

NORTH YORKSHIRE COUNTY COUNCIL

STANDARDS COMMITTEE

10 May 2010

Standards Committee Communications Strategy**1.0 PURPOSE OF REPORT**

- 1.1 To review progress against the Standards Committee Communications Strategy Action Plan objectives and actions.

2.0 BACKGROUND

- 2.1 At the Committee's meeting in September last year, Members received a report regarding the revision and updating of the Committee's Communications Strategy and related matters. Members agreed certain amendments to the Strategy, including a new Action Plan for 2009-11. An updated version of the Strategy is attached at Appendix 1 to this report for Members' information.
- 2.2 Through the adoption of its Work Programme, the Committee indicated that it wished to review progress made against the Action Plan objectives and actions at this meeting and to consider whether it is an opportune time to publish a standards article in the NY Times (the Council's own newspaper).

3.0 ACTION PLANS 2007-9 and 2009 -11**2007-9**

- 3.1 The Communication Strategy Action Plan 2009-11 can be found at the end of the Communications Strategy at Appendix 1, along with the 'Review of Action Plan 2007-9' schedule. As Members can see, the vast majority of those items have been completed and in relation to those only partially completed:

- Re Objective 2 ('Promoting awareness among the public of the work of the Committee'), action 7 ('The Communications strategy be incorporated as an integral part of the County Council Communications Strategy'): this was discussed at the Committee's meeting in September when revising the Strategy and it was noted that specific incorporation of the Committee's Communications Strategy into the County Council's Corporate Communications Strategy was unnecessary. The Corporate Communications Strategy provides an outline in approach for the Council in all of its activities. It provides a framework for policies and initiatives that will aid communications and it supports the Council's many other strategies, rather than specifically listing how this will link into all of the Council's activities.
- Re Objective 2 ('Promoting awareness among the public of the work of the Committee'), action 4 ('Communications to include profiles and photographs to assist in engaging the public interest'): action to progress this continues on an ongoing basis. The latest example of this is the inclusion of photographs of the independent members involved in the recent membership changes in the latest Standards Bulletin (the subject of a separate report to

this meeting). Work is also currently ongoing to update the Standards Committee section of the Council website in this way.

- Re Objective 4 ('To communicate the role of Council's Leader and Chief Executive in the ethical agenda'), action 2 ('Role description to be included on web site and intranet'): this has been done, and the Defined Roles of the Leader and Chief Executive Officer in the Ethical Framework Protocol can be accessed via the following hyperlink:

<http://www.northyorks.gov.uk/index.aspx?articleid=11141>

3.2 Suggested amendments have therefore been tracked on the Review of Action Plan 2007-9 schedule to reflect the above.

2009-11

3.3 An update on each of the action points for the objectives set out in the Action Plan for 2009-11 is set out by way of tracked changes on the Action Plan attached at Appendix 1. Indicative timescales have also been included for the 'Ongoing' items, as far as possible. As Members can see, the vast majority of the Action Plan items have been actioned and work is ongoing to take the action points forward.

3.4 In relation to those action points not yet actioned or only partially completed:

- Re Objective 4 ('To raise awareness amongst the staff and Members of the standards expected of them'), action 6 ('Undertake Ethical Survey'): Members previously agreed that a brief ethical survey, following on from the Ethical Audit undertaken in 2006, to check whether awareness levels have changed, would be helpful. As a new Code of Conduct for Members has long been awaited, this was not put in place pending arrival of the new Code and the publicity which would have been given to it. The latest guidance on the publication of a new model Code of Conduct is that it will not be published until after the elections. It is recommended to Members that the Survey is undertaken after the new Code has been adopted by the Council and the Action Plan has been amended accordingly.
- Re Objective 2 ('Promoting awareness among the public of the work of the Committee'), action 1 ('Continually update and annually review details of the role of the Committee and key players included on the Council's web site including information as to how to make a complaint or raise an issue.'): the standards webpages on the Council's website are in need of updating and this will be given priority over the coming weeks.

