

THE HIGHLAND COUNCIL
25th June 2009

Agenda Item	
Report No	

Code of Corporate Governance

Report by Assistant Chief Executive

Summary

The report provides information on progress with the actions agreed in Local Code of Corporate Governance for 2008/2009 and details the actions which could appear in the Code for 2009/10.

1. Background

- 1.1 The Council has prepared a Code of Corporate Governance on an annual basis since 2002, as agreed by the Audit and Standards Committee (6th February, 2002). This decision was made following advice from CIPFA and SOLACE on best practice on this matter.
- 1.2 The Council (9th May, 2002) went on to agree that the Audit and Standards Committee would receive an annual review of the local Code. It agreed that the tactical plans of the Internal Audit section would include a review of the Council's compliance with the local Code. It was also noted that the Council's arrangements in relation to Corporate Governance would be examined by Audit Scotland.
- 1.3 In 2008 CIPFA and SOLACE published a revised Guidance Note for Scottish Authorities – Delivering Good Governance in Local Government (2007). This provides updated guidance on implementing the Framework and provides an important development to enable local authorities to review effectiveness and to identify continuing improvements in its governance arrangements.
- 1.4 The Framework and Guidance are based on six principles:
 - 1.4.1 Focusing on the purpose of the Authority and on outcomes for the community and creating and implementing a vision for the local area
 - 1.4.2 Members and officers working together to achieve a common purpose with clearly defined functions and roles.
 - 1.4.3 Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour
 - 1.4.4 Taking informed and transparent decisions which are subject to effective scrutiny and managing risk
 - 1.4.5 Developing the capacity and capability of members and officers to be effective
 - 1.4.6 Engaging with local people and other stakeholders to ensure robust public accountability
- 1.5 This Report now finalises the Local Code of Corporate Governance for 2008/09, advises of areas where further action is required, and suggests possible themes for the Local Code of Corporate Governance for 2009/10.
- 1.6 It should be noted that this Code is included in the External Auditors annual review of Council and within the Internal Audit Tactical Plan.

2. Further Information

2.1 Code of Corporate Governance 2008/09

- (i) Progress on the themes and actions included in the Code for 2007/08 is detailed at <http://www.highland.gov.uk/NR/rdonlyres/EF8F6A7F-5E30-4FAC-B454-CADE539922E6/0/codeofcorporategovernance0809updatejune09.pdf>.

While the majority of targets have been met three do require further action, as follows:

- a. Complete a review of the Employee Code of Conduct
- b. Develop a Recruitment Strategy to continue to develop on-line recruitment
- c. Complete the review of Health and Safety structures within the Council

2.2 Code of Corporate Governance 2009/10

- (i) The suggested Code for 2009/10 is based on the principles detailed above and the recommended actions are contained in Appendix 1.
- (ii) Actions which have not been concluded by the target date in 2008/09 have been rolled forward to the revised Code for 2009/10 and are linked to Service Plans.

2.3 This report was also considered by the Audit and Scrutiny Committee on the 11th June 2009.

3. Recommendation

3.1 That the Council :-

- (i) notes progress on actions for 2008/09;
- (ii) approves the actions proposed for the 2009/10 Code of Corporate Governance.

Signature

Designation: Assistant Chief Executive

Date: 28th May 2009

Author/Reference: Michelle Morris

THE HIGHLAND COUNCIL CODE OF CORPORATE GOVERNANCE – 2009/10

PRINCIPLE 1: Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area.

