audit
commission

Setting High Ethical Standards - Local Government Diagnostic Report

London Borough of Haringey

Audit 2004/2005

External audit is an essential element in the process of accountability for public money and makes an important contribution to the stewardship of public resources and the corporate governance of public services.

Audit in the public sector is underpinned by three fundamental principles.

- Auditors are appointed independently from the bodies being audited.

- The scope of auditors' work is extended to cover not only the audit of financial statements but also value for money and the conduct of public business.

- Auditors may report aspects of their work widely to the public and other key stakeholders.

The duties and powers of auditors appointed by the Audit Commission are set out in the Audit Commission Act 1998, the Local Government Act 1999 and the Commission's statutory Code of Audit Practice. Under the Code of Audit Practice, appointed auditors are also required to comply with the current professional standards issued by the independent Auditing Practices Board.

Appointed auditors act quite separately from the Commission and in meeting their statutory responsibilities are required to exercise their professional judgement independently of both the Commission and the audited body.

Status of our reports to the Council

The Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission explains the respective responsibilities of auditors and of the audited body. Reports prepared by appointed auditors are addressed to members or officers. They are prepared for the sole use of the audited body. Auditors accept no responsibility to:

- any member or officer in their individual capacity; or

- any third party.

Copies of this report

If you require further copies of this report, or a copy in large print, in Braille, on tape, or in a language other than English, please call 0845 056 0566.

Contents

Haringey London Borough Council

Introduction and background

1   There is an increased emphasis on the need for the highest standards of conduct in public life. The findings of Nolan and Graham Committees, the Local Government Act 2000, the introduction of the Standards Board for England (TSBE), and the inclusion of an ethics component in the Comprehensive Assessment (CA) 2005 are all factors in the current weight being given to the need for strong ethical governance in local councils.

2   High ethical standards are the cornerstone of good governance. They are an integral part of good corporate governance arrangements, can lead to increased confidence in local democracy, and help an authority attain a high CA rating.

3   Setting high ethical standards is an important building block for councils in developing their community leadership role and improving services to the community. Councils are also becoming involved in increasingly complex partnerships and a decline in high standards may adversely affect these arrangements.

4   Local authorities and individual members now face a number of risks which may include:

- referral to, and investigation by, the Standards Board for England for alleged breaches of the code of conduct, sometimes leading to the disqualification of members;

- loss of confidence in individual members, councils and local democracy; and

- poor decision-making.

5   Ethical governance is an area of great interest to the national and local press, particularly when things go wrong. On average one councillor a week is removed from office because of breaches of the code of conduct ranging from bullying behaviour, misuse of council resources, bringing the Council into disrepute and using their position as a councillor for personal gain. Other sanctions have included formal censure, and suspension from using council facilities. When things go wrong and councillors are found guilty of a breach of the code of conduct, there is a risk to the reputation of individuals and the Council. The consequent difficulties of having to implement widespread changes whilst under the spotlight cannot be overestimated.

6   One of the common aspects of governance failures is not the absence of frameworks, controls and arrangements but the absence of appropriate behaviours and values amongst members and officers. This audit therefore looks at the Council's compliance with statutory requirements as well as behaviour, culture and values. It was conducted during the period that the officer structure was under the management of an Interim Chief Executive pending arrival of the new permanent Chief Executive in March 2006.

Scope and objectives

7   The aim of this work was to help assess how well the Council:

- is complying with part III of the Local Government Act 2000; and

- is ensuring that the Standards Committee has access to the right information and support to enable it to do its job properly.

And whether:

- members and officers have an understanding and awareness of ethical issues;

- members are abiding by the code of conduct; and

- members and officers have training needs in this area.

8   The work was aimed predominantly at members.

Audit approach

9   To complete the audit we undertook:

- a document review;

- interviews with key members and officers;

- focus groups with a range of officers and members; and

- an online survey of members and key officers.

10   The online survey was sent to the 57 elected members of the Council plus 130 officers (first to third tier) and 30 committee services staff, a total of 160 staff.

11   Members and officers were given just over two weeks to complete the survey. We had a 91 per cent return from officers, a 51 per cent return from members and an 80 per cent return overall.

12   The online survey is a national questionnaire. It has been available since the summer 2005. So far, 20 councils have used the tool and we have had over 1,000 responses from members and officers.

