

THE HIGHLAND COUNCIL**26th June, 2008****Audit and Scrutiny Committee****12th June 2008**

Agenda Item	
Report No	

Local 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 2007/2008 and details the actions which could appear in the Code for 2008/09.

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 2007/08, advises of areas where further action is required, and suggests possible themes for the Local Code of Corporate Governance for 2008/09.
- 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 2007/08

- (i) Progress on the themes and actions included in the Code for 2007/08 is detailed in Appendix 1. While the majority of targets have been met some do require attention and these have been included within the proposed Code for 2008/09.

2.2 Code of Corporate Governance 2008/09

- (i) The suggested Code for 2008/09 is based on the principles detailed above and the recommended actions are contained in Appendix 2.
- (ii) Actions which have not been concluded by the target date in 2007/08 have been rolled forward to the revised Code for 2008/09 and are linked to Service Plans.

3. Recommendation

3.1 That the Council :-

- (i) notes progress on actions for 2007/08;
- (ii) approves the actions proposed for the 2008/09 Code of Corporate Governance.

Signature

Designation: Assistant Chief Executive

Date: 28th May 2008

Author/Reference: Michelle Morris

THE HIGHLAND COUNCIL CODE OF CORPORATE GOVERNANCE – 2007/08

COMMITMENT	FURTHER ACTION	LEAD OFFICER	TARGET DATE	EVIDENCE	CURRENT STATUS
<p>1. <u>Community Focus</u></p> <p>The Council reviews its Corporate Plan and Service Plans on an annual basis. These plans are submitted to the Council and Service Committees respectively.</p>	Prepare a new Corporate Plan for 2007 - 2011	Head of Policy and Performance	October 2007	Reported to Highland Council October 2007 Plan to be published following Strategic Environmental Assessment	Completed
	Review Service Plans	All Directors	December 2007	Reported to November 2007 cycle of committee meetings	Completed
<p>It also prepares annually a Public Performance Report and a set of Annual Accounts.</p> <p>Guidance on public performance reporting (Jan 2005) provides flexibility in how reporting is done. Performance information will be reported in a variety of ways to suit</p>	Prepare Public Performance Report annually	Head of Policy and Performance	October 2007	Annual report to council September 2007 Newspaper supplement distributed for public November 2007	Completed

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<p>the range of interests in Council performance. This includes a section in the Council Tax leaflet each April; the website will have a new section which provides 24/7 access to a range of performance data; newspaper supplements each autumn; and annual review of progress against the corporate plan, reported to Council. This framework will be supplemented by the availability of SPIs at 30th September each year and the annual accounts, press reports and all committee reports on progress.</p>	<p>Prepare Annual Accounts</p> <p>Prepare the annual efficiency statement</p>	<p>Director of Finance</p> <p>Director of Finance</p>	<p>30 June 2007</p> <p>June 2008</p>	<p>Annual Accounts reported to Council (28 June 2007)</p> <p>(2006/07 Annual Efficiency Statement) reported to Council (28 June 2007)</p>	<p>Completed</p> <p>Completed</p>
<p>The Council has established an Audit and Scrutiny Committee to consider the actions arising from External and Internal Audit Reports including systems review. The Council is also subject to external inspection and regulation by government inspectorates in relation to management arrangements and standards of service delivery.</p>	<p>The Council and its Committees will consider external inspection reports</p>	<p>Relevant Directors</p>	<p>31 March 2008 and ongoing</p>	<p>Inaugural Audit & Scrutiny Committee Meeting of new Council held, and are ongoing</p>	<p>Completed</p>
<p>The Council has revised the role of the Audit and Scrutiny Committee which will scrutinise internal projects as agreed by the Council.</p>	<p>The Audit and Scrutiny Committee will monitor internal performance</p>	<p>Director of Finance</p>	<p>March 2008 and ongoing</p>	<p>Scrutiny Group set up. Workplan agreed by Council on 6th March 2008</p>	<p>Completed</p>
<p>Nationally defined Key and Statutory Performance Indicators form part of the Council's service planning and performance reporting process.</p>	<p>Monitor and improve performance in relation to Statutory Performance indicators. Chief Executive's Quarterly Performance Review</p>	<p>All Directors</p>	<p>March 2008 and ongoing</p>	<p>Year end performance and comparisons with other Councils</p>	

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<p>The Chief Executive has implemented a system of Quarterly Performance whereby Services performance is monitored by the Chief Executive, and Directors of Finance and Depute Chief Executive</p>	<p>and reports to Strategic Committees</p>			<p>Performance against SPIs is monitored quarterly at QPR and reported to relevant Strategic Committee for all services</p>	<p>Completed</p>
	<p>Continue to seek to achieve targets for improvements in Statutory Performance Indicators (for these SPIs which are worsening and those in the bottom quartile when compared with other Councils)</p>	<p>All Directors</p>	<p>March 2008 and ongoing</p>	<p>Report to Council (6 March 2008)</p>	<p>Completed</p>
<p>The Highland Wellbeing Alliance is the partnership responsible for promoting and developing Community Planning in the Highlands and has ownership of the Highland Community Plan. The Council strongly supports the role of over 150 Community Councils as the prime consultative fora with communities, but also supports the development of other communities of interest. The geography of the Highlands means that community planning and consultation are most effective when decentralised. This is a major current priority for improvement for the Council.</p>	<p>Monitor the Community Planning process in the Highlands, in conjunction with Wellbeing Alliance partners</p>	<p>Head of Policy and Performance</p>	<p>March 2008</p>	<p>Community planning to be re-formed around the new Single Outcome Agreement with the Scottish Government. Report to Council March 2008</p>	<p>Action on-going</p>
<p>The Council has set up a system of Ward Forums to improve communication with communities</p>	<p>Review progress of Ward Forums</p>	<p>Chief Executive</p>	<p>December 2007</p>	<p>Work in progress as part of wider review of political arrangements</p>	<p>In progress</p>
<p>One of the six key themes of the Council's corporate Plan is to be open, fair and accountable in the way the Council takes decisions. The Council's committee business is conducted in public, other than items containing personal or commercial</p>	<p>Council and Committee agendas papers and minutes will appear on the Council's web site</p>	<p>Head of Committee Services</p>	<p>Ongoing</p>	<p>All Committee papers online by 11 am on Friday each working week</p>	<p>Completed</p>