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
1.	Exercising strategic leadership by developing and clearly communicating the authority's purpose, vision and is intended outcome for citizens and service users	1.1: Develop and promote the authority's purpose and vision	<p>'Strengthening the Highlands' Programme agreed by Council 4 September 2008 (Item 9)</p> <p>Corporate Plan 2007/11 year 1 review October 2008. Revised Plan 2008/11 agreed by Council 18 December 2008 (Item 15). Published on website May 2009</p> <p>Highland Single Outcome Agreement (1) agreed with partners and Govt and at Council June 2008. SOA2 agreed with partners and Govt and at Council 7 May 2009 (Item 12)</p> <p>Guidance for the preparation of Service Plans, to ensure fit with Corporate Plan,</p>	<p>Develop and publish a Corporate Communications Strategy aligned to the Council Programme and Corporate Plan.</p> <p>Complete annual review of 'Strengthening the Highlands', Corporate Plan and Service Plans, ensuring links to the Single Outcome Agreement and published revised Plans</p> <p>First full performance and qualitative report on SOA1</p> <p>Continue to develop QPRs to ensure rigorous scrutiny of</p>	<p>Chief Executive (Public Relations Manager)</p> <p>Chief Executive/ All Directors</p> <p>Chief Executive (Head of Policy & Performance)</p> <p>Chief Executive (All Directors)</p>	<p>June 2010</p> <p>May 2009 for Service Plans October 2009 for Corporate Plan</p> <p>September 2009</p> <p>June 2010</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		1.2: Review on a regular basis the authority's vision for the local area and its implications for the authority's governance arrangements	<p>updated annually last review 25 February 2009, published on Intranet</p> <p>All Service Plans reviewed and reported to Committee May/June 2009</p> <p>Quarterly Performance Reviews (Chaired by Chief Executive) review progress in delivering objectives in corporate and service plans</p> <p>Minutes and papers of all QPRs published on Intranet</p> <p>All key documents (SOA, Strengthening the Highlands, Corporate Plan & Service Plans) published on Council website</p> <p>Code of Corporate Governance reviewed and reported to Audit and Scrutiny Committee 12 June 2008</p>	<p>delivery against agreed objectives and outcomes</p> <p>Review Code of Corporate Governance and report to Audit and Scrutiny Committee</p> <p>Review governance arrangements</p> <p>Implement new governance arrangements in relation to new Planning legislation</p>	<p>Assistant Chief Executive</p> <p>Assistant Chief Executive (Head of Legal & Democratic Services)</p> <p>Assistant Chief Executive (Head of Legal & Democratic Services)</p>	<p>June 2010</p> <p>October 2009</p> <p>September 2009</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		1.3: Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners	<p>All key documents agreed by Council (as above) and minutes published on Council website</p> <p>Review of Corporate Governance (political arrangements) completed and agreed by Council 30 October 2008 (Item 12)</p> <p>Strategic Environmental Assessment of Corporate Plan completed in April 2009</p> <p>Rolling programme of Equalities Impact Assessment of Service Plan actions completed in 2008</p> <p>Completion of annual Public Performance Survey to assess users satisfaction reported to Council 30 October</p>	<p>Quarterly performance and qualitative reports to CPP Leadership Board</p> <p>Annual review of Corporate Plan & Service Plans to ensure alignment to Strengthening the Highlands & SOA2</p> <p>Annual Performance Report to be presented to Council</p>	<p>Chief Executive (Head of Policy & Performance)</p> <p>Chief Executive (Head of Policy & Performance)</p> <p>Chief Executive (Head of Policy & Performance)</p>	<p>September 2009</p> <p>April 2010</p> <p>December 2009</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		1.4: Publish an annual report on a timely basis to communicate the authority's activities and achievements, it's financial position and performance	<p>SOA(2) signed off by Community Planning Partnership and Government and agreed by Council 7 May 2009</p> <p>Corporate Plan & Service Plans aligned to Strengthening the Highlands and the Single Outcome Agreement</p> <p>Annual Performance Report presented to Council 30 October 2008 (Item 11c)</p> <p>Audit Scotland Strategic Audit & Risk Assessment (SARA) reported to Audit and Scrutiny Committee (17 April 2008) and Council 26 June 2008</p> <p>Annual Financial Statement presented to Council 26 June 2008 (Item 11)</p> <p>Annual Performance Survey presented to</p>	<p>SARA to be presented to Audit and Scrutiny Committee & Council</p> <p>Annual Financial Statement to be presented to Council</p> <p>Annual Performance Survey to be presented to Council and public</p> <p>BV2 Pathfinder Audit & Inspection including self evaluation of council performance</p> <p>Continue to develop Ward Reporting in line with the implementation of the new electronic Performance & Risk Management System</p> <p>Continue to monitor service performance through Ward Forums</p>	<p>Chief Executive (Depute Chief Executive)</p> <p>Depute Chief Executive</p> <p>Chief Executive (Head of Policy & Performance)</p> <p>Chief Executive (Assistant Chief Executive)</p> <p>Chief Executive (Head of Policy & Performance)</p> <p>Chief Executive</p>	<p>June 2009</p> <p>June 2009</p> <p>December 2009</p> <p>December 2009</p> <p>June 2010</p> <p>June 2010</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
			<p>Council 30 October 2008</p> <p>All internal and external audit reports are reported to the appropriate Committee</p> <p>Performance published in residents newspaper and council tax leaflet</p> <p>Ward Profiles available and Ward Forums themed on local issues including council performance</p>			
2.	Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning.	2.1: Decide how the quality of service for users is to be measured and make sure that the information needed to review service quality effectively and regularly is available	<p>Service Plans in place with performance indicators, targets and outcomes and linked to 'Strengthening the Highlands', Corporate Plan and SOA2</p> <p>Annual Performance Survey completed and reported to Council</p> <p>Review of Complaints Procedure completed and reported to Audit</p>	<p>New approach to reporting performance including Statutory Performance Indicators</p> <p>Annual Review of Complaints Procedure to be reported to Audit and Scrutiny Committee</p> <p>Implement new electronic Performance & Risk</p>	<p>Head of Policy & Performance</p> <p>Head of eGovernment</p> <p>Assistant Chief Executive (Head of</p>	<p>September 2010</p> <p>April 2010</p> <p>June 2010</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		2.2: Put in place effective arrangements to identify and deal with failure in service delivery	<p>and Scrutiny Committee 16 April 2009</p> <p>Review of Ward Forums completed and reported to Council 30 October 2008</p> <p>Performance in relation to Statutory Performance Indicators reported to Strategic Committees quarterly</p> <p>Annual report on Statutory Performance Indicators</p> <p>Reports on progress in service delivery and performance trends to Strategic Committees</p> <p>All agendas and reports published on Council website and meetings held in public</p> <p>Annual report on Ombudsman Complaints presented to Audit and Scrutiny Committee 17 April 2008</p>	<p>Management System</p> <p>Complete corporate self evaluation using PSIF and pilots in two services</p> <p>Annual review of complaints procedure</p> <p>Annual report on Ombudsman complaints</p>	<p>Policy & Performance)</p> <p>Head of Policy & Performance</p> <p>Head of eGovernment</p> <p>Chief Executive</p>	<p>March 2010</p> <p>March 2010</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
			<p>External and internal audit reports presented to the appropriate Committee and action plans agreed</p> <p>Complaints Procedure published on Council website and leaflets available in public offices</p> <p>Complaints recorded on CRM System to allow analysis and collation of management information</p> <p>Corporate Training Priorities includes complaints handling and customer care</p> <p>Audit and Scrutiny Committee considers external and all internal audit reports and undertakes scrutiny reviews</p> <p>Progress in delivering actions plans agreed following audits is</p>	<p>Develop Business Continuity Plans for identified critical services</p> <p>Complete review of public protection partnership arrangements</p> <p>Annual report on complaints handling to appropriate Strategic Committee</p> <p>Continue to report all audit and inspection reports to appropriate committees to ensure required actions are completed</p> <p>Review performance reporting and ensure it is consistent across all services</p>	<p>Chief Executive (BC Manager)</p> <p>Chief Executive (Head of Children's Services)</p> <p>Chief Executive (Business Support Manager)</p> <p>All Directors</p> <p>Assistant Chief Executive (Head of Policy & Performance)</p>	<p>March 2010</p> <p>August 2009</p> <p>March 2010</p> <p>October 2009</p> <p>October 2009</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
			monitored at QPRs and at Audit and Scrutiny Committee			
3.	Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money	3.1: Decide how value for money (VFM) is to be measured and make sure that the authority or partnership has the information needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decisions	Compliance with Statutory Performance Indicators reported to Strategic Committee quarterly Annual SPI report to Resources Committee to analyse performance trends and benchmark with other councils Strategic Environmental Assessment used to assess impact of policies, plans and decisions, as appropriate Annual Efficiency Statement reported to Council 26 June 2008	Review corporate approach to value for money reviews Report Annual Efficiency Statement to Council Deliver agreed annual targets in the Corporate Improvement Programme Complete review of Significant Trading Organisations Complete pilot of micro-reviews at ward level and other service reviews	Depute Chief Executive (Head of Internal Audit & Risk) Depute Chief Executive Assistant Chief Executive (All Directors) Depute Chief Executive Chief Executive/ Depute Chief Executive	June 2010 June 2009 April 2010 December 2009 December 2009