4.0 NY TIMES ARTICLE

4.1 Generally, the opportunity to publish standards information in the NY Times is best taken when there are further developments in the ethical regime to report. Given the recent membership changes on the Standards Committee and the approaching end of a long term of office for the Chair of the Committee, it is recommended that these developments should form the basis of an article in the NY Times in the near future.

4.2 The Editor of NY Times, Martin Feekins, will be in attendance at the Committee's meeting, to present to Members further opportunities there might be, via NY Times, to promote the Committee, its work and the standards regime generally.

5.0 RECOMMENDATION

- 5.1 That Members note progress against the Standards Committee Communications Strategy Action Plan objectives and actions as annotated in the Strategy Action Plan at Appendix 1 and consider current opportunities for the promotion of the Committee via the NY Times.

CAROLE DUNN

Assistant Chief Executive (Legal and Democratic Services) and Monitoring Officer

Background Documents:

None

County Hall
NORTHALLERTON

28 April 2010

NORTH YORKSHIRE COUNTY COUNCIL

STANDARDS COMMITTEE

Standards Committee Communications Strategy

1. INTRODUCTION

1.1 Purpose of the Strategy

The purpose of the Communications Strategy is to promote the work of the Standards Committee in order to gain public confidence in North Yorkshire County Council, its Members and Officers.

1.2 Key Message of the strategy

North Yorkshire County Council works to ensure high standards of conduct from its Members and Officers.

2. NATIONAL CONTEXT

2.1 Public trust is a pillar of public life. It is concerned with perceptions of honesty but is also about confidence and satisfaction with the outcomes of service delivery. Bridging the gap between values held by the public and their perception of official behaviour is a major challenge facing public bodies in the UK.

2.2 Difficulties for public authorities in engaging public trust are recognised. Evidence from national surveys over a number of years has shown low levels of trust in public officials including those operating in local government.

2.3 The Government set a number of national objectives for the ethical regime:

- a) to maintain high standards of conduct for local authority Members and employees,
- b) to define effectively what standards of conduct are expected of Members and Officers, and for such rules to be fair and clear,
- c) for an effective means of taking action when breaches of the rules occur, and for such means to be fair, clear, proportionate, rigorous and thorough, and
- d) to ensure measures are in place to guarantee public confidence in the appropriateness of the ethical regime.

2.4 There is increasing emphasis on the importance of trust in the relationship between the public and public services. Absence of trust critically undermines the legitimacy of public office-holders to act on the public's behalf. At a time when community engagement and enabling the public to influence the services they receive is considered to be a priority, levels of trust impact on the extent to which members of the public will engage with and use public services.

- 2.5 The relationship between ethical organisational culture, public trust and excellent service delivery is a strong and mutually reinforcing one. A strong ethical organisational culture is a driver of both increased public trust and improved performance and service delivery. A healthy culture is more likely to produce individual and organisational behaviours that increase public trust in the organisation. This in turn makes it more likely that the public will engage with the organisation and utilise its services. Excellent service delivery will then itself increase public trust in the organisation.
- 2.6 The Standards Committee has a responsibility to ensure that its own communications adhere to clear principles which encourage public trust, and the Committee also has a role in seeking to influence the wider Communication Strategy for the Council so that it adheres to the following principles:
- a) A clear line is drawn between the Council and party group Communications.
 - b) Communications which are misleading or contrary to the long term credibility of the Council should be challenged
 - c) In line with the FOI Act there should be a presumption in favour of disclosure and a culture of proactive publication and disclosure with a view to challenging the public's perception of a closed and secretive world.
 - d) The Council should be open and confident about potential pitfalls in policies they are pursuing. Communications need to acknowledge difficulties and competing pressures.
 - e) When things do go wrong, both the Committee and the wider Council needs to develop the skill of admitting mistakes and, critically, explaining how we are going to learn from them in the future.

3. THE COUNCIL'S POSITION

- 3.1 The Council has been working to establish a clear cultural message in relation to ethical standards. It is essential to present to the public an unequivocal statement of the Council's position that is owned by the Authority's leaders. A defined role for the Leader and Chief Executive Officer in setting high ethical standards has therefore been developed. A clear statement of intent for all staff and Members assists the Committee in its internal and external communication.

