GOVERNANCE COMMITTEE

AGENDA

7.30pm	Wednesday 5 July 2006	Havering Town Hall Main Road, Romford

Members 10: Quorum 4

COUNCILLORS:

Conservative Group (6)	Residents' Group (2)	Rainham & Wennington Independent Residents' Group (1)	Labour Group (1)
Frederick Thompson (Chairman) Kevin Gregory (Vice-Chairman) Steven Kelly Eric Munday Roger Ramsey Michael White	Gillian Ford Barbara Reith	Mark Stewart	Keith Darvill

For information about the meeting please contact:
Ian Buckmaster (01708) 432431
e-mail ian.buckmaster@havering.gov.uk

NOTES ABOUT THE MEETING

1. HEALTH AND SAFETY

The Council is committed to protecting the health and safety of everyone who attends meetings of its Committees.

At the beginning of the meeting, there will be an announcement about what you should do if there is an emergency during its course. **For your own safety and that of others at the meeting, please comply with any instructions given to you about evacuation of the building, or any other safety related matters.**

2. MOBILE COMMUNICATIONS DEVICES

Although mobile phones, pagers and other such devices are an essential part of many people's lives, their use during a meeting can be disruptive and a nuisance. Everyone attending is asked therefore to ensure that any device is switched to silent operation or switched off completely.

3. CONDUCT AT THE MEETING

Although members of the public are welcome to attend meetings of the Committee, they have no right to speak at them. Seating for the public is, however, limited and the Council cannot guarantee that everyone who wants to be present in the meeting room can be accommodated. When it is known in advance that there is likely to be particular public interest in an item the Council will endeavour to provide an overspill room in which, by use of television links, members of the public will be able to see and hear most of the proceedings.

The Chairman of the meeting has discretion, however, to invite members of the public to ask questions or to respond to points raised by Members. Those who wish to do that may find it helpful to advise the Committee Officer before the meeting so that the Chairman is aware that someone wishes to ask a question.

PLEASE REMEMBER THAT THE CHAIRMAN MAY REQUIRE ANYONE WHO ACTS IN A DISRUPTIVE MANNER TO LEAVE THE MEETING AND THAT THE MEETING MAY BE ADJOURNED IF NECESSARY WHILE THAT IS ARRANGED.

If you need to leave the meeting before its end, please remember that others present have the right to listen to the proceedings without disruption. Please leave quietly and do not engage others in conversation until you have left the meeting room.

Governance Committee, 5 July 2006

AGENDA ITEMS

1   **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman will announce details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

2   **APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS**
(if any) - receive.

3   **DECLARATION OF INTERESTS**

Members are invited to declare any interests in any of the items on the agenda at this point of the meeting. Members may still declare an interest in an item at any time prior to the consideration of the matter.

4   **MINUTES**

To approve as a correct record the minutes of the meeting of the Committee held on 7 June 2006, and to authorise the Chairman to sign them.

5   **CORPORATE GOVERNANCE ARRANGEMENTS IN HAVERING**

6   **AMENDMENTS TO THE CONSTITUTION -** to follow when available

7   **URGENT BUSINESS**

To consider any other item in respect of which the Chairman is of the opinion, by reason of special circumstances which shall be specified in the minutes, that the item should be considered at the meeting as a matter of urgency.

Stephen Evans
Chief Executive

Governance Committee, 5 July 2006

**MINUTES OF A MEETING OF THE
GOVERNANCE COMMITTEE
Havering Town Hall
7 June 2004 (7.30pm - 8.10pm)**

Present:

COUNCILLORS:

Conservative Group	Frederick Thompson (in the Chair), +Sandra Binion, Kevin Gregory, Steven Kelly, Eric Munday and Michael White
Residents' Group	Gillian Ford and Barbara Reith
Rainham & Wennington Independent Residents' Group	-
Labour Group	Keith Darvill

+ Substitute Member: Councillor Sandra Binion (for Roger Ramsey)

Councillor Melvin Wallace was also present.

An apology was received for the absence of Councillor Roger Ramsey

All decisions were taken with no vote against.

All Members declared a non-substantial and non-prejudicial interest in the item on appointments to other organisations.

The Chairman reminded Members of the action to be taken in an emergency

1   **MINUTES**

The Minutes of the meetings of the Committee held on 26 April 2006 were approved as correct records and signed by the Chair.

2   **MEMBERSHIP OF THE COMMITTEE**

The Committee noted its membership and the appointments of its Chairman and Vice-Chairman for the coming municipal year.

3   **GOVERNANCE (APPEALS) SUB COMMITTEE**

The Minutes of the meeting of the Sub-Committee held on 25 April 2006 were noted.

4   **APPOINTMENTS TO OTHER ORGANISATIONS 2006/07**

The Committee considered a schedule of other organisations to which the Council were invited to make appointments. The report submitted included details of specific organisations where there were special considerations to be borne in mind when making appointments.

The Committee noted that some appointments were not due for renewal at this time, as set out in Appendix 2.

The Committee suggested that in future the normal times and frequency of the meetings of the Organisations be included in the papers so that Members would know in advance what level of commitment would be required for a particular appointment.

        RESOLVED:

        (1)   That the various appointments shown in Appendix 1 to these minutes be approved for the Municipal Year 2006/07 (or to such other date as indicated).

        (2)   That, where the constitution of an organisation permits the casting of proxy votes on behalf of an organisation's representative and the Council's representative (or any deputy or alternative representative where applicable) is unable to attend a relevant meeting, the representative may mandate the Chair of the meeting to exercise a proxy vote on behalf of the Council.

        (3)   That the Council's voting rights at the General Assembly of the Local Government Association be exercised by Councillor Michael White (4 votes) and Councillor Barbara Reith (1 vote) (or their respective nominees in the event either is unable to vote in person).

        (4)   (a)   That the existing members of the Carers Panel be re-appointed; and

                (b)   That Councillor Pat Mylod be appointed to the vacancy on the Panel, provided there is no legal obstacle to her serving on it.

(5)   (a)   That the existing members of the Adoption Panel be re-appointed, in the case of Councillor Pat Mylod and Cedric Hendricks until their terms of office expire in December 2006, or earlier resignation;

           (b)   That Tess Blight (Headteacher, Sanders Draper School) be appointed in succession to Mr Hendricks, to take effect immediately upon his ceasing membership of the Panel;

           (c)   That the appointment of a successor to Councillor Mylod be considered at a later date.

(6)   (a)   That the following be appointed the Councillor members of the Council of Management of Havering Theatre Trust:

                  Councillors Wendy Brice-Thompson, Andrew Curtin, Linda Hawthorn, Ray Morgon, John Mylod, Roger Ramsey, Paul Rochford and Geoff Starns

           (b)   That the following individuals be appointed as the non-Councillor members of the Council of Management:

                  James Brokenshire MP, David Burn, Vernon Keeble-Watson, David Lel, Angela Marshall, Michael Quine, Louise Sinclair, David Thorp, Dennis Roycroft and Pamela Wilkes

(7)   That Councillor Jeff Brace be nominated to the Environment Agency for appointment to the Thames Regional Flood Defence Committee.