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
			<p>Agreed Corporate Improvement Programme to improve effectiveness and efficiency of services</p> <p>Review of Significant Trading Organisations commenced</p> <p>Continued implementation of Asset Management Plan</p>	<p>Complete readiness for Carbon Reduction Commitment</p> <p>Complete readiness to meet targets and avoid increased costs from Landfill Allowance</p> <p>Capital Programme review and alignment with Community Planning Partners</p>	<p>Head of Policy & Performance</p> <p>Director of TECS</p> <p>Depute Chief Executive</p>	<p>March 2010</p> <p>June 2010</p> <p>December 2009</p>

PRINCIPLE 2: Members and Officers working together to achieve a common purpose with clearly defined functions and roles

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
1.	Ensuring effective leadership throughout the authority and being clear about executive and non executive functions and of the roles and responsibilities of the scrutiny function.	1.1: Set out a clear statement of the respective roles and responsibilities of Members generally and of Senior Officers	<p>Chief Executive and all officers have agreed job descriptions</p> <p>Role Descriptions agreed by Council 5 March 2009 for all Members including the Convener and Leader of the Administration and published on council website</p> <p>Scottish Remuneration Scheme for Members implemented and expenses published on council website in accordance with the regulations</p> <p>Code of Conduct for Members fully implemented</p> <p>Salary levels of Chief Executive and Chief Officers published on council website</p>	<p>Review implementation of role descriptions for members</p> <p>Complete the implementation of Personal Development Plans for members</p> <p>Implement the revised Code of Conduct for Councillors, when issued by Scottish Government</p>	<p>Assistant Chief Executive</p> <p>Assistant Chief Executive (Employee Development Manager)</p> <p>Assistant Chief Executive (Head of Legal & Democratic Services)</p>	<p>December 2009</p> <p>December 2009</p> <p>September 2009</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
			<p>Member / Officer Protocol in place</p> <p>Membership, Standing Orders and Scheme of Delegation published on council website</p> <p>Agendas and minutes for Council, Strategic and Regulatory Committees published on council website</p> <p>Performance Development Plans in place for all senior directors</p>			
2.	Ensuring that a constructive working relationship exists between authority members and officers and that the responsibilities of members and officers are carried out to a high standard	2.1: Determine a Scheme of Delegation and reserve powers within constitution, including a formal scheme on those matters specifically reserved for collective decision of the authority, taking account of relevant legislation, and ensure that it is monitored and updated when required	<p>Scheme of Delegation (inc. delegation to services and committees) published on the Council website and reviewed annually</p> <p>Standing Orders including Contract Standing Orders and financial regulations are reviewed annually</p>	<p>Complete annual review of Standing Orders and the Scheme of Delegation</p> <p>Complete annual review of financial regulations</p> <p>Complete training for CSOs</p>	<p>Assistant Chief Executive</p> <p>Depute Chief Executive</p> <p>Depute Chief Executive</p>	<p>September 2009</p> <p>September 2009</p> <p>December 2009</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		<p>2.2: make the Chief Executive responsible and accountable to the authority for all aspects of operational management</p> <p>2.3: Develop protocols to ensure that the Leader and Chief Executive negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained</p> <p>2.4: Make a Senior Officer (the Section 95 Officer) responsible to the authority for ensuring appropriate advice is given on all financial matters, for keeping proper</p>	<p>Training in place, for managers, on Contract Standing Orders (CSO)</p> <p>Job description in place for Chief Executive and all Service Directors</p> <p>Performance Appraisal Scheme in place for all Service Directors</p> <p>Job/role descriptions for Chief Executive, Convener and Leader of Administration agreed and published on council website</p> <p>Codes of Conduct implemented for Members and Officers</p> <p>Director of Finance (Depute Chief Executive) is section 95 officer and is a member of the senior management team</p>	<p>Agree Performance Appraisal process for Chief Executive</p>	<p>Chief Executive (Assistant Chief Executive)</p>	<p>September 2009</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		<p>financial records and accounts, and for maintaining effective systems of internal financial control</p> <p>2.5: Make a Senior Officer (usually the Monitoring Officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with</p>	<p>Job description available for Director of Finance</p> <p>Annual Statement of Accounts reported to Council 26 June 2008</p> <p>Annual Report of Head of Internal Audit reported to Audit and Scrutiny Committee</p> <p>Job description available for treasurer to the Joint Boards</p> <p>Assistant Chief Executive undertakes role of Monitoring Officer and is member of senior management team</p> <p>Job description in place for Assistant Chief Executive</p> <p>Scheme of Delegation for Officers and Committees and Standing Orders in place</p>	<p>Annual Statement of Account to be reported to Council</p> <p>Annual Report of Head of Internal Audit to be reported to Audit and Scrutiny Committee</p>	<p>Depute Chief Executive</p> <p>Depute Chief Executive (Head of Internal Audit)</p>	<p>June 2009</p> <p>April 2010</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