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details. The Council makes available committee agendas, papers and minutes on-line to the general public.					
The Council is committed to meeting the challenge of climate change	Prepare a statement on or progress in relation to climate change	Head of Policy and Performance	March 2008	Reported to Climate Change Working Group March 2008	Completed
2. <u>Service Delivery Arrangements</u> The Council has agreed Service Plans which are monitored, reviewed and updated annually by Service Committees. The Service Plans have details of statutory performance indicators and also contain other service performance indicators, which have been developed internally. An Annual Performance report is published and the Council's Annual Accounts are produced on time.	For Service Plans, Annual Performance Report and Annual Accounts – See above				
	Ensure Operational Plans are reviewed and updated to take forward Service Plan targets	All Directors	February 2008	Operational Plans in place	Completed
In relation to monitoring standards of service delivery, the Council has a Complaints Procedure in place.	Review and report annually on Complaints handling	Chief Executive	December 2007	Review of Complaints Handling in progress	In progress
The Council's Best Value Review arrangements have been further reviewed and strengthened following the implementation of the Local Government in Scotland Act.	Review Performance Management arrangements and continue to monitor BIT projects to ensure value for money	Chief Executive	March 2008	Performance measurement framework in corporate plan. BIT projects all meeting target and reported monthly to WBM	On-going
A Staff Incentive Scheme has been developed and will be implemented across the Council with the aim of involving and					

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rewarding staff for ideas which bring about financial savings. A Business Improvement Team (BIT) has been put in place to enhance our approach to continuous improvement and Best Value.					
The Council has developed a budget review system, which considers the allocation of resources against Corporate Plan and Service Plan priorities. A priority of the Council is to better link the Corporate Plan, the Service Plans and the Budget process, and in particular to include firmer financial and more detailed performance targets.	The Council will ensure that the budget process commences at an appropriate time to ensure sound budgeting Ensure the link between the Corporate Plan, Service Plan and Budget Process	Director of Finance Chief Executive, Director of Finance	Ongoing from April 2007	Revenue Budget for 2008/09 completed and work on-going re 2009/10 budget Revenue Budget 2008/09 aligned with Programme for Administration priorities	Revenue Budget 2008/09 approved by Council – 14 February 2008. Completed
	Complete the Corporate Asset Management Plan	Director of Finance; Director of Housing and Property	December 2007	Resources Committee on 28/11/07 approved a Corporate Asset Management Plan	Approval has been given to recruit an Asset Management Team which will be led by the Director of H & P. This will be in place early 2008/09
The Council has developed sound relationships and partnership agreements with other public agencies and the voluntary sector in the Highlands through the Wellbeing Alliance, and a well-developed Community Plan is in place. The Council	Ensure that public caller buildings in the Highland Council area are DDA compliant	Director of Housing and Property /Assistant Chief Executive	March 2008 and ongoing to March 2010	62% of buildings were DDA compliant (March 2008)	Year end target is 77% Target to ensure all public buildings are DDA compliant by 2011.

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<p>also works closely with Community Councils, and is prepared to develop partnerships with the private sector. The Council invites and encourages wide participation through its Working with Communities strategy, the Community Council Concordat, Highland Youth Voice, Joint Committees, tenant participation groups, Planning for Real, etc. Through its revised management structures the Council ensures that the needs of the wider Highland community are met.</p>	<p>Develop and strengthen consultation arrangements with community groups as required by Equalities legislation</p>	<p>Corporate Managers</p>	<p>March 2008</p>	<p>Ward forums established (September 2007)</p> <p>Review in progress to monitor effectiveness</p> <p>Involvement and participation actions included in Equalities Schemes and reported six monthly to Resources Committee</p>	<p>Completed</p> <p>In progress</p> <p>Completed</p>
<p>The Council welcomes external inspection and has a sound record of implementing the review outcomes. These are considered by the Council, the Audit and Scrutiny Committee and by Service Committees. The Council sought external scrutiny through the Peer Group Review and acted on relevant recommendations. The Council has been subjected to a Best Value Audit by Audit Scotland in 2005/06. An Improvement Plan has been produced following the Audit of Best Value by Audit Scotland.</p>	<p>Deliver the "Immediate Priorities and Medium Term" contained in the Best Value Audit Improvement Plan following the Best Value Audit by Audit Scotland</p> <p>Provide the Audit Report of progress made</p> <p>Bring all corporate improvement activity together into one Improvement Plan</p>	<p>Chief Executive/All Directors/ Head of Policy and Performance</p>	<p>December 2007</p> <p>September 2007</p> <p>March 2008</p>	<p>Review of progress with BV improvement plan reported to Council September 2007</p> <p>Remaining actions now included in corporate plan</p>	<p>Completed</p>
<p><u>3. Structure and Processes</u></p> <p>The Council has reviewed its political and managerial organisational structures to take account of the electoral changes to be implemented from May, 2007.</p>	<p>Finalise the Council's revised managerial organisational structures</p>	<p>Chief Executive</p>	<p>March 2008</p>	<p>New Senior Management Team in place</p>	<p>Completed</p>

