and Officers have received training awareness is high April 2007 A clear understanding of what training each Member and Officers have received training and Officer has received	(b)	Partnerships and the ethical issues	specific ethics training on the officers code and other issues to	Partnerships		April 2007	awareness of officers on	Assessment	12-01-07
received by Members and Officers on ethical issues training received by Members and Officers on ethical issues training received by Members and Officers on ethical issues Senior Officers Member Development Unit Unit understanding of what training each Member and Officer has received	(c)		training for Members including induction	Chief Executive HR and Group Leaders			receive some training. Member awareness is	Assessment Survey	
3 Electronic Information	(d)	received by Members and Officers on	training received by Members and	Member Development		April 2007	understanding of what training each Member and Officer has	and Officers have received	
o. Lioutonio information	3.	Electronic Information							

What improvements need to be made	Actio	n Method		Who	Resources	By when	Outcomes	Evaluation	
procedures on the Intranet for staff and Members The Standards Cttee has agreed this should be considered early in 2007. It may be appropriate to include a link to the Standards Bulletin and also to Use Key Messages to disseminate information. (b) Review the Internet site to include information on the Council's Ethical Framework The Standards Cttee has agreed this should be considered early in 2007. It may be appropriate to include a link to the Standards Bulletin and also to Use Key Messages to disseminate information. (c) Provide regular electronic updates to Senior Officers about the implementation and availability of information on policies and procedures D. Accountability 1. Develop a review process which enables self analysis of decision making procedure D. Examine ways of building Review current website to be the Standards Bulletin and also to Use Key Messages to disseminate information. MO and April 2008 Intranet site on ethical issues for staff and this to the Standards Bulletin and also to Use Key Messages to disseminate information. Intranet site on ethical issues for staff and the total six to the Standards Bulletin and also to Use Key Messages to disseminate information. Intranet site on ethical issues for staff and website to provide more information. Internet pages April 2007 Improvement Internet pages Surv. MO Support within legal services 2006 Regular bulletins Rep Asset Surv. April 2008 Process developed which is understood internal Auditor. Review existing MO and Head April 2008 April 2008 Clarity about who Accordinates the staff of the provide more information. April 2008 April 2008 Clarity about who Accordinates the staff of the provide more information. April 2008 April 2008 Clarity about who Accordinates the staff of the provide more information. April 2008 April 2008 Clarity about who Accordinates the staff of the provide more information and availability of information and availability of information and availability of information and availability of i		mprovements need to be made	action be achieved?	Who will take responsibility for action?	What resources are required to achieve improvement?	What is realistic?	What will change and improvement look and feel like?	How will success be monitored?	Work Programme (WP) Reference
information on the Council's Ethical Framework The Standards Citee has agreed this should be considered early in 2007. It may be appropriate to include a link to the Standards Bulletin and also to Use Key Messages to disseminate information. (c) Provide regular electronic updates to Senior Officers about the implementation and availability of information on policies and procedures D. Accountability 1. Develop a review process which enables self analysis of decision making procedure D. Examine ways of building Regular bulletins or Support within legal services via email MO Support within legal services 2006 Support within legal services 2006 Regular bulletins Repular bulletins Survival email MO and Complaints Officers and Internet pages Asset Survival April 2008 Regular bulletins Repular bulletins Officers and Internet pages Asset Survival April 2008 Regular bulletins Repular bulletins Officers and Internet pages Asset Survival April 2008 Regular bulletins Officers and Internet pages Asset Survival April 2008 Regular bulletins Officers and Internet pages Asset Survival April 2008 April 2008 April 2008 Asset Survival April 2008 April 2008 Asset Survival April 2008 April 200	(a)	procedures on the Intranet for staff and Members The Standards Cttee has agreed this should be considered early in 2007. It may be appropriate to include a link to the Standards Bulletin and also to Use Key Messages to disseminate	Intranet site on ethical issues	MO	IT support	April 2007		Repeat of Self Assessment Survey	WP 19-03-07
Senior Officers about the implementation and availability of information on policies and procedures D. Accountability 1. Develop a review process which enables self analysis of decision making procedure D. Examine ways of building Develop a review process which enables self analysis of decision making procedure D. Examine ways of building Develop a review process which developed and followed D. Accountability April 2008	(b)	information on the Council's Ethical Framework The Standards Cttee has agreed this should be considered early in 2007. It may be appropriate to include a link to the Standards Bulletin and also to Use Key Messages to disseminate	website to provide more	MO	IT support	April 2007		Repeat of Self Assessment Survey	WP 19-03-07
1. Develop a review process which enables self analysis of decision making procedure followed 2. Examine ways of building Review existing MO and Complaints MO and MO and Complaints MO and MO	(c)	Senior Officers about the implementation and availability of	bulletins to staff	MO			Regular bulletins	Repeat of Self Assessment Survey	WP 19-03-07
enables self analysis of decision making procedure followed Officers and Internal Auditor Examine ways of building Review existing MO and Head April 2008 Clarity about who Account of the complex of th	D. Acc								
	1.	enables self analysis of decision	developed and	Complaints Officers and			developed which	Reduction in complaints	
which appear to lack accountability which appear to lack accountability as decision taking/ partnership documentation as decision group group Is responsible to decisions		accountability into statutory processes which appear to lack accountability	processes such as decision taking/ partnership	of Committee Services/partne rship working		April 2008	is responsible for	Accountability	

Actio	on Method		Who	Resources	By when	Outcomes	Evaluation	
What	improvements need to be made	How will the action be achieved?	Who will take responsibility for action?	What resources are required to achieve improvement?	What is realistic?	What will change and improvement look and feel like?	How will success be monitored?	Work Programme (WP) Reference
1.	Develop clear guidance to officers and members on ethical issues in specific areas	Prepare specific guidance documents	MO and Standards Committee		Ongoing	Set of clear procedures for officers which are readily accessible	Repeat of surveys	
3.	Review the effectiveness and availability of existing guidance to officers and members in relation to ethical issues	Review and raise awareness about existing guidance	MO and Standards Committee		April 2008	Set of clear procedures for officers which are readily accessible	Repeat of survey	WP 01-10-07
5.	Produce user friendly statement of the Council's stance on ethical issues and rules of conduct to provide to contractors and other stakeholders	Produce eyecatching leaflet to provide to those involved in contracting with the authority	MO and Standards Committee		July 2007	Contractors are fully aware of the consequences of inappropriate gifts or approaches	Survey of contractors and stakeholders	WP 04-06-07
F. TE	AM WORKING AND CO-OPERATION	•						
1.	Provide joint training for officers and members on ethical issues	Provision of joint training sessions for officers and Members	MO and Standards Committee		April 2007	Greater awareness of officers of ethical issues	Repeat of Self Assessment Survey	WP 12-01-07 (Training Programm e)
2.	Develop a clear statement about the interaction of complaints between officers and members	Procedure developed and made readily available	MO and Complaints Officers and Internal Auditor		September 2007	Complaints handled effectively	Complaints statistics	