			Breaches in standing orders or financial regulations highlighted in internal audit reports and reported to Audit and Scrutiny Committee			
3.	Ensuring relationships between the authority, its partners and the public are clear so that each know what to expect of each other	<p>3.1: Develop protocols to ensure effective communication between Members and Officers in their respective roles</p> <p>3.2: Ensure that an established scheme for remuneration of Members and Officers and an effective structure for managing the process including</p>	<p>Member / Officer Protocol agreed and implemented</p> <p>Terms of Reference agreed for Ward Business Meetings and Ward Forums agreed at Council 14 June 2007</p> <p>Scottish Remuneration Scheme for Members implemented and expenses published on council website in accordance with the</p>	<p>Deliver further training to members on the Code of Conduct inc. Member/Officer Protocol</p> <p>Complete the appeals process resulting from the new pay and grading scheme</p> <p>Complete the implementation of harmonised terms and conditions</p>	<p>Assistant Chief Executive (Head of Legal & Democratic Services)</p> <p>Assistant Chief Executive (Head of Personnel)</p> <p>Assistant Chief Executive (Head of Personnel)</p>	<p>December 2009</p> <p>December 2010</p> <p>March 2010</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		and effective remuneration panel (if applicable) are in place	<p>regulations</p> <p>Personnel policies published on the Intranet</p> <p>New pay & grading scheme implemented in February 2009, supported by positive equality impact assessment</p> <p>Chief Executives salary agreed nationally and Directors salaries agreed by Council</p>			
		3.3: Ensure that effective mechanisms exist to monitor service delivery	<p>Key performance indicators and targets in place within service plans, corporate plan and SOA2</p> <p>Quarterly Performance Reviews, chaired by Chief Executive, monitor progress in delivering against indicators and targets and publish papers on Intranet</p>	<p>Implement the new electronic performance and risk management system to improve consistency, effectiveness and efficiency of performance management</p> <p>Ensure completion of all actions arising from Best Value Improvement Plan (2006)</p>	<p>Assistant Chief Executive (Head of Policy & Performance)</p> <p>Assistant Chief Executive / Depute Chief Executive</p>	<p>December 2009</p> <p>September 2009</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
			<p>Quarterly Performance Reports are presented to appropriate Strategic Committees</p> <p>External and Internal Audit Reports are presented to the appropriate Committee</p> <p>Performance Management Systems are regularly reviewed and comply with the Scottish Government's National Performance Framework</p> <p>Asset Management Plan agreed by Council 6 June 2008 and Asset Management Project now in place to deliver improvements in effectiveness and efficiency</p>	<p>Delivery agreed annual outcomes from Asset Management Project</p> <p>Agree improvement plan following BV2 Audit & Inspection</p>	<p>Director of Housing & Property</p> <p>Chief Executive</p>	<p>March 2010</p> <p>March 2010</p>
		<p>3.4: Ensure that the authority's vision, corporate plans, priorities and targets are developed, through robust mechanisms, and in consultation with the local community</p>	<p>Council has committed to the National Community Engagement Standards</p>	<p>Fully implement principles of Community Engagement Standards</p>	<p>Chief Executive (Corporate Managers)</p>	<p>December 2010</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		and other key stakeholders, and that they are clearly articulated and disseminated	<p>Ward Forums and Service Forums are provide a successful mechanism for community consultation and feedback on performance</p> <p>Annual Performance Survey provides information about user and resident satisfaction with the Council and services</p> <p>Council website used to promote consultations</p>	<p>Continue to develop Ward Forums as a mechanism for community consultation and feedback on service delivery</p> <p>Develop and implement Voluntary Sector Compact</p>	<p>Chief Executive (Corporate Managers)</p> <p>Head of Policy & Performance</p>	<p>March 2010</p> <p>March 2010</p>
		3.5: When working in partnership ensure that Members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the authority	<p>Highland Single Outcome Agreement in place and agreed by all partners in Community Planning Partnership</p> <p>Training planned, for members, in respect of their role when appointed to represent the Council on outside bodies</p>	<p>Complete 7 areas of partnership review to commence and ensure they are aligned to the CPPP Board and SOA2</p> <p>Community Planning briefings for Members</p>	<p>Head of Policy & Performance</p> <p>Head of Policy & Performance</p>	<p>June 2009</p> <p>September 2009</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		3.6: When working in partnership, ensure that there is clarity about the legal status of the partnership; ensure that representatives of organisations both understand and make clear to all other partners the extent of their authority to bind their organisations to partner decisions	<p>Community Planning Partnership in place to deliver Single Outcome Agreement</p> <p>Community Planning Partnership Performance Board established</p>	<p>Review of partnerships to ensure that they are aligned to the Community Planning Partnership Performance Board</p> <p>Continue to develop CPP Performance Board as a focus for delivering SOA2 and community planning duties</p>	<p>Head of Policy & Performance</p> <p>Chief Executive (Head of Policy & Performance)</p>	<p>June 2010</p> <p>June 2010</p>

