

<b>Significant Issue</b>	<b>1 Scheme of Delegation:</b> A review of the Scheme of Delegation was identified following the amendments to include oneSource.	
<b>Action Already Taken</b>	<b>Planned Actions and Progress as at 23<sup>rd</sup> February 2018 Governance and Assurance Board meeting</b>	
<ul style="list-style-type: none"> <li>• A provisional review of the Constitution and the delegation arrangements was undertaken in the autumn 2016. While the current Scheme enables lawful decision making, a further review will be undertaken and decisions made on how the Scheme of Delegation arrangements could be improved.</li> <li>• Amendments made to job titles to reflect structure is now completed and published on website 24/08/17.</li> <li>• Functions are now all in correct departments and with the correct Job Description's.</li> <li>• A table shows levels of decision-making, powers and limits.</li> <li>• Deputy Director Legal and Governance has issued relevant officers with their direct delegations in Environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Deputy Director Legal and Governance to circulate direct delegations to all departments where this is not already made clear in terms of statutory obligations.</li> <li>• Constitution to be revisited through governance committee March 2018 and then to Council and updated accordingly.</li> <li>• Planning decision making is being reviewed and is planned to be considered by governance committee in March 2018.</li> <li>• Financial delegations to be reviewed and clarified where relevant. This will include looking at the division of oneSource and LBH and where there are links between oneSource delegations and relationship with S151.</li> <li>• Division of oneSource and LBH – links between oneSource and relationship with S151</li> <li>• S151 and CE crossover responsibilities to be considered / reviewed.</li> </ul>	
<b>Lead Officer</b>	<b>Target Date for Completion</b>	
Monitoring Officer	September 2017 Revised - December 2017 (at November 2017 Governance and Assurance Board meeting.) Revised – March 2018 (at February 2018 Governance and Assurance Board)	

<b>Significant Issue</b>	<b>2 Commissioning and Contracts (including compliance with procurement rules):</b> There have been instances identified of failings by officers to comply with the Procurement rules.	
<b>Action Already Taken</b>	<b>Planned Action and Progress as at 23<sup>rd</sup> February 2018</b>	
<ul style="list-style-type: none"> <li>• New thresholds (all orders over £25k and collectively over £164k that do not have a contract in place) introduced to One Oracle</li> <li>• An ongoing programme of audit work to provide assurance.</li> <li>• Links established with Cabinet report approval process to ensure procurement oversight</li> <li>• The formation of a Joint Commissioning Unit to service Adult Social Services, Children’s Services, Housing, Public Health and Learning &amp; Achievement.</li> <li>• Introduction and embedding of the Procurement Board</li> <li>• Quarterly reports to SLT (in place since Q2).</li> <li>• Strengthening checkpoint process compliance – Head of Procurement checking and flagging.</li> <li>• Procurement and Legal review of Contract Procedure Rules refresh in Q3.</li> <li>• Procurement updates to SLT are a standing item</li> <li>• Executive Decision sign off for procurement agreed at SLT.</li> <li>• Monthly service procurement update now in place.</li> <li>• Procurement contracts are now subject to a RAG status to highlight those running out.</li> <li>• Head of Procurement now reporting to SLT on quarterly basis</li> </ul>	<p>Agreement that sufficient actions have been taken to close this significant issue.</p>	
<b>Lead Officer</b>	<b>Target Date for Completion</b>	
Managing Director, oneSource	<p>July 2017                  CLOSED (at February 2018 Governance and Assurance Board)</p>	

<b>Significant Issue</b>	<b>3 Mercury Land Holdings (MLH):</b> It has been identified that a review of the governance arrangements in relation to MLH is required as the business moves forward. Mercury Land Holdings is a newly established company and as that company develops it is advisable to review and update the governance arrangements to ensure they are efficient and robust.	
<b>Action Already Taken</b>	<b>Planned Action and Progress as at 23<sup>rd</sup> February 2018</b>	
<ul style="list-style-type: none"> <li>• Review of the governance, decision-making and Shareholder arrangements:             <ul style="list-style-type: none"> <li>▪ Reports to Cabinet in November 2017 and January 2018 to decide shareholder arrangements and review how LB Havering manages external business arrangements.</li> <li>▪ In addition to governance arrangements for MLH issues have been addressed for other joint ventures.</li> </ul> </li> </ul>	<p>Following January Cabinet report, the CEO is currently considering nomination of officers to the roles set out in the report and implementation of the proposed restructure. Once this action is complete, it will be possible to close this significant issue prior to 31 March 2018.</p>	
<b>Lead Officer</b>	<b>Target Date for Completion</b>	
Monitoring Officer and S151	<p>September 2017                      Revised - December 2017 (at November 2017 Governance and Assurance Board meeting.)                      Further review of implementation of the January report will be taken prior to the 31 March 2018.</p>	