4. PUBLIC AWARENESS

- 4.1 Research conducted by the Council in relation to levels of public awareness in 2003 shows that the public continue to struggle to understand which core services the Council provides. In relation to the ethical agenda, in 2007 after some initial work by the Standards Committee on communications about the ethical agenda, the Council conducted a survey through the Citizen's Panel of public awareness in that area. The following are the main findings in relation to awareness. It shows overall that some impact has been made, but that more can be done to improve awareness
- 97% of respondents believe high ethical standards and good systems of governance are important.
 - 64% believe that generally standards of behaviour from Members and officers are high, whereas one in ten feel they are not very, or not at all, high and over a quarter are unsure.
 - 45% were unaware of the statutory principles. Over half of the respondents were aware, to varying degrees.

- Almost half (48%) were aware that there was a Code of Conduct for Members. Of those respondents, most knew some detail of the Code (only 17% were not aware of any specific requirements) but only 60% (30% of the total sample) were aware that penalties can be imposed.
- Knowledge of the Standards Committee is low: only a quarter of all respondents were aware of the Standards Committee (with 30% of them being unaware of any of the Committee's responsibilities) and only 22% of all respondents were aware of the Standards Board.
- 83% of respondents felt that Members and officers should be judged broadly by the same standards, with 9% thinking that employees should have higher standards and 4% thinking they should have lower standards.
- Only 13% of respondents felt the Council promotes standards issues well.

5. SWOT ANALYSIS

<p>Strengths</p> <ul style="list-style-type: none"> • Focus on the part of the Committee in improving awareness as part of an agreed work programme • Standards Committee has clear objectives • Support from experienced staff • Awareness on the part of most members of the ethical framework 	<p>Opportunities</p> <ul style="list-style-type: none"> • To use the Council's publications and external media to raise awareness • To work efficiently on the ethical agenda with other authorities and partner organisations • To use training opportunities
<p>Weaknesses</p> <ul style="list-style-type: none"> • Officer awareness of ethical issues is less prevalent • Public awareness of the ethical framework is also low 	<p>Threats</p> <ul style="list-style-type: none"> • Lack of awareness can result in incidents of breaches of the Codes • Lack of confidence on the part of the public • Media interest in malpractice particularly also in the light of negative publicity arising from concerns about conduct in other areas of public office

6. OBJECTIVES OF THE COMMUNICATIONS STRATEGY

6.1 The aim of the Standards Committee Communications Strategy is:

6.2 In communicating externally:

- a) to raise awareness amongst the public of the Council's stance in relation to standards of conduct
- b) to raise public awareness of the work of the Committee
- c) to engage with the public
- d) to gain public trust in the authority
- e) to communicate the role of Council's Leader and Chief Executive Officer in the ethical agenda.

6.3 In communicating internally:

- a) to raise awareness of the work of the Committee
- b) to communicate the role of Council's Leader and Chief Executive Officer in the ethical agenda
- c) raise awareness amongst the staff and councillors of the standards expected of them
- d) to gain commitment to those standards from all those representing the Council

7. KEY AREAS FOR THE STRATEGY

7.1 Key areas to be addressed by the Communications Strategy are as follows

- a) engaging with the Public
- b) promoting the work of the Committee in order to enhance public confidence in North Yorkshire County Council, its Members and Officers.
- c) raising awareness amongst the public of the Council's stance in relation to standards of conduct and of the work of the Committee.
- d) raising awareness of the work of the Committee within North Yorkshire County Council.
- e) communicating the role of the Council's Leader and Chief Executive Officer in the ethical agenda.
- f) raising awareness amongst the staff and Members of the standards expected of them.
- g) gaining commitment to the standards from all those representing the Council.