PRINCIPLE 3: Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
1.	Ensuring authority Members and Officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance.	<p>1.1: Ensure that the authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect</p> <p>1.2: Ensure that standards of conduct and personal behaviour expected of all Members and staff, of work between Members and staff and between the authority, it's partners and the community are defined and communicated through codes of conduct and protocols</p>	<p>Members all signed up to the National Code of Conduct and training delivered post 2007 Election</p> <p>Standing Orders, Schedules of Meetings and Minutes of Meetings all fully accessible and published on council website</p> <p>Members and Employees codes of conduct in place, also Member/Officer Protocol</p> <p>Agreed Procedures in place for Personal Development Plans for Members and officers</p> <p>Agreed Complaints Procedure</p> <p>All documents published on website</p>	<p>Deliver further Code of Conduct training following national review of Code</p> <p>Complete a review of the Employee Code of Conduct inc. professional bodies codes of conduct</p> <p>Continue to implement PDPs for Members and officers</p> <p>Employee Induction to include Employee Code of Conduct</p>	<p>Assistant Chief Executive</p> <p>Assistant Chief Executive</p> <p>Assistant Chief Executive / All Directors</p> <p>Assistant Chief Executive /Head of Personnel</p>	<p>September 2009</p> <p>December 2009</p> <p>March 2010</p> <p>September 2009</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		1.3: Put in place arrangements to ensure that Members and employees of the authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice	<p>Induction completed for all Members in June 2007 and for new Members since that date</p> <p>Employee Induction includes standards of behaviour</p> <p>Standing Orders reviewed and updated annually</p> <p>Agreed Codes of Conduct applied to Members and officers</p> <p>Financial Regulations reviewed and updated annually</p> <p>Register of Interest for Members is maintained and Register for Members is published on council website</p> <p>Register of Gifts & Hospitality are maintained for Members and officers</p>	<p>Include Governance in management development programme</p> <p>Implement Annual Review of Standing Orders and Scheme of Delegation to Officers and Committees</p>	<p>Assistant Chief Executive /Head of Legal & Democratic Services</p> <p>Assistant Chief Executive /Head of Legal & Democratic Services</p>	<p>December 2009</p> <p>September 2009</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
			<p>Complaints Procedure in place to deal with conflicts of interest</p> <p>Performance in complaints handling is monitored weekly at Senior Management Team and at Quarterly Performance Reviews</p>			
2.	Ensuring that organisational values are put into practice and are effective.	2.1: Develop and maintain shared values including leadership values for both the organisation and staff reflecting public expectations, and communicating these with Members, staff, the community and partners	<p>Employee Survey conducted every two years</p> <p>Management Development Programme (MDP) (5) completed for 300 managers</p> <p>Pilot Leadership Development Programme in place</p>	<p>Complete Employee Survey in 2009/10</p> <p>Review Management Development Programme and launch MDP6</p> <p>Evaluation pilot of Leadership Development Programme</p>	<p>Assistant Chief Executive/ Employee Development Manager</p> <p>Chief Executive/ Assistant Chief Executive</p> <p>Chief Executive/ Assistant Chief Executive</p>	<p>March 2010</p> <p>January 2010</p> <p>September 2009</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		2.2: Put in place arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice	<p>Management Briefings delivered to c.300 managers twice a year</p> <p>Organisational Values currently being developed in consultation with Members and employees</p> <p>Community Planning Partnership developed shared values based around SOA</p> <p>Codes of Conduct in place for Members and employees and procedures in place for monitoring</p> <p>Register of Interests maintained for Members</p> <p>Registers of Gifts & Hospitality maintained for Members and officers</p>	Develop and agree organisational values	Chief Executive/ Head of Policy & Performance	December 2009

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		<p>2.3: Develop and maintain an effective Standards Committee (or ensure the function is undertaken by an appropriate equivalent)</p> <p>2.4: Use the organisation's shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the authority</p>	<p>Complaints Procedure in place to facilitate complaints against Members or officers</p> <p>Performance in dealing with complaints is monitored weekly at Senior Management Team and quarterly at QPR's</p> <p>Procedure in place for Monitoring Officer to respond to Standards Commission's investigations</p> <p>Audit and Scrutiny Committee established</p> <p>Organisation shared values currently being developed in consultation with members and employees</p>	<p>Finalise and implement shared values</p>	<p>Chief Executive (Head of Policy & Performance)</p>	<p>December 2009</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		2.5: In pursuing the vision of a partnership, agree a set of values against which decision making and actions can be judged. Such values must be demonstrated by partners' behaviour both individually and collectively	Values being developed by Community Planning Partnership	Finalise and implement CPP values	Chief Executive (Head of Policy & Performance)	December 2009