<b>Significant Issue</b>	<b>4 Projects and Programme Management:</b> The Council has a significant number of large scale and complex projects and programmes to deliver over the medium term and needs to ensure it can deliver these with appropriate governance arrangements. It is important that the Council reviews it's arrangements and capacity to manage the high number of projects and programmes to meet the agreed and desired outcomes.	
<b>Action Already Taken</b>	<b>Planned Action and Progress as at 23<sup>rd</sup> February 2018</b>	
<ul style="list-style-type: none"> <li>• Corporate Project Management Office (PMO) has been in place since June 2017.</li> <li>• Implementation of Council's programme management software (Execview) which provides visibility of key projects and programmes that are reviewed at LBH Directorate level and then at Senior Management level at the Transformation Management Board (TMB).</li> <li>• Issues around red ragged projects and programmes are discussed at the TMB.</li> <li>• SLT has determined and regularly reviews the projects and programmes they have uplifted into the programme dashboard to that leadership focus is directed at high impact programmes.</li> <li>• Resource and governance responsibility rests with the relevant SROs. SLT received SRO training in 2017 and understands their responsibilities.</li> <li>• Capacity to deliver the wide range of activity determined by the MTFP and strategic priorities is under constant review by ST and new business cases for launch of projects and programmes has to include costed resource plans.</li> </ul>	<p>Due to the number of large regeneration projects currently running at the Council it has been agreed at the January 2018 Governance and Assurance Board meeting that Projects and Programme Management of these major projects will appear as part of a new significant issue on the 2017/18 Annual Governance Statement.</p>	
<b>Lead Officer</b>	<b>Target Date for Completion</b>	
Chief Operating Officer	<p>July 2017                  Revised Feb' 2018 (at the November 2017 Governance and Assurance Board meeting)                  New target date to be agreed once the 17/18 AGS significant issues have been determined.</p>	

<b>Significant Issue</b>	<b>5 Information Technology &amp; Information Governance:</b> The Council urgently replaced a large element of its core information and technology infrastructure in 2016 and therefore an underlying review of the infrastructure needs to take place. There are also increased risks generally in both public and private sector around cyber security. In addition the new GDPR changes will come into effect in May 2018 and the organisation will need to respond, requiring a detailed focus on the information security.	
<b>Action Already Taken</b>		<b>Planned Action and Progress as at 23<sup>rd</sup> February 2018</b>
<ul style="list-style-type: none"> <li>• Appointed a project manager.</li> <li>• Training in place at operational level.</li> <li>• Project timetable set out.</li> <li>• Head of ICT Governance (oneSource) has met with Legal Manager, Democratic Services to progress GDPR changes</li> <li>• Policy and project plan sent to Director of Adults Social Care and Health.</li> <li>• Review of security arrangements ongoing.</li> <li>• Workshops have been arranged for officers at both sites for GDPR.</li> <li>• Deadline of 1<sup>st</sup> April for GDPR – on target.</li> <li>• Gap analysis of policies has taken place which has identified a number of gaps which are being addressed.</li> <li>• Quarterly update at SLT for GDPR progress.</li> <li>• How we pass GDPR responsibility to contractors is being considered and addressed.</li> <li>• A review of IT budgets was carried out a report was presented at the Cabinet in October for additional funding approval. This was approved by the Cabinet.</li> </ul>		<ul style="list-style-type: none"> <li>• To continue with a review of the Councils IT security arrangements to mitigate the risk to the Council.</li> <li>• To continue with GDPR staff briefings to ensure all officers are aware of changes to the Data Protection legislation</li> <li>• The IT service now has a infrastructure roadmap, delivery of which is being managed through infrastructure programme.</li> <li>• To continue with implementation of GDPR changes across the council through detailed and planned process.</li> <li>• Head of Assurance to liaise with Director of Technology and Innovation over timing of planned IG/DP Audit (currently planned for Feb 2018).</li> <li>• Cabinet and Council to approve 2018/19 budget.</li> </ul>
<b>Lead Officer</b>		<b>Target Date for Completion</b>
Managing Director, oneSource		March 2018