APPENDIX 1
(Minute 4)

APPOINTMENTS MADE BY THE COUNCIL TO OTHER ORGANISATIONS, 2006/07

ORGANISATION AND NUMBER OF APPOINTEES	MEMBER APPOINTED
Age Concern : Havering (Havering Old People's Welfare Association Council) - 2	Councillors June Alexander and Steven Kelly
Adoption Panel	Councillors Wendy Brice-Thompson and Pat Mylod (until 12/06); Alan Johnstone (Chairman), Stephen Richards (Vice-Chairman), Dr Banerjee, Roger Bolton, Cedic Hendricks (until 12/06), Tess Blight (to succeed Cedic Hendricks) and Beryl Thornton
Ardleigh House Community Association - 2	Councillors Eddie Cahill and Michael White
Association of London Government (Leaders' Committee)	Representative (1): Councillor Michael White Deputy: (1) Councillor Steven Kelly
Transport & Environment Committee	Representative (1): Councillor Barry Tebbutt Deputies (4): Councillors Mike Armstrong, Steven Kelly, Andrew Mann (One vacancy)
Grants Committee	Representative (1): Councillor Roger Ramsey Deputies (4): Councillors Clarence Barrett, Eric Munday, Jeffrey Tucker and Melvin Wallace

Governance Committee, 7 June 2006

ORGANISATION AND NUMBER OF APPOINTEES	MEMBER APPOINTED
Greater London Employment Forum	Representative: Councillor Eric Munday Deputy Representative: Councillor Steven Kelly
Crime and Public Protection Forum - 1	Councillor Peter Gardner
Children, Young People & Families Forum - 1	Councillor Geoff Starns
Culture & Tourism Panel - 1	Councillor Andrew Curtin
Economic Development - 1	Councillor Michael White
Health and Social Care Panel -1	Councillor Steven Kelly
Housing Forum -1	Councillor Michael Armstrong
[London Caribbean]	Councillor Andrew Curtin
[2012]	Councillor Andrew Curtin
Bretons Community Association -1	Councillor John Clark
Carers Panel	Carmel Shepherd (Chairman), Sandra Russell (Vice-Chairman), Leonie Campbell, Diana Claixte-Holdsworth, Nathan Dawson, Avril Howell, Councillor John Mylod, Councillor Pat Mylod (so long as there is no legal obstacle to her appointment), Dr Sawinathan and Carole Sinnett
CEME (Centre for Engineering & Manufacturing	Chief Executive

Governance Committee, 7 June 2006

ORGANISATION AND NUMBER OF APPOINTEES	MEMBER APPOINTED

Excellence)
Cleanaway Havering Riverside Trust | Councillor Barbara Reith

Cleanaway Havering Riverside Maintenance Trust | Councillor Barbara Reith

Connexions | Councillor Geoff Starns (Sue Allen (Head of School and Student Services) – alternate director)

Coopers Company & Coborn Educational Foundation | Councillor Linda van den Hende

Corporate Parenting Panel - 3 | Councillors Wendy Brice-Thompson, Christine Fox and Patricia Mylod

Court of The City University -1 | Councillor Kevin Gregory

Cranham Community Association - 1 | Councillor June Alexander

East London Waste Authority - 2 | Councillor Steven Kelly and Barry Tebbutt

Education Otherwise Than At School Service (EOTAS) Management Advisory Committee | Councillor Geoff Starns

Elm Park Community Association - 1 | Councillor Barry Oddy

Emerson Park Community Association - 1 | Councillor Paul Rochford

Essex Wildlife Trust (Bedfords Park | Councillor Sandra Binion

Governance Committee, 7 June 2006

ORGANISATION AND NUMBER OF APPOINTEES	MEMBER APPOINTED

Management Committee)

Front Lane Community Association - 1   Councillor June Alexander

Governor Panel   Councillors Geoff Starns, Gillian Ford and Lesley Kelly

Greater London Enterprise Limited - 1   Councillor Robby Misir

Harold Hill & District Community Association - 2   Councillors Dennis Bull and Keith Wells

Harold Wood Neighbourhood Centre - 2   Councillors Lesley Kelly and Pam Light

Havering Admissions Forum - 5   Councillors Geoff Starns, Keith Darvill, Gillian Ford and Lesley Kelly and Fred Osborne

Havering Arts Council - 5   Councillors Andrew Curtin, Gary Adams, Mark Gadd, Linda Hawthorn and Ray Morgon

Havering Association for People with Disabilities - 2   Councillors Steven Kelly and Patricia Mylod

Havering Bands and Majorettes Association - Executive Committee - 3   Councillors Andrew Curtin, Sandra Binion and Len Long

Havering and Barking Relate - 2   Councillors Georgina Galpin and Pam Light

Havering & Brentwood Bereavement Service - 1   Councillor Dennis Bull

Governance Committee, 7 June 2006

ORGANISATION AND NUMBER OF APPOINTEES	MEMBER APPOINTED

Havering CAB Management Committee - 2
Havering Chamber of Commerce and Industry - 1

Councillors Robert Benham and Kevin Gregory
Councillor Michael White

Havering College of Adult Education - 5

Councillors Ted Eden, Lesley Kelly, Steven Kelly, John Mylod and Pat Mylod

Havering College of Further & Higher Education
Havering Community Safety Partnership – 2

Councillors Paul Rochford and Kevin Gregory (until 2008)
Councillor Peter Gardner and the Chief Executive (Cllr Georgina Galpin to deputise for Cllr Gardner; the Assistant Chief Executive, Legal and Democratic Services for the Chief Executive)

Havering Early Years Development Partnership - 5

Councillors Geoff Starns, Wendy Brice-Thompson, David Charles, Keith Darvill and Gillian Ford

Havering Homes (Housing ALMO) Board

Councillors Andrew Curtin, Kevin Gregory, Lesley Kelly and Barbara Reith

Havering Joint Forum - 6

Councillors Steven Kelly, Eric Munday, John Mylod, Barbara Reith, Roger Ramsey and Michael White

Havering Local Strategic Partnership - 3

Councillors Steven Kelly, Barbara Reith and Michael White

Havering Police and Community Consultative Group - 6 (plus Cabinet Member with responsibility for crime & disorder issues)

To be appointed by Area Committees in due course

Havering Sixth Form College - corporation -1

Councillor Geoff Starns (until 12.08)
Councillor Roger Ramsey (until 6.10)

Governance Committee, 7 June 2006

ORGANISATION AND NUMBER OF APPOINTEES	MEMBER APPOINTED

Havering Sports Council - 5

Councillors Tom Binding, Andrew Curtin, John Mylod, Paul Rochford and Melvin Wallace

Havering Theatre Trust

Councillor Members of the Council of Management:
Councillors Wendy Brice-Thompson, Andrew Curtin, Linda Hawthorn, John Mylod, Ray Morgon, Roger Ramsey, Paul Rochford and Geoff Starns.

Non-Councillor members of the Council of Management:
James Brokenshire MP, David Burn, Vernon Keeble-Watson, David Lel, Angela Marshall, Michael Quine, Dennis Roycroft, Louse Sinclair, David Thorpe and Pamela Wilkes.

Councillor Members of the Board:
Councillors Andrew Curtin, Ray Morgon and Roger Ramsey

Havering Twinning Educational Association

Councillor Eddie Cahill

Havering Youth Inclusion and Support Panel

Councillor Barry Oddy (Member); Councillor Wendy Brice-Thompson (Deputy Member)

Hornchurch Housing Trust (Nomination Trustees) – 2 (of 6)

Mr Ivor Cameron and Mrs Peggy Munday (until 2/10)

IWMS Contract Liaison Committee

Councillor Steven Kelly

Governance Committee, 7 June 2006

ORGANISATION AND NUMBER OF APPOINTEES	MEMBER APPOINTED

Local Government Association:
    General Assembly – 4   Councillors Michael White, Steven Kelly, Eric Munday and Barbara Reith

    Tourism Forum – 1   Councillor Andrew Curtin

    Urban Commission – 1   Councillor Michael Armstrong

Local Government Information Unit - 1   Councillor Eddie Cahill

London Accident Prevention Council – 2   Councillors John Clark and John Mylod

London East Local Authorities' Group
(Education)   Councillor Geoff Starns

London and Quadrant Housing Trust – (North
Thames Regional Committee) – 1   Councillor Robert Benham

London Home and Water Safety Council – 1   Councillor Fred Osborne
London Local Authority Arts Forum – 2   Councillors Andrew Curtin and Ray Morgon

London Riverside Limited – 1
(formerly Heart of Thames Gateway)   Councillor Michael White

London Youth Games Limited – 1   Councillor Andrew Curtin

Mardyke Youth and Community Centre - 2   Councillors John Clark and Len Long

Governance Committee, 7 June 2006

ORGANISATION AND NUMBER OF APPOINTEES	MEMBER APPOINTED

North London Thames Gateway Groundwork Trust - 1

Councillor Michael White

North Romford Community Association - 1

Councillor Sandra Binion

Rainham and Wennington Community Association – 1

To be nominated by the Leader of the Rainham & Wennington Independent Residents' Group

Reserve Forces & Cadets Association - 1

Councillor Ted Eden

Romford Carnival Committee - 2

Councillors Andrew Curtin and Sandra Binion

Romford Town Centre Partnership - 2

Councillor Michael White (Councillor Michael Armstrong as deputy) and Chief Executive

Romford Young Men's Christian Association (YMCA) - Board Of Management –1

Councillor David Grantham

Rush Green Community Association – 2

Councillors Robby Misir and Barry Tebbutt.