PRINCIPLE 4: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
1.	Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny.	1.1: Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the authority's performance overall and that of any organisation for which it is responsible	<p>Audit and Scrutiny Committee in place with agreed terms of reference in Scheme of Delegation</p> <p>One pilot scrutiny review completed. Work Plan for 2009/10 now agreed</p> <p>Scrutiny reviews supported by Head of Internal Audit & Risk Management</p> <p>Agendas and minutes of Committee available on council website, inc. outcomes of scrutiny review, and meetings are open to the public</p> <p>Senior Councillors includes the role of Leader of the Opposition</p> <p>All meetings are held in public to promote openness and</p>	<p>Implement agreed Scrutiny Work Plan for 2009/10</p> <p>Continue to ensure future Scrutiny Work Plans are driven by the Council's priorities</p>	<p>Depute Chief Executive/ Head of Internal Audit & Risk Management</p> <p>Depute Chief Executive/ Head of Internal Audit & Risk Management</p>	<p>March 2010</p> <p>March 2010</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		1.2: Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based	<p>transparency</p> <p>Minutes of Council and Committee meetings are published on the Council website</p> <p>Agreed Scheme of Delegation in place which details the decisions delegated to officers and those reserved for Members</p> <p>Reports detailing professional advice given to Members, are published on council website</p>	<p>Review Guidance on Preparing Committee Reports to ensure that the necessary advice is provided to Members</p> <p>Develop Corporate Guidance on undertaking Options Appraisal</p>	<p>Depute Chief Executive / Assistant Chief Executive</p> <p>Depute Chief Executive (Head of Risk & Internal Audit)</p>	<p>March 2010</p> <p>March 2010</p>
		1.3: Put in place arrangements to safeguard Members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice	<p>Codes of Conduct for Members and officers are in place</p> <p>All agendas require Members to state any declaration of interest at the start of the meeting and members have been trained in Code of Conduct</p> <p>Minutes of meetings will detail the declarations</p>	<p>Complete annual review of Contract Standing Orders</p>	<p>Depute Chief Executive (Head of Procurement)</p>	<p>September 2009</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		1.4: Develop and maintain an effective Audit Committee (or equivalent) which is independent of the executive and scrutiny functions or make other appropriate arrangements for the discharge of the functions of such a committee	<p>of interest made at that meeting and where Members leave the meeting as a result</p> <p>Agreed Contract Standing Orders in place and reviewed annually</p> <p>Registers maintained by the Monitoring Officer in respect of Members and officers declarations of gifts and hospitality</p> <p>Audit and Scrutiny Committee in place which is independent of the Strategic Committees, which have a scrutiny remit</p> <p>Terms of reference included in Scheme of Delegation and published on council website</p>	<p>Review training requirements of Members on the Audit and Scrutiny Committee, as part of Member Development Programme and response to Member Development Plans</p> <p>Review the purpose and scheme of delegation to the Audit and Scrutiny Committee</p>	<p>Assistant Chief Executive (Employee Development Manager)</p> <p>Depute Chief Executive</p>	<p>December 2009</p> <p>March 2010</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		1.5: Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints	<p>Training has been undertaken for Members on the Audit and Scrutiny Committee</p> <p>Complaints procedure available on council website and in leaflet at public offices</p> <p>Complaints procedure reviewed in 2009</p>			
2.	Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs.	2.1: Ensure that those making decisions, whether for the authority or the partnership, are provided with information that is fit for purpose - relevant, timely and gives clear explanations of technical issues and their implications	<p>The Council has an established and experienced finance, legal, property and personnel services which provide professional support and advice to services in respect of service delivery and decision making</p> <p>All reports submitted to Council and Committees have to include a resource implications section and finance, legal and personnel services are</p>	<p><i>Guidance on preparing reports to be reviewed (as above)</i></p> <p><i>Corporate Guidance on undertaking Options Appraisals to be developed (as above)</i></p>		

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		2.2: Ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately	<p>consulted on relevant issues prior to the report being finalised.</p> <p>Agreed timetables for publishing and distributing reports to Members</p> <p>As stated in 2.2.1 the Council has professional officers to advise Members and reports are structured to provide the necessary advice to inform decision making</p>	<p><i>As above it is intended to review the Guidance available to officers</i></p> <p><i>As above Governance to be included in MDP6</i></p>		
3.	Ensuring that an effective risk management system is in place.	3.1: Ensure that risk management is embedded into the culture of the authority, with Members and Managers at all levels recognising that risk management is part of their jobs	<p>There is an agreed Corporate Risk Management Strategy and a Corporate Risk Register and Service Risk Registers</p> <p>Corporate Risk Register reported 6 monthly to the Audit and Scrutiny Committee inc. 4th December 2008 & 11th June 2009</p>	<p>Corporate Risk Register reported on a 6 monthly basis to the Senior Management Team and Audit and Scrutiny Committee.</p> <p>Corporate and Service Risk Registers will continue to be monitored at Quarterly Performance Reviews and Senior Management Team</p>	<p>Depute Chief Executive (Head of Internal Audit & Risk Management)</p> <p>Chief Executive (Depute Chief Executive)</p>	<p>June 2010</p> <p>June 2010</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
			<p>Risks are incorporated within Service Plans and monitored at Quarterly Performance Reviews.</p> <p>Programme and Project Management includes risk management in the delivery of major projects inc. ICT projects</p> <p>Training has been delivered in Project Management inc. risk management</p> <p>Annual Audit Plan aligned to Strategic Audit & Risk Assessment undertaken by Audit Scotland</p> <p>Review completed on Statement of Internal Controls and reported to Council</p>	<p>Corporate Risk Register will continue to be reviewed by Senior Management Team on a 6 monthly basis</p> <p>Review Risk Management Strategy</p> <p>Implement Electronic Performance and Risk Management system</p> <p>Review Member Development Programme to ensure training is provided to Members on ASC</p> <p>Complete review of Statement of Internal Controls</p>	<p>Chief Executive (Depute Chief Executive)</p> <p>Depute Chief Executive (Head of Internal Audit & Risk Management)</p> <p>Head of Policy & Performance /Head of Internal Audit & Risk</p> <p>Assistant Chief Executive (Employee Development Manager)</p> <p>Depute Chief Executive (Head of Internal Audit & Risk Management)</p>	<p>June 2010</p> <p>March 2010</p> <p>December 2009</p> <p>December 2009</p> <p>December 2009</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		3.2: Ensure that arrangements are in place for whistle-blowing to which staff and all those contracting with the authority have access	Agreed Whistle-blowing Policy in place and available to the public and employees on the Intranet and council website	Review Whistle-blowing Policy inc. review of effectiveness and level of usage	Assistant Chief Executive (Head of Legal & Democratic Services)	March 2010
				Promote Policy and develop training for appropriate officers	Assistant Chief Executive (Employee Development Manager)	March 2010
4.	Using their legal powers to the full benefit of the citizens and communities in their areas.	4.1: Actively recognise the limits of lawful activity placed on them by, for example, the ultra vires doctrine, but also strive to utilise powers to the full benefit of their communities	The Council has an established Legal Service which provides advice and support to enable the Council to develop its use of the power of well-being e.g. community benefits, developers contributions The Council has an agreed Scheme of Delegation and Administration and Standing Orders which	<i>See above annual review of Scheme of Delegation and Standing Orders</i>		

