Action	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
B. Relationships								
4. Raise awareness amongst Members and Officers of the roles of those involved in 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 Communications Strategy and Training plan WP 12-01-07 and subsequent meetings
C. COMMUNICATION								
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 subsequent 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	

Action	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
(c)	Review Member induction processes	Asst Chief Executive (HR) will review induction process for Members	Asst Chief Executive (HR) and MO		April 2008	Member Induction processes will provide clear advice to New Members about the Ethical Framework for Members and Officers	Repeat of Self Assessment Survey (with analysis for New Members)	
2.	Training							
(a)	Provide ethical training for key partners	Offer of appropriate training to key partnerships	MO and Standards Committee and Assistant CEX (Policy Perf and Pships)		April 2007	Greater awareness amongst partners on key ethical issues	Extension of Assessment Survey to key stakeholders	WP 12-01-07 and subsequent meetings
(b)	Provide training to officers on Partnerships and the ethical issues arising	Provide specific ethics training on the officers code and other issues to officers	MO and Partnerships Wkg Gp		April 2007	Greater awareness of officers on partnerships	Repeat of Self Assessment Survey	WP 12-01-07 and subsequent meetings
(c)	Review the effectiveness of existing Member training and attendance	Review existing training for Members including induction	MO and Asst Chief Executive HR and Group Leaders		April 2008	Members all receive some training. Member awareness is high	Repeat of Self Assessment Survey	
(d)	Conduct a regular audit of training received by Members and Officers on ethical issues	Database of training received by Members and Senior Officers	MO and Member Development Unit		April 2007	A clear understanding of what training each Member and Officer has received	All Members and Officers have received training	
3.	Electronic Information							

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Action	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
(a)	Review material on Ethical issues and 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.*	Creation of Intranet site on ethical issues for staff	MO	IT support	April 2007	Intranet presence on ethics	Repeat of Self Assessment Survey	WP 19-03-07
(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.*	Review current website to provide more information	MO	IT support	April 2007	Improvement Internet pages	Repeat of Self Assessment Survey	WP 19-03-07
(c)	Provide regular electronic updates to Senior Officers about the implementation and availability of information on policies and procedures	Regular bulletins to staff via email	MO	Support within legal services	December 2006	Regular bulletins	Repeat of Self Assessment Survey	WP 19-03-07
D. Accountability								
1.	Develop a review process which enables self analysis of decision making procedure	Procedure developed and followed	MO and Complaints Officers and Internal Auditor		April 2008	Process developed which is understood	Reduction in complaints	
2.	Examine ways of building accountability into statutory processes which appear to lack accountability	Review existing processes such as decision taking/ partnership documentation	MO and Head of Committee Services/partnership working group		April 2008	Clarity about who is responsible for decisions	Accountability	
E. MANAGEMENT OF STANDARDS								

Action	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. TEAM 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 Programme)
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	