7.2 The Strategy will also contribute to providing information on the following issues, together with information on the overall role of the Standards Committee :-

- Members' Register of Interests.
- Officers' Register of Interests.
- Defined roles of Leader and Chief Executive Officer in ethical agenda.
- Members' Code of Conduct.
- Officers' Code of Conduct.
- publication of Members' Interests on the Council's website.
- ethical training.
- development of clear guidance on ethical issues.
- review of induction processes for County Council.
- the monitoring of performance indicators.
- the ethical framework of the County Council.
- performance of the Standards Committee
- the Standards Committee Annual Report
- update on cases determined locally
- update on cases determined by the Standards Board for England

8. TARGET AUDIENCES

8.1 It is important to be clear in setting the strategy as to who the target audiences will be.

8.2 External audiences:

- Residents
- Partner Agencies
- Local Strategic Partnerships
- Those involved with the Local Area Agreement
- The Business Community
- Voluntary Sector and Community Groups
- Tenderers and potential contractors
- Planning Applicants and Objectors
- Inspectorates
- Other authorities
- Central Government
- The Media
- The Audit Commission

8.3 Internal audiences will include:

- Employees
- Trade Unions
- Council Members
- Co-optees
- Contractors

9. MEANS OF COMMUNICATION

9.1 Options to be considered for **external communications** include the following:

- a) NY Times: the Council's own newspaper which is directly distributed to all residents of North Yorkshire through their letter boxes.
- b) The Local Press: the Council issues press releases about important events or information that it wants to communicate through the press. It is up to the editors of the paper how they use those press releases.
- c) Television and Radio: the Council has limited access to local television, other than in response to questions when a particular news story attracts press interest. The Radio has a more general approach allowing some discussion forums and interview programs.
- d) Press Notices: these are information boxes in the local papers paid for by the Council. The cost of these notices is relatively high and this method is usually restricted to statutory notices and other notices required by law.
- e) Website: the Council's website is a means of communicating with all members of the public who chose to access it. The information is always available, but to be effective must be kept up to date. It is a very economic means of communication, although it has yet to reach a wide audience for all areas.

- f) **Area Committees:** the Council's seven Area Committees potentially provide a forum accessible to the public to present information in relation to the activities of the Committee and standards issues generally.
- g) **Council offices:** council offices themselves provide an ideal opportunity for promotion of the ethical agenda and publication of standards documentation and the Standards Committee's work.
- h) **County Libraries:** again, libraries in the area potentially provide a publicly accessible forum through which the activities of the Committee and standards issues generally could be promoted.
- i) **Council Tax Notices:** these are sent out to every household and could include information for members of the public on standards and ethics.

9.2 Evaluation of the most effective means of external communication with the public has shown that the Council's own communications through its newspaper, newsletters and leaflets is most effective, although information gleaned from local newspapers is also significant.

9.3 Options to be considered for **internal communications** include the following:

- a) **Key Messages:** Key Messages distributed by email every Friday from the Chief Executive's Office. These brief statements update all staff who have access to email, on key services available, how staff can assist and key changes proposed to take place within the organisation.
- b) **County Talk:** the Council's internal newsletter is distributed monthly with pay slips and has proved to be an effective means of communicating with staff in the internal communications surveys that have been conducted.
- c) **Induction:** the Council is developing an e-induction and training service which will be made available to all staff, even those who do not have access to a PC. The induction will be restricted to a need to know basis so that staff will be given information to enable them to carry out their roles. The e-induction is in the process of being prepared.
- d) **Email:** to get a message to all staff or a group of staff about an issue it is possible to use the Council email system which is a very effective method of providing direct access to all staff who have access to a PC. A large number of staff providing direct services do not have ready access to a PC.
- e) **Intranet:** a means of making information available to staff at all times. It has the same difficulties in reaching staff as other PC based information.
- f) **Posters/Notice Boards:** there are a number of notice boards and poster information around County Hall and other establishments. It is a more expensive method of communication and is quickly out of date.
- g) **Face to Face Meetings:** information can be distributed through the usual management channels but this is not appropriate for wider communication as a complex message is very difficult to communicate in this way.
- h) **Standards Bulletin:** A bulletin periodically produced by the Council relating to standards issues.