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The Council has in place a Code of Conduct for Employees. Elected Members have been issued with the Code of Conduct for Elected Members and provided training and guidance. Standing Orders and Schemes of Delegation are regularly reviewed and decisions of the Council are clearly recorded.	Review Standing Orders annually	Assistant Chief Executive	September 2007	Council agenda 6 March 2008	Completed
	Review Scheme of Delegation for (i) Committees; (ii) Officers annually	Assistant Chief Executive	September 2007	Council agenda 6 March 2008	Completed
Job specifications for senior officers have been reviewed.					
The Council and its Committees meet on programmed dates to consider reports which require decisions on policy and strategic items and on the monitoring of performance standards, including budget monitoring.	Review annually the schedule of Council and Committee meetings	Head of Committee Services	September 2007	2008 timetable in place	Completed September 2007
The Council works to well defined Schemes of Delegation, Standing Orders, Financial Regulations and Contract Standing Orders which set out the powers of members and officers. It has developed 3 year budgeting and a rigorous service planning process is in place, both of which assist in the effective management of the Council and in ensuring the efficient use of resources.	(i)Review Financial Regulations and (ii) make all relevant managers and members aware of the requirements placed upon them and their responsibilities	Director of Finance	(i) September 2007 (ii) September 2007	(i) On the Council's intranet (ii)On the Council's intranet	Completed Completed
	Ensure the Council's revised Contract Standing Orders are known to all relevant managers and members	Director of Finance	June 2007	Reports to Resources Committee	Completed June 2007
The Council offers an induction programme for members at the commencement of a new Council provides information in a systematic manner on how the Council operates and is able to offer accredited member training on a range of issues..	Continue to provide training for elected members on Code of Conduct and associated guidance (including Planning guidance) and on other relevant issues	Chief Executive	March 2008	Training Record 17 Conferences & 3 Seminars – 53 days 18 training events – 234 training days	Completed

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The Council has set down in its Scheme of Delegation the powers of members.	Complete the induction programme for members of the Council elected in May, 2007	Chief Executive	March 2008		Completed
<p>The terms of member allowances and guidance on members' travel and subsistence has been agreed by the Council. The Council publishes details of members' allowances on an annual basis.</p> <p>The Council has implemented a revised scheme from the Scottish Executive</p>	Implement new Scheme of Members Allowances	Chief Executive/ Director of Finance	May 2007	Guidance for Members on the Intranet	Completed
<p>The Council has agreed roles and responsibilities for its Chief Executive and Service Directors and has issued contracts of employment and job specifications, which contain reference to statutory duties which require to be undertaken. A Scheme of Delegation to officers is in place and a Code of Conduct for Employees has been agreed and issued to all staff. These documents will be reviewed and updated on a regular basis. Job specifications have been reviewed and updated to recognise changes in the Council's management structure.</p> <p>Salaries for the Chief Executive and Directors are determined by the Council and decisions are clearly recorded.</p> <p>Salaries of Directors were reviewed in 2004/05 to ensure they are competitive and will attract competent candidates.</p> <p>The Council is preparing to introduce a job evaluation scheme for APT & C and Manual</p>	<p>Develop a system of performance review/appraisal for Directors</p> <p>Complete the job evaluation and harmonisation process and identify Equal Pay risks</p>	<p>Chief Executive/ Assistant Chief Executive</p> <p>Assistant Chief Executive/Head of Personnel</p>	<p>March 2008</p> <p>December 2007</p>	<p>Work in progress</p> <p>In progress</p>	<p>New Scheme for Directors to be in place September, 2008</p> <p>Expected to implement by December 2008</p>

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staff and is harmonising terms and conditions of employment. This will address, inter alia, equal pay liabilities.					
<p>4. <u>Risk Management and Internal Control</u></p> <p>The Council has agreed policies in place relating to Financial Regulations, Contract Standing Orders, Schemes of Delegation, Treasury Management, Fraud and Whistleblowing and Health and Safety and these are reviewed on a regular basis. Internal Audit plans are approved by the Audit and Scrutiny Committee. Service Plans are produced annually and a programme of Best Value Reviews has been agreed. A risk management policy and strategy has been agreed and this is related to the internal audit plan.</p> <p>A process has been agreed by the Council to implement the Freedom of Information Act.</p>	Review the Corporate Health and Safety Policy annually	Assistant Chief Executive/Head of Personnel	March 2008	Reviewed August 2007 Leaflet printed	Completed
	Review the system of Health and Safety risk assessment in the Council, and implement any revised system and associated training	Director of Corporate Services	December 2007	Initial review of Health & Safety in Highland Council completed	Completed and ongoing
	Prepare the Council's Annual Health and Safety Report	Director of Corporate Services	October 2007	Completed October 2007 Reported to Resources 28 November 2007	Completed
	Implement Action Plans arising from the Corporate Risk Management Strategy	Director of Finance and all Directors	March 2008	Report presented to Audit & Scrutiny Committee 17 April 2008	Completed and ongoing
	Report on Completed Actions and review the Corporate and Service Risk Management Action Plans	Director of Finance and all Directors	August 2008	Report presented to Audit & Scrutiny Committee 17 April 2008	Completed and ongoing
<p>The Council has been progressively revising job specifications for its employees and has set corporate training priorities which are reviewed annually. Service training plans are being developed as the Council rolls out its personal development plan process.</p> <p>Revised recruitment procedures are being</p>	Review job specifications for all staff	All Directors	Continuing		Ongoing
	Complete Service Training Plans following the roll out of PDPs to at least Admin/Technician level.	All Directors/Employee Development Manager	March 2008	45% staff reported received PDP (Employee Survey 2007)	PDP roll-out ongoing Service TPs still to be completed

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implemented to improve on current practices.					
	Implement the Management Development Passport for 300 managers to include People Management, Financial Management and ICT Strategy and Management and monitor using new technology	Assistant Chief Executive	March 2008	75 identified managers using passport Management Competency Framework & Passport developed, with supporting modules	Ongoing
	Review Corporate Training Priorities	Director of Corporate Services	May 2007	Agreed Corporate Training Priorities	Completed
The Council has a Workforce Strategy to assist in its planning of workforce issues	Implementation of Workforce Strategy	Assistant Chief Executive/Head of Personnel	March 2008 and ongoing	21 actions completed and a review is in progress for remaining actions	Ongoing
5. <u>Standards of Conduct</u> The Council has issued the relevant Codes of Conduct to all members and employees. Discipline and grievance procedures have been agreed, and a Fraud and Corruption policy is in place (including Whistleblowing)	Continue recruitment and selection training for all staff involved in interviewing	Assistant Chief Executive/Head of Personnel	Ongoing	637 trained	Ongoing
	Continue training for revised Disciplinary and Grievance Procedures	Assistant Chief Executive/Head of Personnel	Ongoing	189 trained	Ongoing
	Review the Code of Conduct for Employees	Assistant Chief Executive	December 2007		Rescheduled target date December 2008