School Organisation Committee - 7

Councillors Clarence Barrett, Keith Darvill, Roger Evans, Lesley Kelly, Geoff Starns, Barry Oddy and Pam Light

Second Chance - Theatre for the People - 1

Councillor Andrew Curtin

Standing Advisory Council on Religious Education (SACRE) - 5

Councillors Mark Gadd, David Grantham, Geoff Starns, Gillian Ford and Brenda Riddle

Governance Committee, 7 June 2006

ORGANISATION AND NUMBER OF APPOINTEES	MEMBER APPOINTED

Thames Chase Joint Committee - 3   Councillors Clarence Barrett, Jeff Brace and Eric Munday
Thames Gateway London Partnership – 1   Councillor Michael White

Upminster Windmill Preservation Trust   Councillor Linda Hawthorn

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APPENDIX 2
(Minute 4)

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OTHER ORGANISATIONS NOT REQUIRING APPOINTMENTS AT THIS TIME

Organisation	Appointee(s)	Date appointment expires
Futures Charitable Trust	Councillor Geoff Starns	Dec. 2007
Havering College of Further & Higher Education	Councillors P Rochford & K Gregory	Dec. 2008
Hides Educational Foundation	Mr G Lewis Councillor G Ford Councillor G Starns	June 2007 June 2007 June 2007
Hornchurch Housing Trust	Mr R Emmett Mr D William Mr C Oliver Cllr E Munday	Feb. 2007 Feb. 2007 Feb. 2009 Feb. 2009
Lee Valley Park Authority	Councillor A Curtin	June 2009
Lucas Children's Play Charity	Councillor A Curtin Councillor L Long	Oct. 2007 Oct. 2007
Poyntz Charity	Councillor J Alexander Mr C Groves Mr G Jones	Nov. 2007 Nov. 2007 Nov. 2007
Romford Combined Charity	Mrs A Smith Councillor M Armstrong Ms C Hunnable Mr W Mills	Nov. 2006 Nov. 2006 Oct. 2007 Nov. 2008

Governance Committee, 7 June 2006

MEETING	DATE	ITEM
GOVERNANCE COMMITTEE	5 JULY 2006	**5**

REPORT OF THE CHIEF EXECUTIVE

SUBJECT: CORPORATE GOVERNANCE ARRANGEMENTS IN HAVERING

SUMMARY

This report provides the six monthly update in respect of Corporate Governance arrangements.

RECOMMENDATION

That Committee:

1.   Note the actions taken and views expressed.

2.   Confirm that the expectations as set out in the assessment are in place within Havering.

3.   Note that the information in this report has been used to develop the 2005/06 Statement of Internal Control.

4.   Confirm their commitment to promote good Corporate Governance.

5.   Agree the new Code of Governance.

REPORT DETAIL

1.   This represents the fourth progress report to this Committee.

2.   This Committee reaffirmed a Code of Corporate Governance in February, however Officers were requested to review it to reflect the roles and

responsibilities of the Community. This has taken place and the revised code, with the addition of a new Section 6, is attached. (Appendix A).

3. Regular self assessments take place by the Governance Group. The self assessment was formulated on the basis of an assessment against a framework issued by CIPFA/SOLACE as supplemented by the CPA key lines of enquiry. The latest one is appended as Appendix B.

4. Publicity of the Code has and continues to take place by publication of articles in Inside Havering and Living in Havering as well as by writing to all Stakeholders. Feedback has been, or is being presented, e.g. Area Committees.

5. In order to continue to assess the effectiveness of our arrangements, the views of a variety of people will continue to be sought to assess whether the public understand:

- who does what at the council;
- how to get information about our finances, and;
- how to get clearer information about the decisions the council makes.

The last report had the results of the 2005 review. Following that review, we have:

- improved the finance pages on the website
- scheduled a pull out version of the A – Z of services, to be included in the September edition of 'Living,' and;
- scheduled an article on how the council makes decisions for the June edition of 'Living.'

6. It may assist Members of Governance committee to refer to Appendix C and consider the questions contained in this recent best practice assessment.

7. The next report will provide the results of an assessment against the Audit Commission inspection criteria.

8. A Communications Policy is being developed to provide a written framework to ensure clarity and purpose.

Financial Implications and Risks:

There are none arising directly. The risk of taking this forward is an increased expectation from stakeholders that is not delivered through the actions of the Council. However, this risk is unlikely as the Council is committed to openness and transparency. The risks of not taking this forward is the Council not being viewed as open and transparent and the Audit Commission assessing Corporate Governance adversely in the CPA.

Legal Implications and Risks:

The Corporate Governance Code reflects many of the statutory requirements placed on the Council by various Local Government Acts. It does not introduce new obligations on the Council.

Human Resource Implications and Risks:

Implementation of these measures will lead to improved performance management. It will also ensure clear standards of personal behaviour are adopted through the development of protocols and codes of conduct. It will also recognise the importance of continual training and development for Members to enable them to effectively fulfil their roles.

Equalities and Social Inclusion Implications and Risks:

The code should ensure that the Council is shown as an inclusive Authority.

Staff Contact: **Rita Greenwood**   **Title: Group Director**
    Finance and Commercial

Telephone: **01708 432218**

    STEPHEN EVANS
    Chief Executive

Background Papers

Corporate Governance – Improvement and Trust in Local Public Services – Audit Commission.

Corporate Governance in Local Government – Guidance Note

THE LOCAL CODE OF CORPORATE GOVERNANCE IN HAVERING

INTRODUCTION

The Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE) published a framework document for Corporate Governance in Local Government.

The London Borough of Havering is committed to the principles of good corporate governance and wishes to confirm its ongoing commitment and intentions, through the continued maintenance of a Local Code as recommended by the CIPFA/SOLACE Framework.

What is Corporate Governance?

For the purposes of this code it is defined as the system by which organisations are directed and controlled.

The Council recognises that effective local government relies upon establishing and maintaining the confidence of the public in both the elected Members and Officers of the Council.

The Council acknowledges that the setting of high standards of self governance provides a clear and demonstrable lead to both our existing and potential partners, and therefore provides the basis of effective community governance.

The Principles

The London Borough of Havering actively recognises the principles identified through CIPFA/SOLACE, and seeks to fulfil each area as detailed within this document.

Accountability

Effectiveness

Integrity

Openness & Inclusiveness

Up to date

1. Community Focus

The London Borough of Havering will publish on a timely basis

- an annual report
- a performance plan.

In addition to this, arrangements will be made for the independent review of the financial and operational reporting processes.

Individuals and groups from all sections of the community will be encouraged to engage with, contribute to and participate in the work of London Borough of Havering, these processes will be monitored to ensure that they operate effectively.

We are committed to

- Openness in all of our dealings, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so.

- Establishing clear channels of communication with all sections of the community and other stakeholders, putting in place appropriate monitoring arrangements to ensure that they operate effectively.

- Developing with the local community and stakeholders, a vision for the local communities. This will be clearly articulated and disseminated and will incorporate:

  - Their strategic plans
  - Priorities
  - Targets

2. Service Delivery Arrangements

The London Borough of Havering will:

- Set standards and targets for performance in the delivery of services on a sustainable basis and with reference to equality policies.

- Establish sound systems for providing management information for performance measurement purposes.

- Monitor and report performance against agreed standards and targets and develop comprehensive and understandable performance plans.

- Foster effective relationships and partnerships with other public sector agencies and the private and voluntary sectors and consider outsourcing where it is efficient and effective to do so, in delivering services to meet the needs of the local community and establish processes to ensure that they operate effectively.

- Provide positive responses to the findings and recommendations of external auditors and statutory inspectors. Arrangements for the effective implementation of agreed actions will be made.