10. INTERNAL COMMUNICATIONS BY THE COMMITTEE

- 10.1 Internally the Committee produces a regular Bulletin for Members and Senior Officers. The information on the County Council Website and Standards Committee Reports are available to all staff.
- 10.2 The Committee has involvement in the induction for new Members but information about the work of the Committee and ethical issues needs also to be included in staff induction. There also is scope to expand information on the Intranet to include details about the role of the Monitoring Officer and the Committee. There have been presentations to senior managers and Management Board, and some training has been provided on Fraud and Corruption.

11. THE SELF ASSESSMENT SURVEY

- 11.1 A self assessment survey was undertaken in 2006. The survey showed 94.3 % of Members knew that they are required to observe the requirements of the Member Code. On the other hand only 65% of staff knew that they had agreed to abide by the Code of Conduct for Officers.
- 11.2 Over 97% of Members were aware of the Standards Committee, but 21.8% of officers at PO6 or above did not know that the authority has a Standards Committee. 66% of officers did not know that the Committee had a forward work programme (compared with 28.6% of Members). The vast majority of Members considered that the Committee added value, but a significant proportion of Officers were less clear. Given that the survey was conducted at the end of an election year and approximately one third of Members were new to the authority the difference is striking.
- 11.3 The self assessment survey highlighted key areas where greater awareness is required. Since then work has been on going with Members and Officers to promote understanding of the importance of the ethical framework. This will continue to be a significant part of the Committee's work programme.
- 11.4 There is a limit to the extent that *all staff* in the organisation need to understand the framework in detail, although there should at least be some awareness of the Whistleblowing Policy, the role of the Monitoring Officer and some of the policies and procedures which are relevant to particular areas of work.

12. SUMMARY

- 12.1 The role of the Committee in relation to Communications is two fold. Firstly, it has a role in influencing the internal and external communications of the Authority as a whole to build trust between the leadership of the organisation and other officers and members in the organisation. It also contributes to building trust between the public and the organisation in relation to both its elected Members and its senior managers.
- 12.2 Secondly, the Committee has a role in communicating the work it does to the staff and Members of the organisation so that they understand the Council's stance. The Committee needs to continue and to continuously review communications to the public and to publicise information about the ethical health of the organisation to raise awareness and to further help build public trust.

Review of Action Plan 2007-9

Objective	Action	Time scale	Responsible	Outcomes	Evaluation
1. To raise awareness amongst the public of the Council's stance in relation to standards of conduct and thereby to gain public trust in the authority	1. Statement of the Council's stance to be agreed. – DONE.	January 2007	Standards Committee	The public will have a clearer understanding of the Council's ethical standards, and trust will be increased	Measured by means of responses from the Citizen's Panel.
	2. The statement to be posted on the Council's web site - DONE.	March 2007	Monitoring Officer (MO)		
	3. Publish article in North Yorkshire Times on the Council's ethical framework – DONE. Ad hoc articles subsequently published.	June 2007	MO and Council's Communications Unit		
	4. The Register of Members' interests be included on the Council's web site – DONE.	March 2007	MO		
2. Promoting awareness among the public of the work of the Committee	1. Details of the role of the Committee and key players to be included on the Council's web site including information as to how to make a complaint or raise an issue. – DONE.	End March 2007	MO	The public and partners will have greater understanding of the role of the Committee in relation to the ethical framework.	As above
	2. Details of the work of the Committee to be included in the article at 3. above - DONE.	End June 2007	MO and Council's Communications Unit		
	3. To provide key partners with a statement to ensure their awareness of the Council's ethical standards – DONE.	December 2007	MO		
	4. Work with other authorities in the promotion of ethical standards – DONE and ongoing. Other authorities invited to and attended training and vice versa.	On going	MO		
	7. The Communications strategy be incorporated as an integral part of the County Council Communications Strategy. – <u>Liaison taken place with Communications Unit. SC Strategy to stand alongside the corporate strategy rather than be incorporated within it.</u>	September 2007	MO and Communications Unit		