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A register of interests is maintained and updated for all elected members, and a register of gifts etc. is maintained for officers and members. The need to declare gifts etc is detailed in the Codes of Conduct.	Maintain Register of Interests and Declaration of gifts etc. for Members	Assistant Chief Executive	Ongoing	Reminder letter issued to Members every 6 months	Completed and ongoing
	Maintain Register of Declaration of Gifts for Employees	Assistant Chief Executive	Ongoing	Register available	Completed and ongoing
<p>The Council has a group of officers who are addressing the equality agenda in a positive and practical manner and has approved a policy in relation to Equality in Service Delivery. The Council has also trained front-line staff in disability and race issues.</p> <p>The Council has developed Race, Gender and Disability Equality Schemes to comply with equality legislation</p>	Implement Council's plan in relation to Equality in Service Delivery	Head of Policy and Performance	March 2008	Progress report to Resources Committee February 2008	Completed
	Bring 3 Equalities Schemes together into one Document.	Head of Policy and Performance	December 2008	Actions in 3 schemes reported together for Resources Committee February 2008	Revised target date January 2009
	Implement the Council's Race Equality, Gender Equality and Disability Equality and monitor through reports to Resources Committee.	All Directors/ Head of Policy and Performance/Depute Chief Executive	March 2008	See above	Completed
	Continue to implement diversity training programme for front-line staff (3000 staff – 1200 trained to date) and provided targeted training on specific equal opportunities issues such as race relations and disability awareness and the impact assessment process	Head of Policy and Performance/Head of Personnel	March 2008 and ongoing	1383 trained – Equalities & Diversity 154 Disability Confident (CC)	Ongoing

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The Council has agreed a Whistleblowing policy and a Complaints Procedure, and encourages employees and the public respectively, to use these. It also encourages officers to respond positively to complaints and to ensure that these are addressed quickly and effectively.	Monitor the Council's revised Complaints Procedure and roll out associated training	Assistant Chief Executive	March 2008	Complaints handling monitored at Weekly Business Meeting and Chief Executives Quarterly Performance Reviews	Rescheduled target date for revised Procedure is December 2008

THE HIGHLAND COUNCIL CODE OF CORPORATE GOVERNANCE – 2008/09

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		Further Action		Lead Officer	Target Date	Evidence
1	<p>Exercising strategic leadership by developing and clearly communicating the authority's purpose, vision and its intended outcome for citizens and service users</p> <p>The Council has published its 'Priorities for the Administration' which sets out its Strategic Objectives which are reflected in the Corporate Plan and Single Outcome Agreement</p> <p>The Council will publish its first Single Outcome Agreement for the Highlands, at the end of June 2008. This will include several public sector partners and voluntary organisations and will be ahead of the Government's target for including partners in the process.</p> <p>The Council has agreed its</p>		<p>Finalise the Single Outcome Agreement incorporating feedback from Scottish Government.</p> <p>Complete annual review of Corporate Plan and Service Plans, ensuring links to the Single Outcome Agreement.</p> <p>Report Performance to Council and publish report for distribution to residents via the website and newspaper supplements.</p> <p>Prepare and publish Annual Accounts.</p>		<p>Chief Executive/Head of Policy and Performance</p> <p>Chief Executive/Head of Policy & Performance/All Directors</p> <p>Assistant Chief Executive/Head of Policy and Performance</p> <p>Depute Chief Executive & Director of Finance</p>	<p>End June 2008</p> <p>October 2008</p> <p>November 2008</p> <p>September 2008</p>	<p>Single Outcome Agreement by Council 26 June 2008</p> <p>All Service Plans reviewed and reported to Committee May/June 2008</p> <p>Report to Council 3 December 2008</p> <p>Report to Council</p>

Supporting Principle	Further Action	Lead Officer	Target Date	Evidence
<p>Corporate Plan for 2007/2011 and Service Plans, which are reviewed on an annual basis. These Plans state how the Council will achieve its priorities and intended outcomes for citizens and service users.</p> <p>The Council publishes an annual Public Performance Report, Annual Accounts and an Annual Efficiency Statement.</p> <p>Performance in delivering outcomes for citizens and service users is monitored by Strategic Committees and the Audit and Scrutiny Committee. All internal and external audit reports are reported to the appropriate Committee.</p> <p>Progress in delivering agreed service improvement, key and statutory performance indicators and corporate priorities is monitored at the Chief Executives' Quarterly Performance Reviews and reported to Strategic Committees.</p> <p>All reports to Committees are made available to the public and published on the Council's website.</p>	<p>Prepare and publish Annual Efficiency Statement.</p> <p>Report all internal and external audit reports to Audit and Scrutiny Committee.</p> <p>Quarterly Performance Reviews held with all Directors and reported to Strategic Committees.</p> <p>Committee reports published on Council website 7 days before meeting.</p> <p>Ward Performance Reports fully implemented</p> <p>Complete Review of Political Arrangements and report costed</p>	<p>Depute Chief Executive & Director of Finance</p> <p>Depute Chief Executive & Director of Finance/All Directors</p> <p>Chief Executive/All Directors</p> <p>Assistant Chief Executive/Democratic Services Manager</p> <p>Chief Executive/Corporate Managers</p> <p>Chief Executive</p>	<p>June 2008</p> <p>On-going</p> <p>Quarterly</p> <p>On-going</p> <p>October 2008</p> <p>September 2008</p>	<p>Annual Efficiency Statement published</p> <p>Reports to A & S Committee</p> <p>Report to Strategic Committees</p> <p>Reports published on Web</p> <p>Report to Ward Forums</p> <p>Report to Council September 2008</p>