- Be committed to diversity and, in doing so, we acknowledge the diversity of the local population, this will therefore be reflected in our service delivery.

3. Structures and Processes

Balance of Power and Authority

The London Borough of Havering will document:

- The protocols governing relationships between members and officers.

- The relative roles and responsibilities of executive and other members and senior officers, so they are clearly defined.

- Details of Committees, including Audit, Governance and Overview & Scrutiny Committees.

Roles and Responsibilities – Members

The London Borough of Havering will:

- Meet regularly on a formal basis to set the strategic direction and monitor the service delivery of the authority.

- Develop and maintain a scheme of delegated or reserved powers, which should include a formal schedule of those matters specifically reserved for the collective decision of the authority.

- Establish clearly documented and understood management for:

  - Policy development, implementation and review
  - Decision-making, reporting and monitoring & control
  - Formal procedural and financial regulations to govern the conduct of the authority's business.

- Recognise of the initial and continued training need of members. Members are to be trained for their roles and given access to all relevant information, advice and resources as necessary, to enable them to effectively fulfil their roles.

- Define formally in writing the role of the executive member(s) of the authority, to include responsibility for providing effective strategic leadership to the authority and for ensuring that the authority successfully discharges its overall responsibilities for the activities of the organisation as a whole.

- Define clearly in writing the roles and responsibilities of all members of the local authority, together with the terms of their remuneration and its review.

Roles and Responsibilities – Officers

The London Borough of Havering will:

- Make a Chief Executive or equivalent responsible to the authority for all aspects of operational management.

- Make a senior officer responsible to the authority for:
  - Ensuring that appropriate advice is given on all financial matters
  - Keeping legitimate financial records and accounts
  - Maintaining an effective system of internal financial control.

- Make a senior officer responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes, regulations and other relevant statements of good practice are complied with.

- Define clearly in writing the roles and responsibilities of all senior officers, together with the terms of their remuneration and its review.

- Adopt clear protocols and codes of conduct to ensure that the implications of supporting community political leadership for the whole council are acknowledged and resolved.

4. Risk Management and Internal Control

The London Borough of Havering will:

- Develop and maintain robust systems for identifying and evaluating all significant business risks which involve the proactive participation of all those associated with planning and delivering services.

- Put in place effective risk management systems, including systems of internal control and an internal audit function. These arrangements need to ensure compliance with all applicable statutes, regulations and relevant statements of best practice to ensure that public funds are suitably safeguarded and used economically, efficiently and effectively, in accordance with the statutory and other authorities that govern their use.

- Ensure that services are delivered by trained and experienced people.

- Arrange for objective reviews of the effectiveness of risk management and internal control, including internal audit.

- Maintain an objective and professional relationship with their external auditors and statutory inspectors.

- Publish within the annual report, an objective, balanced, understandable statement and assessment of the authority's risk management and internal control mechanisms and their effectiveness in practice.

5. Standards of Conduct

The London Borough of Havering will:

- Develop and adopt formal codes of conduct defining the standards of personal behaviour to which individual members, officers and agents of the authority are required to subscribe and establish appropriate systems and processes to ensure that they are complied with.

- Make 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 establish appropriate processes to ensure that they continue to operate in practice.

- Put in place arrangements to ensure that their procedures and operations are designed in conformity with appropriate ethical standards, and to monitor their continuing compliance in practice.

- Establish a whistle blowing Policy to which staff, contractors, partners, the public and other stakeholders have access to.

6. Roles / Responsibilities

The public have rights and responsibilities set out in the Constitution regarding voting and petitions, information held by the Council and complaints. The Constitution also sets out their rights in participation in Council affairs and the responsibilities upon them when they do.

7. Update and Revision of the Local Code of Corporate Governance.

In accordance with the requirements of the Council's Internal Control Framework, this code will be updated and revised by the 15th January 2007.

If you have any comments or questions on this Local Code please contact Rita Greenwood, Finance and Commercial Group Director at the Town Hall on 01708 432218, or e-mail rita.greenwood@havering.gov.uk

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LONDON BOROUGH OF HAVERING
CORPORATE GOVERNANCE – SELF ASSESSMENT
JUNE 2006

LOCAL CODE OF CORPORATE GOVERNANCE – GUIDANCE
CONTENTS PAGE
1 Introduction
2 The Local Code of Corporate Governance for the London Borough of Havering
3 Monitoring and maintaining the Code

1.   Introduction

1.1.   "Corporate Governance is the system by which local authorities direct and
        control their functions and relate to their communities." - CIPFA/SOLACE Guidance
        Note. The term "Corporate Governance" came into common use following the
        Cadbury Report in 1992. This report addressed issues raised in relation to events at
        BCCI and Maxwell Communications.

1.2.   The issue of corporate governance in the public sector came about as a result
        of concerns raised by politicians and the media with regard to conduct of public
        business and perceptions of sleaze in public life. The Nolan Committee found that the
        vast majority of Councillors and officers observe high standards of conduct and are
        aware that high ethical standards are critical to maintain public confidence in local
        government.

1.3.   Whilst corporate governance has been the subject of a number of reports and
        publications, there has not been a comprehensive framework of principles and
        standards for local authorities to adhere to.

1.4.   In 2001 CIPFA and SOLACE published "Corporate Governance in Local
        Government: A Keystone for Community Governance". This document provided
        comprehensive guidance as to how local authorities should address the issue of
        corporate governance. The London Borough of Havering's Code is therefore based
        upon this guidance.

1.5.   This document sets out the London Borough of Havering's local code of
        corporate governance in an appendix and the process for monitoring and maintenance
        of the Code.

1.6.   The Council undertakes a regular assessment of how the Council complies
        with the Code. It also gives details of the actions the Council intends to take in order to
        improve compliance. This is regularly reported.

2.   Statement of Commitment

2.1.   The London Borough of Havering is committed to effective leadership which
        is the foundation for effective corporate governance.

2.2.   The Council will:-

- Provide a vision for the local community and lead by example in decision making and other processes and actions
- Ensure that Members and managers will conduct themselves in accordance with the highest standards of conduct.

3.   Three Principles

3.1.   The Council will abide by the three principles of good governance as set out in the CIPFA/SOLACE Guidance. It will also continually strive to ensure that they underpin the delivery services to the public.

3.2.   The three principles are:-

Openness and Inclusivity

Being open through genuine consultation with stakeholders and providing access to full, accurate and clear information.

Inclusive approach which seeks to ensure that all stakeholders and potential stakeholders have the opportunity to engage effectively with the decision making process.

Integrity

Straightforward dealing and completeness, based upon honesty, selflessness and objectivity and high standards of propriety and probity in the stewardship of public funds and management of the Council's affairs.

Accountability

Members and staff are responsible for their decisions and actions, including their stewardship of public funds and all aspects of performance and submit themselves to appropriate external scrutiny.

3.3.   In order to ensure that these three principles underpin service delivery, the Council will:-

- Monitor their effectiveness
- Review, on a continuing basis, to ensure they are up to date.

4.   Five Dimensions

4.1.   The three principles need to be reflected within five dimensions of service delivery. The Council will strive to ensure that the three principles will be applied within the five dimensions listed below:-

Community Focus

- Work for and with the community Leadership within the community where appropriate
- Undertake an "ambassadorial" role to promote the wellbeing of the area, where appropriate, through maintaining effective arrangements
- For explicit accountability to stakeholders for the authority's performance and its effectiveness in the delivery of services and the sustainable use of resources
- Demonstrate integrity in the authority's dealings in building effective relationships and partnerships with other public agencies and private/voluntary

- sectors
- Demonstrate openness in its dealings
- Demonstrate inclusivity by communicating and engaging with all sections of the community to encourage active participation.
- Develop and articulate a clear and up to date vision and corporate strategy in response to community needs.

Service Delivery Arrangements

- The Council will ensure that continuous improvement is sought, agreed policies are implemented and decisions carried out by maintaining arrangements which:-
  - Discharge their accountability for service delivery at local level
  - Ensure effectiveness through setting targets and measuring performance
- Demonstrate integrity in dealings with service users and developing partnerships to ensure the "right" provision of services locally.
- Demonstrate openness and inclusivity through consulting with key stakeholders, including service users
- Are flexible so that they can be kept up to date and be adapted to accommodate the change and meet users' wishes.