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Objective	Action	Time Scale	Responsible	Outcome	Evaluation
	<p>3. Review Details of the Committee included on the intranet. -DONE (link to 'Councillor Conduct' section on website included on 'Conduct and Disciplinary' intranet page.)</p> <p>4. Communications to include profiles and photographs to assist in engaging the public interest. ONGOING</p> <p>5. An item be included in the staff newsletter annually in relation to the work of the committee. ONGOING. To be included at the time of the Annual Report.</p>	<p>March 2007</p> <p>On going</p> <p>June 2007</p>	<p>MO</p> <p>MO</p> <p>MO and Standards Committee</p>		
4. To communicate the role of Council's Leader and Chief Executive in the ethical agenda	<p>1. Role of Leader and Chief Executive to be agreed – DONE.</p> <p>2. Role description to be included on web site and intranet. DONE</p>	<p>November 2006</p> <p>End March 2007</p>	<p>Standards Committee and Council</p> <p>MO</p>	<p>Staff and members will have an understanding of the role of the Leader and Chief Executive in relation to the ethical framework</p>	<p>Further self assessment survey</p>
5. To raise awareness amongst the staff and councillors of the standards expected of them	<p>1. Requirements in relation to officer register of interests to be rolled out to officers in Directorates – DONE. Process of maintaining the Register is ongoing.</p> <p>2. Specific training on the amendments to the Member Code of Conduct be delivered to officers and members following implementation – DONE. Refresher training for Members and Officers subsequently undertaken.</p> <p>3. Standards Bulletin to be agreed and published periodically to members and staff. DONE and ongoing.</p> <p>4. Item to be included in the staff newsletter on an annual basis</p>	<p>End December 2007</p> <p>June 2007</p> <p>On going</p> <p>Ongoing</p>	<p>MO</p> <p>MO team and members of Standards Committee</p> <p>Standards Committee and MO</p> <p>Standards committee and MO</p>	<p>Register of interests complete</p> <p>Members and officers aware of the provisions of the revised Code</p> <p>To increase staff awareness of standards and ethics</p>	<p>Further self assessment survey</p>

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<p>6. To gain commitment to those standards from all those representing the Council</p>	<p>1. Review member induction to ensure all new members receive training and information about their obligations under the ethical Code. DONE.</p> <p>2. Ensuring members receive appropriate reminders to update the register of interests. DONE (reminder in each Standards Bulletin)</p>	<p>On going</p> <p>On going</p>	<p>MO</p> <p>MO</p>	<p>Member induction will provide clear advice to new members about the ethical framework</p> <p>Register complete and members aware of obligations in relation to interests Continued low levels of complaint for alleged breaches of the Code of Conduct</p>	
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Action Plan 2009-11

Objective	Action	Time Scale	Responsible	Outcome	Evaluation
1. To raise awareness amongst the public of the Council's stance in relation to standards of conduct and thereby to gain public trust in the authority	<p>1. Publish article in North Yorkshire Times on the Council's ethical framework</p> <p>2. Revisit Citizen's Panel Survey</p>	<p>1. End December 2009 or following revision to Member Code of Conduct if later.</p> <p>2. Within three months of 1. above</p>		<p><u>1. DONE - Article published in NY Times November 2009 re Committee role, particularly re local assessment, and Committee membership changes.</u></p> <p><u>To do another article after the new Code has come in.</u></p>	
2. Promoting awareness among the public of the work of the Committee	<p>1. Continually update and annually review details of the role of the Committee and key players included on the Council's web site including information as to how to make a complaint or raise an issue.</p> <p>2. Details of the work of the Committee to be included in the article in the NY Times.</p> <p>3. To provide key partners with a statement to ensure their awareness of the Council's ethical standards.</p> <p>4. Identify further opportunities to work with other authorities in the promotion of ethical standards.</p>	<p>1. Ongoing – <u>update to reflect key developments as necessary and review twice each year.</u></p> <p>2. End December 2009 or as 1. above</p> <p>3. <u>Late 2010.</u> Ongoing</p> <p>4. Ongoing</p>		<p><u>1. Review of standards pages on Council website currently ongoing following recent membership and SFE changes.</u></p> <p><u>2. DONE - Article published in NY Times November 2009.</u></p> <p><u>3. DONE - The Council's ethical statement for stakeholders is fully incorporated into the Council's work practices and has been included in the Council's Procurement Manual and in some of the procurement precedent documentation. Discussion is also taking place between officers on ways in which the standards statement could be used in the Council's partnerships governance work.</u></p> <p><u>2009: Monitoring Officer of City of York Council acted in a complaint matter where NYCC Monitoring Officer conflicted out.</u></p>	