Supporting Principle	Further Action	Lead Officer	Target Date	Evidence
<p>Ward Reporting is now being developed to provide data at ward level at Ward Business Meetings.</p> <p>The Council completed a comprehensive review of its political governance arrangements in 2007. It is now in the process of reviewing these arrangements to ensure that it is fit for purpose. The Council will complete its review of community planning arrangements with partners based on the Single Outcome Agreement in 2009. .</p> <p>The Council supports the role of some 150 Community Councils in the Highlands and, since May 2007, has developed 22 Ward Forums which include the Community Councils and other local organisations and serve as a focus for improving communication and consultation with these groups.</p>	<p>options to Council for decision.</p> <p>Complete Review of Ward Forums.</p> <p>New partnership arrangements in place by 2009 to deliver the Single Outcome Agreement</p> <p>New methods of engaging with communities developed for delivery and development of the Single Outcome Agreement</p> <p>Systems for demonstrating compliance with the Standards of Community engagement developed.</p> <p>Council responds to the Government's consultation on new model scheme and code of conduct for Community Councillors and consults with Community Councils on the Government's final guidance before any new scheme is implemented.</p>	<p>Chief Executive/Corporate Manager RSL</p> <p>Chief Executive/Head of Policy and Performance/Corporate Managers</p> <p>As above and Directors</p> <p>Corporate Managers</p> <p>Head of Policy & Performance/Corporate Managers</p>	<p>September 2008</p> <p>September 2008</p> <p>April 2009</p> <p>August 2008</p> <p>June 2008</p> <p>April 2009</p>	<p>Report to Council September 2008</p> <p>Consultation response to Government</p> <p>Consultation with Community Councils</p>

	Supporting Principle		Further Action		Lead Officer	Target Date	Evidence
2	<p>Ensuring that users receive a high quality of service whether directly or in partnership or by commissioning.</p> <p>The Council has an agreed Corporate Plan 2007/2011, reviewed annually. Service Plans are published and reviewed annually and details how corporate priorities will be delivered. Performance is reported annually to Council and published for residents, along with Annual Accounts Quarterly Performance Reviews are held by the Chief Executive with each service to monitor progress in delivering service plans, key and statutory performance indicators and financial management. Performance is also reported to the appropriate Strategic Committee.</p> <p>Performance in responding to complaints and Freedom of Information requests is monitored at the Chief Executives Weekly Business Meeting, with all Directors. Performance is reported annually to Strategic Committees.</p>		<p><i>See above annual review of Corporate and Service Plans and publication of performance information and Annual Accounts.</i></p> <p><i>See above Quarterly Performance Reviews.</i></p> <p>Complete a review of complaints handling within the Council, including the use of the CRM System to record all customer contact.</p> <p>Review progress in completing remaining actions arising from Best Value Review and report to Council.</p> <p>Review Performance Management arrangements, taking into account a proposed national framework from the Scottish Government / Local Authority Improvement Service.</p> <p>Agree the Council's Efficiency and Improvement Programme which will contribute to the delivery of a medium term financial plan.</p> <p>Complete a spending review to</p>		<p>Assistant Chief Executive/Head of eGovernment</p> <p>Assistant Chief Executive/ Head of Policy and Performance</p> <p>Assistant Chief Executive/Head of Policy and Performance</p> <p>Depute Chief Executive/Assistant Chief Executive</p> <p>Depute Chief</p>	<p>December 2008</p> <p>September 2008</p> <p>December 2008</p> <p>October 2008</p> <p>December</p>	<p>Reviewed Scheme published</p> <p>Part Performance report to Council</p> <p>New arrangements implemented</p> <p>Efficiency Programme agreed</p>

Supporting Principle	Further Action	Lead Officer	Target Date	Evidence
<p>The Council published an Improvement Plan arising from a Best Value Review in 2006 . The majority of actions have been completed.</p> <p>A Business Improvement Team has been created to take forward business improvement projects to ensure service improvement and the delivery of efficiency savings. This includes leading the Council's participation in the national Shared Services Diagnostic Project.</p> <p>The Council has agreed a budget review process which aligns the allocation of financial resources against the Corporate Plan priorities.</p> <p>The Council implemented new political arrangements in May 2007, this included Ward Forums to improve communication and consultation with Community Councils, community groups and residents across the Highlands.</p> <p>The Council welcomes scrutiny and</p>	<p>ensure resources are aligned to the Council's priorities.</p> <p>Complete a review of the Council's Corporate Asset Management Plan.</p> <p>Ensure that all public caller buildings in Highland Council are DDA compliant.</p> <p><i>See above the review of ward forums and political arrangements.</i></p> <p><i>See above the reporting of all audit reviews to Committees.</i></p> <p>The Council is prepared to implement the requirements following the Crerar Review of regulation.</p>	<p>Executive</p> <p>Director of Housing and Property</p> <p>Director of Housing and Property/Assistant Chief Executive</p> <p>Assistant Chief Executive/ Head of Policy and Performance/ Directors</p>	<p>2008</p> <p>April 2009</p> <p>December 2010</p> <p>April 2009</p>	<p>Asset Management Plan published</p> <p>Revised plan indicates all SPI buildings will be compliant in 2011</p> <p>Action Plan/response published</p>

	Supporting Principle		Further Action		Lead Officer	Target Date	Evidence
	<p>is proactive in undertaking a review of its services, via the Internal Audit team, and the external auditors. All reviews are reported to Strategic Committees and the Audit and Scrutiny Committee.</p> <p>The Council has agreed a review of voluntary sector funding, which includes commissioning services from the voluntary sector</p>		<p>Compact agreed with the voluntary sector</p> <p>New model contracts available for use by Services</p> <p>Single system for discretionary grants designed and in place (including review of current grants)</p>		<p>Head of Policy & Performance/Depute Chief Exec/Director of Finance</p> <p>As above</p> <p>As above</p>	<p>Negotiations from March 2008 to March 2011</p> <p>August 2008</p> <p>June 2009</p>	<p>Compact published</p> <p>Examples of use from Resources Committee April 2008 for Advice agencies</p>
3	<p>Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money</p> <p>The Council will fulfil its statutory obligations in respect of equal opportunities and Strategic Environmental Assessment (SEA)</p>		<p><i>See above the review of spending, the alignment of resource allocation to corporate priorities and the quarterly review of financial management.</i></p> <p><i>See above the reporting of the Annual Accounts, Annual Performance and Efficiency</i></p>				