Structures and Procedures

- The Council will maintain effective political and managerial structures
- and processes to govern decision making and the exercise of authority
- within the organisation. The Council will maintain arrangements to:-
- Define the rules and responsibilities of Members and officers to ensure accountability, clarity and ordering of the Council's business
- Ensure that there is proper scrutiny and review of all aspects of performance and effectiveness
- Demonstrate integrity by ensuring a proper balance of power and authority
- Document clearly such structures and processes and ensure that they are communicated and understood to demonstrate openness and inclusivity
- Ensure such structures and processes are kept up to date and adapted to accommodate change.

Risk Management and Internal Control

- The Council will establish and maintain a systematic strategy, framework and process for managing risk. Together these arrangements should:-
- Include making public statements to stakeholders on the authority's risk management strategy,framework and processes to demonstrate accountability
- Include mechanisms for monitoring and reviewing effectiveness against agreed
- standards and targets and the operation of controls in practice
- Demonstrate integrity by being based on robust systems for identifying, profiling, controlling and monitoring all significant strategic and operational risks
- Display openness and inclusivity by involving all those associated with planning and delivering services, including partners
- Include mechanisms to ensure that the risk management and control process is monitored for continuing compliance to ensure that changes in circumstances are accommodated and that it remains up to date

Standards of Conduct

- The openness, integrity and accountability of individuals within the Council form the cornerstone of effective corporate governance. The reputation of the authority

      depends on the standards of behaviour of everyone in it, whether Members, employees or agents contracted to it.

- Therefore, Members and senior officers of the Council will need to:-
- Exercise leadership by conducting themselves as role models for others within the authority to follow
- Define the standards of personal behaviour that are expected from Members and staff and all those involved in service delivery, and
- put in place arrangements to ensure:-
  - Accountability, through establishing systems for investigating breaches and disciplinary problems and taking action where appropriate, including arrangements for redress
  - Effectiveness in practice through monitoring and compliance
  - That objectivity and impartiality are maintained in all relationships to demonstrate integrity
  - That such standards are demonstrated and clearly understood to display openness and inclusivity and are reviewed on a regular basis to ensure that they are kept up to date.

5. Monitoring and Maintaining the Code

5.1. The London Borough of Havering is committed to good corporate governance as set out in the CIPFA/SOLACE Guidance.

Publications
SOLACE - Society of Local Authority Chief Executives

RISK MANAGEMENT AND INTERNAL CONTROL

"An authority needs to establish and maintain a systematic strategy, framework and processes for managing risk. Together, these arrangements should:
• **Include making public statements to stakeholders on the authority's risk management strategy, framework and processes to demonstrate accountability**
• **Include mechanisms for monitoring and reviewing effectives against agreed standards and targets and the operation of controls in practice**
• **Demonstrate integrity by being based on robust systems for identifying, profiling, controlling and monitoring all significant strategic and operational risks**
• **Display openness and inclusivity by involving all those associated with planning and delivering services, including partners**
• **Include mechanisms to ensure that the risk management and control process is monitored for continuing compliance to ensure that changes in circumstances are accommodated and that it remains up to date".**

The local code should reflect the requirements to:	Source documents/processes/other means used to demonstrate compliance	Self Assessment	Gap Identified / Improvements Being Undertaken
(a) Develop and maintain robust systems for identifying and evaluating all significant risks which involve the proactive participation of all those associated with planning and delivering services	Risk management strategy and risk registers Scrutiny committee role Performance management system Risk Management Group Budget papers Internal control statements	In place with regular report to Project Board and in monthly performance pack sent to all Members. This is being done in a number of ways, e.g. regular questionnaires, usage in clearing reports, usage in making corporate decisions. Good progress being made, ICT disaster recovery project plan being prepared. Services have identified key services and Business Continuity Planning day to take place 23rd June.	Continue to promote positive and negative risk management. Implement disaster recovery and continuity plans testing and ensure plans are in place, including procedure notes are in place. Good progress being made with plan being prepared.
(b) Put in place effective risk management systems, including systems of internal control and an internal audit function. These arrangements need to ensure	Scheme of delegation Internal audit protocol PDPA Performance management system Financial standards and procedure rules	In place. Work continues to embed using all methods. No longer about embedness, and more about	Continue to promote positive and negative risk management. Implement disaster recovery and continuity plans testing and ensure

compliance with all applicable statutes, regulations and relevant statements of best practice and need to ensure that public funds are properly safeguarded and are used economically, efficiently and effectively, and in accordance with the statutory and other authorities that govern their use	Audit plan Audit Committee Internal control statements Fraud/corruption strategy	reminders. Risk management is now part of procurement training modules. The contract register has full risk assessments and a risk assessment approach is being piloted. The authority is managing risk in partnerships and is in the process of developing/agreeing its formal approach.	plans are in place, including procedure notes are in place. Good progress being made.
(c) Ensure that services are delivered by trained and experienced people	Job description/personal specifications Training plans including finance / equality IIP Leadership programme Evaluation sheets External trainers as necessary	In place. New corporate induction programme in place. Member induction programme being delivered.	Structured programme of training and awareness for staff and Members being formalised. Various sessions for staff, including induction, procurement, insurance with evaluation questionnaires.
(d) Put in place effective arrangements for an objective review of risk management and internal control, including internal audit	Performance management system Risk registers Internal control statements Audit Committee External Reviews Risk Management Group Annual Review of Internal Audit	In place. During 2005/06 Zurich Municipal and the Audit Commission carried out totally independent reviews of risk management. This is in addition to the ongoing maintenance, development, update and review of the Council's risk management system and risk registers, which is carried out by the RMG. The Audit Commission carries out an annual review of Internal Audit. This includes a review of the 3 year strategic	Internal Audit position regularly discussed with Audit Commission and future delivery under discussion.

		and the annual audit plan. The assurance framework is well embedded and in place.	
(e) Maintain an objective and professional relationship with their external auditors and statutory inspectors	Inspectorate reports Annual audit letter and other audit reports Audit protocol Meeting notes Regular meetings	In place.	None.
(f) Publish on a timely basis, within the annual report, an objective, balanced and understandable statement and assessment of the authority's risk management and internal control mechanisms and their effectiveness in practice	Annual accounts BVPP and CDP MTFS and budget	In place. The annual report produced within the Statement of Accounts, incorporates the SIC and encompasses risk management, internal control and an assessment of their effectiveness. The Head of Audit's Annual Report also provides an opinion on internal control mechanisms and their effectiveness in practice. The Corporate and service risk registers jointly identify the risks which may prevent the Council from achieving its objectives and the action taken to mitigate those risks.	Annually reviewed against Peers.

STRUCTURE AND PROCESSES

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"A local authority needs to establish effective political and managerial structures and processes to govern decision-making and the exercise of authority within the organisation. A local authority should maintain arrangements to:

- **Define the roles and responsibilities of members and officers to ensure accountability, clarity and ordering of the authority's business**
- **Ensure that there is proper scrutiny and review of all aspects of performance and effectiveness**
- **Demonstrate integrity by ensuring a proper balance of power and authority**
- **Document clearly such structures and processes and to ensure that they are communicated and understood to demonstrate openness and inclusivity**
- **Ensure such structures and processes are kept up-to-date and adapted to accommodate change"**

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The local code should reflect the requirements to:	Source documents/processes/other means used to demonstrate compliance	Self Assessment	Gap Identified / Improvements Being Undertaken
Balance of Power and Authority			
(a) Put in place clearly documented protocols governing relationships between members and officers	Protocols	In place.	None.
(b) Ensure that the relative roles and responsibilities of executive and other members, members generally and senior officers are clearly defined	Constitution Record of decisions and supporting materials Job Profiles Regular reports to Governance	Constitution and process for delegation set out.	None, other than ensuring covered in Member Induction.
Roles and Responsibilities – Members			
(c) Ensure that members meet on a formal basis regularly to set the strategic direction of the authority and to monitor service delivery	Schedule of council meetings and cabinet meetings. Performance and management system Financial standards and regulations Commissioner Board, Star Chamber, Performance Leader's Briefing	In place. Both strategy Council & Cabinet and performance Management receive frequent reporting. Strategic direction set by Cabinet and Council through Corporate Plan. Service delivery monitored at Commissioner Board and through monthly Members' Pack published on Intranet, format being reviewed. JO/BH looking at web publication.	None.