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		<p>4.2: Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on local authorities by public law</p> <p>4.3: Observe all specific legislative requirements placed upon them, as well as the requirements of general law, and in particular to integrate the key principles of good administrative law – rationality, legality and natural justice – into their procedures and decision making processes</p>	<p>include financial and contract procedures</p> <p>The Council has appointed a Monitoring Officer</p> <p>Legal advice is provided to Members in writing prior to decision making</p> <p>Training has been delivered to Members on aspects of legal issues</p> <p>As above</p>	<p><i>See above review of reporting guidance</i></p> <p>Review of Members Development Programme to inc. training on relevant legal issues</p>	<p>Assistant Chief Executive (Head of Legal & Democratic Services)</p>	<p>December 2009</p>

PRINCIPLE 5: Developing the capacity and capabilities of members and officers to be effective

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
1.	Making sure that Members and Officers have the skills, knowledge, experience and resources they need to perform their roles well.	1.1: Provide induction programmes tailored to individual needs and opportunities for Members and Officers to update their knowledge on a regular basis	<p>Members Induction Programme delivered in 2007/08</p> <p>Employee Induction Programme revised in 2008</p> <p>Members Training Needs Assessment undertaken in 2007</p> <p>Member Development Programme agreed by Resources Committee in 3 December 2008</p> <p>Members and Employee Training Programmes published on Intranet</p> <p>Personal Development Plans in place for employees</p> <p>Management Development Programme delivered for 300 senior managers</p>	<p>Continue development and delivery of Member Development Programme</p> <p>Complete implementation of Personal Development Plans for Members</p> <p>Continue to implement Personal Development Plans for employees</p> <p>Pilot Leadership Development Programme</p> <p>Launch MDP6</p>	<p>Assistant Chief Executive/ Employee Development Manager</p> <p>Assistant Chief Executive/ Employee Development Manager</p> <p>All Directors</p> <p>Chief Executive / Assistant Chief Executive</p> <p>Chief Executive / Assistant Chief Executive</p>	<p>March 2010</p> <p>December 2009</p> <p>March 2010</p> <p>September 2009</p> <p>January 2010</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		1.2: Ensure that the statutory Officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the authority	Job descriptions/ person specifications agreed for Chief Executive, Chief Finance Officer and Monitoring Officer Personal Development Plans completed and training needs identified Chief Executive and Directors have access to Council for additional support and resources			
2.	Developing the capability of people with governance responsibilities and evaluating their performance as individuals and as a group.	2.1: Assess the skills required by Members and Officers and make a commitment to develop those skills to enable roles to be carried out effectively 2.2 Develop skills on a continuing basis to improve performance including the ability to scrutinise and challenge and to recognise when outside expert advice is needed	Member Development Programme being delivered Corporate Training Plan being delivered inc. Management Development Programme and a new Leadership Programme Personal Development Plans being implemented for Members and employees	<i>As above</i>		

3.	Encouraging new talent for membership of the authority so that best use can be made of individual's skills and resources in balancing continuity and renewal.	3.1 Ensure that effective arrangements are in place designed to encourage individuals from all sections of the community to engage with, contribute too and participate in the work of the authority	<p>Council has a Youth Convener and Youth Council to encourage participation of young people in the work of the Council</p> <p>Council is developing a Voluntary Sector Compact to improve engagement with the sector</p> <p>Ward Forums established and review completed which included the views of stakeholders</p>	<p>Continue to develop partnership working with the voluntary sector</p> <p>Continue to develop Ward Forums</p>	<p>Head of Policy & Performance</p> <p>Chief Executive (Corporate Managers)</p>	<p>June 2010</p> <p>June 2010</p>
		3.2 ensure that career structures are in place for members and officers to encourage participation and development	<p>The Council has a Workforce Development Plan which is reviewed annually and deals with the issue of recruitment and retention and workforce development.</p> <p>Council currently employs over 200 trainees and apprentices within the Council</p>	<p>Review Workforce Development Plan for the Council.</p> <p>Develop On-Line Recruitment as part of HR Administration Project</p> <p>Continue to identify opportunities for increasing the opportunities for trainees and apprentices</p>	<p>Head of Personnel</p> <p>Head of Personnel /Corporate Improvement Programme Manager</p> <p>Head of Personnel</p>	<p>September 2009</p> <p>June 2010</p> <p>June 2010</p>

PRINCIPLE 6: Engaging with local people and other stakeholders to ensure robust public accountability

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
1	Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders and including partnerships, and develops constructive accountability relationships.	1.1: Make clear to themselves, all staff and the community to whom they are accountable and for what	Single Outcome Agreement sets clear outcomes for delivery	Continue to develop Community Engagement Standards in all consultation	Chief Executive (Corporate Managers)	June 2010
		1.2: Consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and any changes required	22 Ward Forums and service forums in place which are improving community engagement at ward level including with Community Councils and other community groups	Continue to develop community engagement through Ward and Service Forums	Chief Executive (All Directors/ Corporate Managers)	June 2010
			Some 150 Community Councils exist in council area and engagement with the council is via Ward Managers and Ward Forums	Consult on and Publish a revised Community Council Scheme for Highland area	Assistant Chief Executive (Head of Policy & Performance)	December 2010
			Community Planning Partnership engaged via Performance Board and SOA	Continue to develop CPPP Board as focal point for engagement and partnership working	Chief Executive (Head of Policy & Performance)	June 2010