	Supporting Principle		Further Action		Lead Officer	Target Date	Evidence
			<p><i>Statement.</i></p> <p><i>See above the internal and external audit programme which is reported to Committee and published on the Council's website.</i></p> <p>All plans, programmes and strategies screened for relevance for Strategic Environmental Assessment, with procedures followed for taking impact assessment forward.</p> <p>Equalities screening embedded in the Service Plan process and monitored.</p> <p>Race Equality Scheme reviewed Single Equality Plan agreed</p>		<p>All Directors</p> <p>Assistant Chief Exec/ Head of Policy & Performance/ Directors</p> <p>Assistant Chief Executive/Head of Policy and Performance</p>	<p>On-going</p> <p>From May 2008</p> <p>End Nov 2008 December 2009</p>	<p>Reports to Strategic Committees</p> <p>Revised Plans agreed May/June 2008</p> <p>Scheme published Scheme published</p>

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

	Supporting Principle		Further Action		Lead Officer	Target Date	Evidence
1	<p>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.</p> <p>The Council completed a review of its Senior Management in 2007 and changes have been implemented. All Senior Managers have agreed job descriptions which state their roles and responsibilities.</p> <p>The Council completed a review of its political arrangements in 2007 and implemented these in May 2007.</p> <p>The Council has implemented the agreed remuneration scheme for members published by Scottish Government and publishes members expenses annually, in accordance with the regulations.</p>		<p>Complete the implementation of a new pay and grading structure, as a result of job evaluation.</p> <p>Complete the implementation of role descriptions for all members.</p> <p>Implement recommendations of the Review of Political Arrangements.</p>		<p>Assistant Chief Executive/Head of Personnel</p> <p>Chief Executive/Assistant Chief Executive</p> <p>Chief Executive</p>	<p>December 2008</p> <p>September 2009</p> <p>December 2008</p>	<p>New Pay & Grading structure in place and implemented</p> <p>Role Descriptions agreed</p> <p>Report to Council September 2008</p>

	Supporting Principle		Further Action		Lead Officer	Target Date	Evidence
2	<p>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</p> <p>The Council has agreed Standing Orders and Scheme of Delegation which are formally reviewed annually. Most recently these were reviewed and reported to Council in March 2008.</p> <p>The Council has an agreed Employee Code of Conduct and members have been trained on the Member Code of Conduct.</p> <p>A Training Needs Assessment of Members has been completed and a Training Programme is being developed to address identified training needs.</p> <p>The Council has appointed a section 95 officer (Depute Chief Executive) responsible for financial matters.</p>		<p><i>See above the plan to implement role descriptions for Members.</i></p> <p>Complete annual review of Standing Orders and the Scheme of Delegation and Administration.</p> <p>Complete a review of the Employee Code of Conduct.</p> <p>Agree annual Training Programme for Members.</p> <p>Develop Personal Development Plans for Members.</p>		<p>Assistant Chief Executive/Democratic Services Manager</p> <p>Assistant Chief Executive/Democratic Services Manager</p> <p>Assistant Chief Executive/Employee Development Manager</p> <p>Assistant Chief Executive/Employee Development Manager</p>	<p>March 2009</p> <p>December 2008</p> <p>September 2008</p> <p>March 2009</p>	<p>Annual Review in hand and Register up-to-date and regularly monitored</p> <p>Revised Code published</p> <p>Training Programme for Members 08 – 09</p> <p>Personal Development Plans developed and approved</p>

	Supporting Principle		Further Action		Lead Officer	Target Date	Evidence
	The Council has appointed a monitoring officer (Assistant Chief Executive) to ensure that agreed procedures are followed and regulations are complied with.						
3	<p>Ensuring relationships between the authority, its partners and the public are clear so that each know what to expect of each other</p> <p>The Council publishes an annual diary which details all the meetings to be held to consider reports, make decisions and monitor performance in service delivery and financial management.</p> <p>The Council will agree with partners a Single Outcome Agreement for the Highlands by end June 2008.</p> <p>Consultation arrangements are in place through Ward Forums and an annual Public Performance Survey.</p>		<p><i>See above plans to develop further training for members, job descriptions and personal development plans.</i></p> <p><i>See above arrangements in place to monitor service delivery via Quarterly Performance Reviews, Strategic Committees and the Audit and Scrutiny Committee and programme of internal and external audits.</i></p> <p><i>See above the review of Ward Forums and Political Arrangements to further improve decision making and community consultation.</i></p> <p>Review annually the schedule of Council and Committee meetings and publish the Council Diary.</p>		Assistant Chief Executive/Democratic Services Manager.	September 2008	Council Diary agreed by Council September 2008

	Supporting Principle		Further Action		Lead Officer	Target Date	Evidence
			Complete Public Performance Survey.		Assistant Chief Executive/Head of Policy and Performance	September 2008	Report to Council September 2008

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

	Supporting Principle		Further Action		Lead Officer	Target Date	Evidence
1.	<p>Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance.</p> <p>Members and officers have received training in relation to their respective Codes of Conduct.</p> <p>Member Code of Conduct implemented at all Council and Committee meetings to ensure that decision making is open and transparent.</p> <p>Financial Standing Orders and Contract Standing Orders are agreed and reviewed regularly and officers and Members are trained in respect of their obligations.</p>		<p><i>See above the plans to introduce further training, job descriptions and personal development plans for Members.</i></p> <p><i>See above plans to review the Employee Code of Conduct.</i></p> <p>Complete review of Financial Standing Orders and Contract Standing Orders.</p> <p>Continue training for Disciplinary and Grievance Procedures.</p>		<p>Depute Chief Executive & Finance Director</p> <p>Assistant Chief Executive/Head of Personnel</p>	<p>October 2009</p> <p>On-going</p>	<p>Reviewed Orders reported to Council</p> <p>Record of attendees on course/Management Passport</p>