(d)	Develop and maintain a scheme of delegated or reserved powers, which should include a formal schedule of those matters specifically reserved for the collective decision of the authority	Constitution and Delegation, Calendar Brief	In place.	None – the Constitution provides for this.
(e)	Put in place clearly documented and understood management processes for policy development, implementation and review and for decision making, monitoring and control, and reporting; and formal procedural and financial regulations to govern the conduct of the authority's business	Constitution CDP/MTFS/BVPP Frameworks Other information on Intranet	In place.	None – the Constitution provides for this.
(f)	Put in place arrangements to ensure that members are properly trained for their roles and have access to all relevant information, advice and resource as necessary to enable them to carry out their roles effectively	Members' induction scheme Regular update sessions Training plan for specific areas e.g. Finance, Regulatory Services, Licensing, Standards Induction programme Member Briefings in place Member Management Information Topic Group	ODPM and Idea work commenced and completing development programme.	Member Intranet area. Cabinet development programme commissioned for delivery in 1st quarter 2006/07.
(g)	Ensure that the role of the executive member(s) is/are formally defined in writing, to include responsibility for providing effective strategic leadership to the authority and for ensuring that the authority successfully discharges its overall responsibilities for the activities of the organisation as a whole	Constitution Job profiles	In place.	None.
(h)	Ensure that the roles and responsibilities of all members of the local authority, together with the terms of their remuneration and its	Constitution Members' allowance scheme Job profiles	In place.	None.

review, are defined clearly in writing			
Roles and Responsibilities – Officers			
(i) Ensure that a chief executive or equivalent is made responsible to the authority for all aspects of operational management	Conditions of employment Scheme of delegation Statutory provisions Job description/specification Performance management system	In place.	None
(j) Ensure that a senior officer is made responsible to the authority for ensuring that appropriate advice is given to it on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control	Section 151 responsibilities Statutory provision Statutory reports Budget documentation Job description/specification	In place.	None
(k) Ensure that a senior officer is made responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes, regulations and other relevant statements of good practice are complied with	Monitoring officer provisions Statutory provision Job description/specification	In place.	None
(l) Ensure that the roles and responsibilities of all senior officers, together with the terms of their remuneration and its review, are defined clearly in writing	Job descriptions/specifications Pay and conditions of service PDPA review/appraisal	In place.	None
(m) Adopt clear protocols and codes of conduct to ensure that the implications for supporting community political leadership for the whole council are acknowledged and resolved	Protocols governing member/officer relations Codes of conduct	In place	None

COMMUNITY FOCUS

"Through carrying out their general and specific duties and responsibilities and their ability to exert wider influence, local authorities should:
• **Work for and with their communities**
• **Exercise leadership in their local communities, where appropriate**
• **Undertake an "ambassadorial" role to promote the well-being of their area, where appropriate, through maintaining effective arrangements**
- **For explicit accountability to stakeholders for the authority's performance and its effectiveness in the delivery of services and the sustainable use of resources**
- **Demonstrate integrity in the authority's dealings in building effective relationships and partnerships with other public agencies and the private/voluntary sectors**
- **Demonstrate openness in all their dealings**
- **Demonstrate inclusivity by communicating and engaging with all sections of the community to encourage active participation.**
- **Develop and articulate a clear and up-to-date vision and corporate strategy in response to community needs"**

The local code should reflect the requirements to:	Source documents/processes/other means used to demonstrate compliance	Self Assessment	Gap Identified / Improvements Being Undertaken
(a) Publish on a timely basis an annual report presenting an objective, understandable account of the authority's: * activities and achievements * financial position and performance. The reports should include statements: * explaining the authority's responsibility for the financial statements * confirming that the authority complies with relevant standards and codes of corporate governance * on the effectiveness of the authority's system for risk management and internal control	Annual financial statements Annual plan - part of Corporate Plan Formal annual report	In place Planning process inc. 1. Corporate Development Plan. 2. MTFS. 3. Performance Plan. 4. Code of Corporate Governance The Council's three year financial and strategic planning process includes: • Corporate Development Plan • Medium Term Financial Strategy • Performance Plan Together these provide an annual report to the people of Havering. Elements are summarised in the Council Tax Leaflet and Living in Havering. The information is also available electronically via the website.	Considering a formal annual report.

		The CDP is in effect our annual report – identifying performance issues, priorities and future plans. Annual Budget Book Annual Statement of Accounts	
(b) Publish on a timely basis a performance plan presenting an objective, balanced and understandable account and assessment of the authority's: * current performance in service delivery * plans to maintain and improve service quality	Extract from BVPP Community strategy Corporate Development Plan	• BVPP • Community Strategy In place. Havering has an integrated Performance Management reporting system.	None.
(c) Put in place proper arrangements for the independent review of the financial and operational reporting processes	Annual audit letter and other audit reports Scrutiny Committee function Inspectorate reports Member Performance Pack Commissioner Board including Group Leaders	Havering has in place: • Overview and Scrutiny arrangements which also have topic groups • an audit committee • process for annual letter Services OSCs review service specific inspections and DA reports go to Audit Committee. Recommendations monitored and tracked. Electronic system for tracking delivery of action plans being considered.	None.
(d) Put in place proper arrangements designed to encourage individuals and groups from all sections of the community to engage with, contribute to and participate in the	Strategic partnership framework Area committees roles and responsibilities Corporate Development Plan and Performance Plans	Largely in place but being refined Local Strategic Partnership established 2002. Has an inclusive Forum, Board and Community Management Team	

| work of the authority and put in place appropriate monitoring processes to ensure that they continue to work in practice | Living in Havering
Consultation strategy
Various consultative forums
Various information sources | Consultation strategy implemented.

Corporate standards agreed.

E-consultation tools in place.

Dedicated pages on website, including 'Getting Involved' to encourage participation. Articles on participation opportunities regularly included in 'Living'.

Disabilities & BME consultation forums / arrangements being set up.

Community Conference held.

Databases of registered consultation interests and local community groups set up.

Area Committees in place and being reviewed.

Annual priorities budget consultation process in place

Review of Area Committees completed and changes made.

Customer satisfaction monitoring and reporting arrangements in place.

Complaints monitoring and reporting arrangements developed and being put in place. | Finalise consultation / engagement toolkit and publish on the Intranet site.

Develop working and planning arrangements with our partners in respect of consultation and participation activities. |

(e)	make an explicit commitment to openness in all of their dealings, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so, and by their actions and communications deliver an account against that commitment	Constitution Code of Corporate Governance	Constitution in place and regularly reviewed by Monitoring Officer. Administration stating "openness and transparency" in dealings and this is reflected by Constitution see Part 1, Part 2, Articles 1,2, & 3. Call in/requisition process is used and decisions publicised. Member group reviewed constitution.	None.
(f)	Establish clear channels of communication with all sections of their community and other stakeholders, and put in place proper monitoring arrangements to ensure that they operate effectively	Partnership arrangement IiP accreditation Communication/consultation strategy Services user forum/questionnaire	Communication/consultation Strategy in place including use of focus groups and annual residents' survey. Corporate IiP accreditation achieved Customer services inspection recommendations being taken forward. A range of channels are used, including press releases, leaflets and other publications. Main direct channels are Living in Havering and Web site. Partnership consultation issues are addressed through the Havering Strategic partnership. Disabilities & BME consultation forums/ arrangements being set up.	Continue to review effectiveness of communications strategy. Staff survey taking place Summer 2006.
(g)	Ensure that a vision for their local communities and their strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other key stakeholders, and that they are clearly articulated and disseminated	Community strategy Service plans BVPP Wide variety of consultations carried out by services Review of HP/CMT	In place 2nd Annual Conference held Community Strategy agreed 2002 after extensive public consultation and reviewed 2004. Updated 2005	