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				<u>2010: NYCC Monitoring Officer to advise YDNPA Determination Sub-Committee on a complaint matter where that authority's MO is conflicted out.</u>	
3. To communicate the role of Council's Leader and Chief Executive in the ethical agenda	1. Secure the attendance of the Council's Leader and Chief Executive and of other group Leaders at the Standards Committee.	1. December 2009		<u>1. DONE - Chief Executive Officer attended Standards Committee on 30 November 2009.</u> <u>Leader and Group Leaders to attend Standards Committee on 10 May 2010.</u> <u>New Chief Executive Officer to attend 13 September 2010.</u>	

Objective	Action	Time Scale	Responsible	Outcome	Evaluation
4. To raise awareness amongst the staff and Members of the standards expected of them	<p>1. Requirements in relation to officer and Member register of interests to be reiterated to officers in Directorates and to Members and to be posted on the intranet.</p> <p>2. Opportunities be identified to facilitate the self completion and amendment of Officer interests electronically.</p> <p>3. Training on developments to the Member Code of Conduct, and ethical framework be delivered to officers and members.</p> <p>4. Training on the development</p>	<p>1. End March 2010</p> <p>2. End December 2010</p> <p>3. <u>Mid to late 2010.</u> Ongoing</p> <p>4. To be delivered when model</p>		<p><u>1. DONE - Information about the Members' and Officers' Registers of Interests now published on Council's website and intranet.</u></p> <p><u>Annual reminders to Members, co-opted Members and officers to review their interests to be circulated mid May 2010.</u></p> <p><u>2. Monitoring Officer currently exploring opportunities and different processes to enable this.</u></p> <p><u>3. DONE -Training offered to Members and officers as necessary and in line with, and as recorded in, the Committee's Standards Training Plan. Training undertaken in 2009 and will be undertaken in 2010 once new Members' Code of Conduct in place.</u></p> <p><u>4. Awaiting model Code of</u></p>	

	<p>of the Officer Code of Conduct, be delivered to officers and members once the Model Officer Code is forthcoming.</p> <p>5. Standards Bulletin to be agreed and published periodically to members and staff, and a link be included in Key Messages and on the intranet.</p> <p>6. Undertake Ethical Survey.</p> <p>7. Standards to be incorporated into Officer and Member induction programmes.</p>	<p>code of conduct is issued</p> <p>5. Ongoing</p> <p>6. October 2010</p> <p>7. Ongoing</p>		<p><u>Conduct for Officers. Further consultation expected in 2010.</u></p> <p><u>5. DONE - Standards Bulletin is agreed at each Standards Committee for circulation to officers, Members and co-opted Members.</u></p> <p><u>Each Bulletin is published on the 'Members' page of the Council's Intranet and on the 'Councillor Conduct' section of the Council's website.</u></p> <p><u>Sep 09: promotional article about Standards Bulletin published on front page of intranet, in 'News' section.</u></p> <p><u>16 October 09: item in Key Messages re publication of Bulletin.</u></p> <p><u>6. Awaiting arrival of new Code of Conduct for Members.</u></p> <p><u>7. DONE. Information about the ethical framework is included in officer and Member induction processes and will be reviewed from time to time.</u></p>	
<p>5. To gain commitment to those standards from all those representing the Council</p>	<p>1. Continually review member and officer induction to ensure all new members and officers receive training and information about their obligations under the ethical framework</p>	<p>1. Ongoing</p>		<p><u>1. DONE. Information about the ethical framework is included in officer and Member induction processes and will be reviewed from time to time.</u></p>	

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