	Supporting Principle		Further Action		Lead Officer	Target Date	Evidence
2.	<p>Ensuring that organisational values are put into practice and are effective.</p> <p>The Council is rolling out Performance Development Plans to all employees. In the 2007 Employee Survey 45% reported that they had received a PDP.</p> <p>Managers continue to be trained on conducting PDPs to ensure an effective roll out across all services.</p> <p>The Council has agreed job descriptions and person specifications for all Senior Managers, which refers to their statutory responsibilities. There is also an agreed Scheme of Delegation which clearly states the responsibilities of senior managers.</p> <p>The Council maintains a Register of Declaration of Gifts to Employees, maintained by the Monitoring Officer.</p>		<p>Continue to roll out Performance Development Plans to employees.</p> <p>Management Development Programme to continue to develop managers in respect of performance management and development of employees.</p> <p>Implement Performance and Development Plans for all Senior Managers (Directors/Corporate Managers/Heads of Service/Area Managers) based on leadership competencies.</p> <p>Develop organisational values framework</p>		<p>All Directors/Corporate Managers/Heads of Service</p> <p>Assistant Chief Executive/Employee Development Manager</p> <p>Chief Executive/Assistant Chief Executive</p> <p>Assistant Chief Executive/Head of Personnel/Head of Policy & Performance</p>	<p>On-going</p> <p>On-going</p> <p>September 2008</p> <p>December 2009</p>	<p>Staff survey 2010</p> <p>Record of attendees on courses/ Management Passport</p> <p>Plans agreed by Chief Executive with all Directors</p> <p>Values publishes</p>

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

	Supporting Principle		Further Action		Lead Officer	Target Date	Evidence
1	<p>Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny.</p> <p>The Council structure includes an Audit and Scrutiny Committee which challenges and monitors the Council’s performance.</p> <p>The Council maintains a Register of Interest and Declaration of Gifts for Members and employees.</p> <p>The Council has an agreed Complaints Handling Procedure which is under review to ensure compliance with best practice.</p> <p>The Council has an agreed Publications Scheme and a rigorous process in place to ensure an effective response to Freedom of Information requests.</p> <p>Meetings open to the public, reports</p>		<p><i>See above the plan to develop role descriptions for members, personal development plans and further training which will include the scrutiny role.</i></p> <p><i>See above the plan to review the Complaints Procedure.</i></p> <p>Ensure that all Internal and External Audits are reported to, and monitored by, the Audit and Scrutiny Committee.</p> <p>Ensure the Register of Interest for Members is maintained and that Members and employees are reminded on a 6 monthly basis of the need to register any new interests.</p>		<p>Depute Chief Executive/Head of Internal Audit & Risk Management</p> <p>Assistant Chief Executive/Democratic Services Manager</p>	<p>On-going</p> <p>On-going</p>	<p>Reports to A & S Committee</p> <p>Register maintained and available to public</p>

	Supporting Principle		Further Action		Lead Officer	Target Date	Evidence
	and agendas published on website and publicly available in advance of meetings						
2	<p>Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs.</p> <p>The Council has an established and experienced finance and legal 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 consulted on relevant issues prior to the report being finalised.</p> <p>Guidance on report writing are available to all managers via the Intranet and are kept under review.</p>		<p>Ensure that the guidance on report writing is reinforced through management development and induction training.</p> <p>Develop an Information Management Strategy to ensure that the Council is managing its information properly in order to inform service delivery and the decision making process.</p>		<p>Assistant Chief Executive/Employee Development Manager</p> <p>Assistant Chief Executive/Head of eGovernment</p>	<p>September 2008</p> <p>March 2009</p>	<p>Enhanced module on Report writing as part of Management programme</p> <p>Information Management Strategy published</p>

	Supporting Principle		Further Action		Lead Officer	Target Date	Evidence
3	<p>Ensuring that an effective risk management system is in place.</p> <p>The Council has an agreed Corporate Risk Management Strategy and a Corporate Risk Register and Service Risk Registers which are reviewed regularly and reported 6 monthly to the Audit Scrutiny Committee.</p> <p>All Risk Action Plans are incorporated within Service Plans and monitored at Quarterly Performance Reviews.</p> <p>The Council has an agreed Whistleblowing Policy which is available to employees on the Intranet.</p>		<p>Ensure the Corporate Risk Register is reported on a 6 monthly basis to the Audit Scrutiny Committee.</p> <p>Ensure that the Corporate and Service Risk Registers are monitored at Quarterly Performance Reviews.</p> <p>Corporate Risk Register reviewed annually including existing and new Corporate risks</p>		<p>Head of Internal Audit & Risk Management</p> <p>Depute Chief Executive/Director of Finance/All Directors</p> <p>Chief Executive</p>	<p>On-going</p> <p>On-going</p> <p>December 2008</p>	<p>Report to A & S Committee</p> <p>Action Notes of QPR</p> <p>Report to Audit and Scrutiny Committee</p>
4	<p>Using their legal powers to the full benefit of the citizens and communities in their areas.</p>		<p><i>See above the plans to review annually the Scheme and Standing Orders and Procedures.</i></p>				

	Supporting Principle		Further Action		Lead Officer	Target Date	Evidence
	<p>The Council has an established Legal Services which provides advice and support across the organisation to ensure it operates legally and fulfils the general responsibilities placed upon it by legislation.</p> <p>The Council has an agreed Scheme of Delegation and Administration and Standing Orders which include financial and contract procedures.</p>						