		LPSA agreed with partners covering 12 critical areas and seen as good practice Service Planning/CDP developed and include consideration of consultation information	
Reference documents	**Tools to assist local authorities for self-assessment purposes**		
• Modern Local Government: Guidance on Enhancing Public Participation DETR (1978) • Code of Recommended Practice on Local Authority Publicity DoE circular 20/88 • Human Rights Act 1998 Guidance • Race Relations Act 1976 and Race Relations (Amendment) Act 2000 • Macpherson Report (1999) • Local Government Act 2000	• Benchmark of the ideal Authority I&DeA (1999)		

SERVICE DELIVERY ARRANGEMENTS

> **"A local authority should ensure that continuous improvement is sought, agreed policies are implemented and decisions carried out by maintaining arrangements which:**
> - **Discharge their accountability for service delivery at the local level**
> - **Ensure effectiveness through setting targets and measuring performance**
> - **Demonstrate integrity in dealings with service users and developing partnerships to ensure the "right" provision of services locally**
> - **Demonstrate openness and inclusivity through consulting with key stakeholders, including service users**
> - **Are flexible so that they can be kept up-to-date and be adapted to accommodate change and meet user wishes"**

The local code should reflect the requirements to:	Source documents/processes/other means used to demonstrate compliance	Self Assessment	Gap Identified / Improvements Being Undertaken
(a) Set standards and targets for performance in the delivery of services on a sustainable basis and with reference to equality policies	Best value performance plans Best value reviews Local PI's Service/strategic plans Learning sets	In place and service planning process delivers this across all our service areas	Revised race equality scheme produced and scheduled for release on 31/5/06.
(b) Put in place sound systems for providing management information for performance measurement purposes	Performance management and information system. Performance Indicators generally assessed as acceptable by external auditor.	In place – monthly performance packs, discussions with Cabinet, Group Leaders via Leader's Briefing/ Commissioner Board and SMT/Project Board.	Looking at ways of unifying the information that is reported, to minimise duplication. Issue of 'real time' reporting to be further addressed.
(c) Monitor and report performance against agreed standards and targets and develop comprehensive and understandable performance plans	Best value performance plans Scrutiny committee reports Service/Strategic Plans Member Performance Pack Commissioner Board	In place through performance framework	Template for service plans revised annually to ensure unify the service plans with all the other demands for the information within it on a regular basis.
(d) Put in place arrangements to allocate resources according to priorities	Community plan Corporate Development Plan/MTFS including annual budget Service plans	The Council's three year financial and strategic planning process includes: • Corporate Development Plan • Medium Term Financial Strategy • Performance Plan Service plans and PDPAs exist beneath this. All designed to ensure money	Continuation of existing approach to demonstrate excellence in approach.

		resources flow to policy objectives.	
(e) Foster effective relationships and partnerships with other public sector agencies and the private and voluntary sectors, and consider outsourcing where it is efficient and effective to do so, in delivering services to meet the needs of the local community, and put in place processes to ensure that they operate effectively in practice.	Community strategy Havering Strategic Partnership North East London Partnership Procurement Strategy Commissioner Board Voluntary Sector Partnership Various Joint Boards Alternative Service Delivery Review LPSA	Havering strategic partnership/community management team in place and reviewed to assess if fit for purpose for LAA delivery with changes made. LPSA agreed with partners covering 12 critical areas Best Value Review of Alternative Service Delivery sets framework for new approach together with procurement strategy Voluntary sector COMPACT agreed Commissioner Board reviews Alternative service delivery opportunities North East London Partnership meeting bimonthly and various joint initiatives in place	Local Area Agreements will provide a further opportunity to build on existing relationships and arrangements – planning is underway. Relationships / arrangements continue to develop co-ordinated projects and reporting on consultation and research generally. This will provide a common base for needs for HSP policy strategy setting. Develop joint planning, research/information and joint working arrangements for Consultations
(f) Respond positively to the findings and recommendations of external auditors and statutory inspectors and put in place arrangements for the effective implementation of agreed actions	Annual audit letter and other audit reports Inspectorate reports Audit Committee reports Head of Service performance packs	The CDP sets out our improvement planning process. This is monitored every month via performance reports. Cabinet receive presentations on key inspection reports. Services OSCs look at service specific inspections and monitor progress. Audit Committee receive and monitor all other Audit Commission reports. Our aim will be to have an electronic system for tracking delivery of action plans	Need to consider 'real time updates' in e-monitoring systems.
Reference Documents	**Tools to assist local authorities for**		

Governance Committee, 5 July 2006

	self-assessment purposes		
• Local Government Act 1999: Best Value DETR circular 10/99 • Race Relations Act 1976 and Race Relations (Amended) Act 2000			

STANDARDS OF CONDUCT

> **"The openness, integrity and accountability of individuals within a local authority from the cornerstone of effective corporate governance. The reputation of the authority depends on the standards of behaviour of everyone in it, whether members, employees or agents contracted to it.**
> **Therefore members and senior officers of a local authority will need to:**
> - **Exercise leadership by conducting themselves as role models for others within the authority to follow**
> - **Define the standards of personal behaviour that are expected from members and staff and all those involved in service delivery, and put in place arrangements to ensure:**
>   - **Accountability, through establishing systems for investigating breaches and disciplinary problems and taking actions where appropriate, including arrangements for redress**
>   - **Effectiveness in practice through monitoring their compliance**
>   - **That objectivity and impartiality are maintained in relationships to demonstrate integrity**
>   - **That such standards are documented and clearly understood to display openness and inclusivity and are reviewed on a regular basis to ensure that they are kept up-to-date"**

The local code should reflect the requirements to:	Source documents/processes/other means used to demonstrate compliance	Self Assessment	Gap Identified / Improvements Being Undertaken
5a Develop and adopt formal codes of conduct defining the standards of personal behaviour to which individual members, officers, and agents of the authority are required to subscribe and put in place appropriate systems and processes to ensure that they are complied with	Members/officers code of conduct and relationships Anti fraud and corruption policy Complaints procedures Performance management system PDPA Fraud/corruption strategy	In place, other than monitoring of all complaints	Corporate monitoring of all complaints Note – Codes of Conduct, Whistleblowing the subject of formal report to Standards Committee
5b 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	Constitution Codes of conduct Financial regulations/framework Hospitality register Register of Interest Reminders to staff and Members	In place including Registers of Interest in all Directorates	None.
5c Put in place arrangements to	Constitution and Codes of conduct	In place	None – report to Standards Committee

ensure that their procedures and operations are designed in conformity with appropriate ethical standards, and to monitor their continuing compliance in practice			
5d Put in place arrangements for whistle blowing to which staff and all those contracting with the council have access	Whistle blowing policy publicising the Audit Commission hotline established under the Public Interest Disclosure Act 1998.	In place.	None
Reference documents	**Tools to assist local authorities for self assessment purposes**		
• Standards Committees: Strengthening Conduct in Local Government The University of Birmingham School of Public Policy (1999)	• Ethical Governance Audit I&DeA (2000)		