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		1.3: Produce an annual report on the activity of the scrutiny function	<p>Annual Accounts reported to Council 26 June 2008</p> <p>Progress on delivery of Single Outcome Agreement reported to Council</p> <p>Internal and external audits reported to Audit and Scrutiny Committee and, where appropriate, Council</p> <p>Annual Tactical Internal Audit Plan reported to ASC 16 April 2009</p> <p>Pilot Study on 'The Council's Relationships with Small Businesses' was reported to ASC on 4 December 2008</p> <p>ASC agreed the Scrutiny Framework and planned reviews for 2009/10 on 19 February 2009</p>	<p>Implement Voluntary Sector Compact</p> <p>Report Annual Accounts to Council</p> <p>Report progress on delivery of SOA to Council</p> <p><i>See above</i></p>	<p>Head of Policy & Performance</p> <p>Depute Chief Executive</p> <p>Chief Executive (Head of Policy & Performance)</p>	<p>March 2010</p> <p>June 2009</p> <p>October 2009</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
2	Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority or in partnership or by commissioning	2.1: Ensure clear channels of communication are in place with all sections of the community and other stakeholders, and put in place monitoring arrangements to ensure that they operate effectively	<p>Plans in place for Race Equality, Gender Equality and Disability Equality and these are monitored through Quarterly Performance Reviews and reported every 6 months to Resources Committee</p> <p>Public Relations team ensures delivery of proactive communications via the media, website and through direct publications i.e. annual performance report and council tax leaflet</p> <p>Ward Forums well established within communities</p> <p>Commitment to continue to fund and develop the role of Community Councils</p>	<p>Develop a Single Equality Scheme</p> <p>Develop and publish a Communications Strategy</p> <p>Publish new Scheme for Community Councils</p>	<p>Assistant Chief Executive ((Head of Policy & Performance)</p> <p>Public Relations Manager</p> <p>Assistant Chief Executive (Corporate Managers)</p>	<p>December 2009</p> <p>June 2010</p> <p>December 2010</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		<p>2.2: Hold meetings in public unless there are good reasons for confidentiality</p> <p>2.3: Ensure that arrangements are in place to enable the authority to engage with all sections of the community effectively. These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands</p>	<p>Council and Committee meetings held in public. Agendas reports and minutes all published on council website</p> <p>Use of Video Conferencing to promote engagement in the democratic process</p> <p>Agreement to pilot web-casting to increase access to Council business via internet</p> <p>As above use of Ward Forums to engaged with communities and gain feedback on local issues</p> <p>Commitment to National Community Engagement Standards</p> <p>Commitment to publishing new Scheme for Community Councils</p>	<p>Extend Video Conferencing Facilities</p> <p>Review web-cast pilot</p>	<p>Assistant Chief Executive (Head of eGovernment)</p> <p>Assistant Chief Executive (Head of Legal & Democratic Services)</p>	<p>October 2009</p> <p>September 2010</p>

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		<p>2.4: Establish clear policy on the types of issues they will meaningfully consult on or engage with the public and service users about including a feedback mechanism for those consultees what has changes as a result</p> <p>2.5: On an annual basis, publish a performance plan giving information on the authority' vision, strategy, plans and financial statements as well as information about its incomes, achievements and satisfaction of service users in the previous period</p>	<p>As above via Ward Forums, Standards of Community Engagement and proactive communications</p> <p>Annual report to Council on Single Outcome Agreement</p> <p>Annual Performance Report to Council 30 October 2008</p> <p>Annual Performance Survey reported to Council 30 October 2008</p> <p>Annual Accounts reported to Council 26 June 2008</p> <p>External and Internal Audit reports presented to appropriate Committee</p>			

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
		<p>2.6: Ensure that the authority as a whole is open and accessible to the community, service users and its staff and ensure that it has made a commitment to openness and transparency in all its dealings, including partnerships, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so</p>	<p>Best Value Improvement Plan reported to Council</p> <p>Public performance results published in newspaper supplement and delivered to households in Highlands</p> <p>Standing Orders published on council website</p> <p>Council complies with its duties under the Freedom of Information Act</p>			

	Supporting Principle	Requirements	Evidence of Achievement	Further Action	Lead Officer	Target Date
3	Making best use of human resources by taking an active and planned approach to meet responsibility to staff	3.1: Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making	<p>Scheme of Delegation details role of Joint Consultative Group which provides a quarterly Forum between trade unions and Council</p> <p>Central Safety Group and Area Safety Groups meet quarterly to ensure health and safety of staff is maintained at all times</p> <p>Annual Health & Safety Report presented to Committee in December 2008 and showed progress ahead of target in meeting outcomes</p> <p>Health and Safety Training part of Corporate Training Programme inc. training for managers</p> <p>As above the Council has a Workforce Development Plan</p>	<p>Annual Health & Safety Report presented to Committee</p> <p>Continue to review health and safety training requirements</p> <p>Review and creation of Corporate Health & Safety Team</p>	<p>Assistant Chief Executive (Head of Personnel)</p> <p>Assistant Chief Executive (Head of Personnel)</p> <p>Assistant Chief Executive (Head of Personnel)</p>	<p>October 2009</p> <p>June 2010</p> <p>December 2010</p>