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

	Supporting Principle		Further Action		Lead Officer	Target Date	Evidence
1	<p>Making sure that members and officers have the skills, knowledge, experience and resources they need to perform their roles well.</p> <p>The Council has Induction Programmes in place for employees and Members. All Members received Induction Training following the Election in 2007.</p> <p>Management Development Programme is available to senior managers.</p> <p>Corporate Training Programme, for all employees, which includes key corporate priorities which are reviewed annually.</p>		<p><i>See above plans to develop further training for Members.</i></p> <p>Complete a review of arrangements for the induction of new employees.</p> <p>Introduce Performance and Development Plans for Senior Managers including those who have statutory responsibilities.</p> <p>Ensure that statutory officers undertake continuing professional development.</p> <p>Introduce Service Training Plans based on the evidence gathered through PDPs.</p> <p>Review Corporate Training Priorities</p>		<p>Assistant Chief Executive/Employee Development Manager</p> <p>Chief Executive/Assistant Chief Executive</p> <p>Chief Executive/Directors</p> <p>Directors/Corporate Managers/Heads of Service</p> <p>Assistant Chief Executive/Employee Development Manager</p>	<p>March 2009</p> <p>September 2008</p> <p>September 2008</p> <p>March 2009</p> <p>March 2009</p>	<p>Revised induction arrangements</p> <p>Plan agreed with Chief Executive</p> <p>Plan agreed with Chief Executive</p> <p>Training plan published</p> <p>Reviewed Training Plan implemented</p>

	Supporting Principle		Further Action		Lead Officer	Target Date	Evidence
2	Developing the capability of people with governance responsibilities and evaluating their performance as individuals and as a group.		<i>See above the plan for personal development plans for members and senior managers. Also the intention to introduce further training for members and officers to meet identified training needs</i>				
3	<p>Encouraging new talent for membership of the authority so that best use can be made of individuals skills and resources in balancing continuity and renewal.</p> <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>The Council is undertaking a job evaluation exercise and has already made compensation payments to employees in respect of Equal Pay.</p> <p>Recruitment for posts is undertaken internally and externally</p>		<p>Review annually the Workforce Development Plan for the Council.</p> <p>Implement a new pay and grading structure and harmonised terms and conditions for employees.</p> <p>Continue training for those involved in recruitment of employees.</p> <p>Develop Recruitment Strategy to continue to develop on-line recruitment.</p>		<p>Head of Personnel</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>March 2009</p> <p>December 2008</p> <p>On-going</p> <p>March 2009</p>	<p>Report to Resources Committee</p> <p>New pay structure implemented</p> <p>Record of attendees on course /Management passport</p> <p>Strategy published</p>

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

	Supporting Principle		Further Action		Lead Officer	Target Date	Evidence
1	<p>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.</p> <p>The Council reviewed its political structures in 2007 and put these new arrangements in place following the May 2007 elections. This included the introduction of 22 Ward Forums which are intended to improve community engagement at ward level including Community Councils and other community groups.</p> <p>The Council publishes an Annual Tactical Plan for Internal Audit which is approved by the Audit Scrutiny Committee.</p> <p>Audit Scotland publishes an Annual Audit Plan and undertakes a</p>		<p><i>See above the Reviews of Ward Forums, Political Arrangements community planning arrangements and performance management model which the Council is undertaking to ensure its decision making and community engagement is appropriate and fit for purpose.</i></p> <p>Publish an annual report of the work of the Audit Scrutiny Committee.</p> <p>Publish annual Tactical Internal Audit Plan.</p> <p>Publish Annual Health and Safety Report</p> <p>Complete the review of Health and</p>		<p>Head of Internal Audit & Risk Management</p> <p>Head of Internal Audit & Risk Management</p> <p>Head of Personnel/Health and Safety Manager</p> <p>Head of</p>	<p>June 2008</p> <p>April 2009</p> <p>December 2008</p> <p>December</p>	<p>Report to A & S Committee</p> <p>Report to A & S Committee</p> <p>Report to Resources Committee December 2008</p> <p>Report to</p>

	Supporting Principle		Further Action		Lead Officer	Target Date	Evidence
	<p>Strategic Risk Assessment upon which its audit work is based and this is reported to the Audit and Scrutiny Committee.</p> <p>All internal and external audits are reported to the Audit and Scrutiny Committee.</p> <p>The Council has a Health and Safety Policy and publishes an annual Health and Safety Report.</p>		Safety structures within the Council.		Personnel/Health and Safety Manager	2008	Resources Committee December 2008
2	<p>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.</p> <p>All meetings of Council, Committees and Sub-Committees are held in public unless there are items which of necessity can not be dealt with in public.</p>		<p><i>See above the plan to review the political arrangements, including a review of ward forums, community planning and exploring the new performance management model. These will consider how dialogue and accountability can be improved and demonstrated with stakeholders.</i></p> <p>Develop a Protocol for the Use of Video Conferencing to support participation of local members in key forums and decision making.</p> <p>Consider the use of web casting to</p>		<p>Assistant Chief Executive/Democratic Services Manager</p> <p>Assistant Chief</p>	<p>September 2008</p> <p>September</p>	<p>Protocol published</p> <p>Action</p>

	Supporting Principle		Further Action		Lead Officer	Target Date	Evidence
	<p>Reports are made available to the public and published on the Council website 7 days in advance of the meeting.</p> <p>The Council has Plans in respect of 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>Planning and Licensing Committees and Ward Forums are held in local areas to enhance the visibility and transparency of decision making within the community.</p> <p>An Annual Performance Report is published and made publically available through the website and a supplement in local newspapers.</p> <p>The Council has adopted the national standard for community engagement and this is one of its corporate training priorities.</p>		<p>improve the access of the public and stakeholders to decision making.</p> <p>Develop a Single Equality Scheme.</p>		<p>Executive/Public Relations Manager</p> <p>Head of Policy & Performance</p>	<p>2008</p> <p>December 2009</p>	<p>Plan agreed</p> <p>Plan published</p>

	Supporting Principle		Further Action		Lead Officer	Target Date	Evidence
3	<p>Making best use of human resources by taking an active and planned approach to meet responsibility to staff</p> <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>Council has recently reviewed and agreed a new health and safety Consultation policy</p>		<p>Annual report on health and safety</p> <p>Health and safety training for managers</p>		<p>Assistant Chief Executive/Head of Personnel</p> <p>Assistant Chief Executive/Head of Personnel</p>	<p>December 2008</p> <p>March 2009</p>	<p>Report to Council</p> <p>Completed and on-going</p>