FURTHER ASSESSMENT QUESTIONS FOR AUTHORITIES TO ASK THEMSELVES

1.   GOOD GOVERNANCE MEANS FOCUSING ON THE ORGANISATION'S PURPOSE AND ON OUTCOMES FOR CITIZENS AND USERS
• How clear are we about what we are trying to achieve as an organisation? Do we always have this at the front of our minds when we are planning or taking decisions? How well are we doing in achieving our intended outcomes?
• To what extent does the information that we have about the quality of service for users help us to make rigorous decisions about improving quality? Do we receive regular and comprehensive information on users' views of quality? How could this information be improved? How effectively do we use this information when we are planning and taking decisions?
• To what extent does the information that we have on costs and performance help us to make rigorous decisions about improving value for money? How effectively do we use this information when we are planning and taking decisions? How well do we understand how the value we provide compares with that of similar organisations?
2.   GOOD GOVERNANCE MEANS PERFORMING EFFECTIVELY IN CLEARLY DEFINED FUNCTIONS AND ROLES.
• Do we all know what we are supposed to be doing?
• Is our approach to each of the governing body's main functions clearly set out and understood by all in the governing body and the senior executive? What does the size and complexity of our organisation mean for the ways in which we approach each of the main functions of governance?
• How clearly have we defined the respective roles and responsibilities of the non-executives and the executive, and of the chair and the chief executive? Do all members of the governing body take collective responsibility for the governing body's decisions?
• How well does the organisation understand the views of the public and service users? Do we receive comprehensive and reliable information about these views and do we use it in decision making?
3.   GOOD GOVERNANCE MEANS PROMOTING VALUES FOR THE WHOLE ORGANISATION AND DEMONSTRATING THE VALUES OF GOOD GOVERNANCE THROUGH BEHAVIOUR
• What are the values that we expect the staff to demonstrate in their behaviour and actions? How well are these values reflected in our approach to decision making? What more should we do to ensure these values guide our actions and those of staff?
• In what ways does our behaviour, collectively as a governing body and individually as governors, show that we take our responsibilities to the organisation and its stakeholders very seriously? Are there any ways in which our behaviour might weaken the organisation's aims and values?
4.   GOOD GOVERNANCE MEANS TAKING INFORMED, TRANSPARENT DECISIONS AND MANANGING RISK
• How well do our meetings work? What could we do to make them more productive and do our business more effectively?
• Have we formally agreed on the types of decisions that are delegated to the executive and those that are reserved for the governing body? Is this set out in a clear and up-to-date statement? How effective is this as a guide to action for the governing body and the executive? How well do we explain the reasons for our decisions to all those who might be affected by them?
• Is the information we receive robust and objective? How could the information we receive be improved to help improve our decision making? Do we take professional advice to inform and support our decision making when it is sensible and appropriate to do so?
• How effective is the organisation's risk management system? How do we review whether this system

is working effectively? Do we develop an action plan to correct any deficiencies in the systems? If so, do we publish this each year?
5.   GOOD GOVERNANCE MEANS DEVELOPING THE CAPACITY AND CAPABILITY OF THE GOVERNING BODY TO BE EFFECTIVE.
• What skills have we decided that governors must have to do their jobs effectively? How well does our recruitment process identify people with the necessary skills and reach people from a wide cross-section of society? What more could we do to make sure that becoming a governor is practical for as many people as possible?
• How effective are we at developing our skills and updating our knowledge? How effective are our arrangements for reviewing the performance of individual governors? Do we put into practice action plans for improving our performance as a governing body?
• What is our approach to finding a balance between continuity of knowledge and renewal of thinking in the governing body? What are our reasons for this approach? Do we need to review it?
6.   GOOD GOVERNANCE MEANS ENGAGING STAKEHOLDERS AND MAKING ACCOUNTABILITY REAL
• Who are we accountable to and for what? How well does each of these accountability relationships work? Do we need to take steps to clarify or strengthen any relationships? Do we need to negotiate a shift in the balance between different accountability relationships?
• What is our policy on how the organisation should consult the public and service users? Does it explain clearly the sorts of issues on which it will consult which groups and how it will use the information it receives? Do we need to review this policy and its implementation?
• What is our policy on consulting and involving staff and their representatives in decision making? Is this communicated clearly to staff? How well doe we follow this in practice? How effective are systems within the organisation for protecting the rights of staff?
• Who are the institutional stakeholders that we need to have good relationships with? How do we organise ourselves to take the lead in developing relationships with other organisations at the most senior level?
APPLYING THE GOOD GOVERNANCE STANDARD
• To what extend does the *Good Governance Standard for Public Services* apply to our organisation, bearing in mind its type and size?
• Are we upholding and demonstrating the spirit and ethos of good governance that the Standard sets out to capture?
• Do we have a process for regularly reviewing our governance arrangements and practice against the Standard? What further improvements do we need to make?
• Are we making public the results of our reviews and our plans for future improvements and are we inviting feedback from stakeholders and service users?

MEETING	DATE	ITEM
GOVERNANCE COMMITTEE	**5 July 2006**	**6**

REPORT OF THE CHIEF EXECUTIVE

SUBJECT: AMENDMENTS TO THE CONSTITUTION

SUMMARY

1. Part 2 Article 15.02(c) of the Constitution authorises the Monitoring Officer to amend the Constitution to correct errors or to comply with any legal requirement or to reflect organisational changes to the Council's structure, the Monitoring Officer shall have power to amend the Constitution to correct errors or to comply with any legal requirement or to reflect organisational changes to the Council's structure, to insert recommendations made pursuant to a written report agreed by Council, to clarify the Constitution, insert obvious omissions or to comply with any accepted recommendations made by District Audit, the Audit Commission, the Standards Board and/or any other government appointed inspection regime.

2. Power to clarify the Constitution, insert obvious omissions or to comply with accepted recommendations of external bodies shall only be exercised after first giving five working days' notice to Group Leaders.

3. If the Monitoring Officer makes any such amendment to the constitution, he or she must notify the Governance Committee accordingly at the first reasonable opportunity.

4. Other amendments are dealt with under Part 1 Article 4.02 paragraph (a) of the Constitution, which provides that only the Council will exercise the function of adopting and changing the Constitution.

5. Part 3 Section 1 paragraph 1.2 of the Constitution provides that this Committee will

- monitor and review the operation of the Constitution to ensure that the views and principles of the Constitution are given full effect
- make recommendations to the Council about amending the Constitution

6. Consideration of the Constitution has revealed a number of areas where alterations/amendments require review and upon which member decision is needed. For ease, the recommendations have been framed positively but are for Members' consideration as to whether they wish to recommend the proposed amendments to the Constitution to Council.

RECOMMENDATIONS

That the Committee approves and recommends to full Council that the following provision of the Constitution be amended as set out in the report:

Part 2, Article 6:01
Part 3, Section 1.5
Part 3, Section 2.1, paragraph 25 and 37

REPORT DETAIL

The creation of the ALMO, Homes in Havering and the transfer to it via a management agreement of various property management and tenancy relation matters, means that the Council's role moves from being the direct provider of those services to overseeing and monitoring their provision. The council still retains responsibility for strategic housing issues. It is therefore necessary to amend the housing rules of Cabinet and the lead member for housing to reflect these changes. It will also be necessary to amend the powers of the Head of Housing & Health, but those changes will be made once Homes in Havering is fully operational.

Part 2 Article 6:01

Delete Housing and replace with Overview of ALMO; Housing Retained Services; Social Inclusion

Housing Overview and Scrutiny Committee	8 councillors, or the number of councillors determined by Council from time to time	- ~~Housing~~ - Overview of ALMO - Housing Retained Services - Social inclusion

Part 3 Section 1.5

Add new point 12 after 11.

12   To monitor local services (but not Housing Landlord services).

Part 3 Section 2.1

Add new bullet point at end of list

- Approve annually the Homes in Havering Delivery Plan

Part 3 Section 2.1 paragraph 25

Delete first bullet point:

- ~~works contracts in respect of the Council's housing revenue account assets, where Cabinet is to award only those contracts where the total contract value is above £1,000,000.~~

Part 3 Section 2.1 para 37

Delete sub paragraphs (b), (c), (f) and (j)

(b)   ~~managing and maintaining all land and property held for the Council's housing functions~~

(c)   ~~maximising opportunities for tenant participation and involvement~~

(f)   ~~providing, laying out, maintaining and overseeing all Council gardens, open spaces and land held for housing purposes~~

(j)   ~~taking responsibility for all right-to-buy matters affecting land or properties held in connection with the housing function.~~

Replace with:

(b) oversight and monitoring of the ALMO Homes in Havering

(c) managing and maintaining all land and property held for the Council's housing functions other than that land and property the management of which has been delegated to Homes in Havering.

Financial Implications and Risks

There are no direct financial implications arising from this report

Equalities and Social Inclusion Implications and Risks

Any implications are set out within the report

Environmental Implications and Risks

Any implications are set out within the report

Legal Implications and Risks

Any implications are set out within the report

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Background papers:
Internal correspondence