Main conclusions

13   There have been significant improvements in the Council's arrangements for promoting high ethical standards over the last two years. This is reflected in the low number of case referrals from TSBE and much improved member/officer relationships.

14   Officers consider the Leader of the Council and Interim Chief Executive to be positive role models and proactive in promoting the importance of the ethical agenda. Members generally share this view but the survey results are less positive than recorded in other authorities completing the survey. The Monitoring Officer is highly respected.

15 The Leader of the Council, Interim Chief Executive and senior officers see strong ethical governance as a key component driving the improvement of the Council, and this is reflected in the recent work to revisit the Council's values and incorporate them within the updated competency framework. In addition, the Interim Chief Executive has brought focus to the member/officer relationship, particularly with regard to respective responsibilities and the boundary lines between them and this has facilitated the improved member/officer relationships.

16 The Council's standards committee is independent. Although it does not have a high profile in the Council, its handling of determinations together with associated publicity following TSBE referrals, has resulted in considerably heightened awareness of members for the need to demonstrate high ethical standards. Members and officers are well-prepared for local investigations and determinations and a forward plan of work for the standards committee will be agreed following the local elections in May 2006.

17 The code of conduct is understood by members and a range of training sessions is provided on ethical issues although more could be done to encourage 'buy in' from members. Evidence from interviews also suggests that more needs to be done to ensure compliance particularly in terms of registering and declaring personal and prejudicial interests. There is good awareness of and sign up to the officer code of conduct.

18 The Council recognises that it needs to develop further its work on governance of complex partnerships and has recently initiated a review of member and officer representation on outside community bodies, trusts and partnerships. Greater clarity on declaration of interests is required, particularly for members appointed to serve on an outside body or the board of a company on behalf of the Council (where their responsibility will be to the company), and, for example, in respect of executive member involvement in partnerships beneath the executive board level. In addition, the lack of a model code of conduct for partnerships means that members and officers representing the different agencies serving on multi-agency partnerships will be required to disclose different information.

19 Members and officers mostly work well together. Lead member involvement in operational issues is reducing as a result of greater clarification of roles and responsibilities. However, there are still some issues resulting from the lack of clarity on the extent to which executive members should be involved in partnership activity beneath executive board level as detailed above. Member trust in officers is growing together with their confidence in the ability of the Council to deliver effectively for the community.

The standards committee

20 The London Borough of Haringey's standards committee meets statutory requirements and was established before the statutory deadline.

21 There are four independent members on the standards committee with the remaining eight members reflecting the political make up of the Council. Appointment of independent members followed council recruitment procedures and legislative provisions which is good practice. Recruitment material clearly specifies circumstances preventing appointment.

22 The standards committee operates independently of the Council and is chaired by one of the independent members. Independent members are respected for their impartiality. From May 2006 there will be rolling replacement of independent members to ensure there is a degree of continuity.

23 Haringey's standards committee does not have a high profile within the Council. Despite this, its handling of determinations following TSBE referrals has resulted in considerably heightened awareness of members for the need to demonstrate high ethical standards. A forward plan of work will be agreed following the local elections.

24 The standards committee terms of reference comply with statutory requirements. Its work is focused on raising member awareness of the need for high ethical standards (including associated training provision), issues relating to members' conduct and compliance with the duty to register interests and declare gifts and hospitality, as well as investigation and determination of cases referred back from TSBE. Ethical oversight functions relating to the Member/Officer Protocol, complaints procedures and audit were removed from its terms of reference in January 2005 to avoid duplication with the remit of the General Purposes, Audit and Scrutiny Committees. Review of the Council's constitution, its codes and protocols, procurement procedures, relations with outside bodies, and monitoring of whistle-blowing also fall under the remit of the General Purposes, Audit and other Committees/bodies. Each committee has a work programme and links are made through officers and members referring. In addition, the Chief Executive's Management Board sees all committee agendas and reports to ensure the necessary links are made to move forward the ethical agenda corporately.

25 The Council has a well-developed and easily accessible corporate governance website ('Council and democracy'). Standards committee papers are available electronically but reality checks revealed there has been some been delay in transferring the minutes of meetings on to the Council's website.

26 Although the importance of high ethical standards is being communicated to members and staff, there is less clarity with regard to information for local communities. Although the public is likely to be aware of the consequences of breaches of the members' code of conduct as a result of publicity following local determinations, the code itself has not been widely publicised to increase awareness of the standards local people should expect from elected members. This could be done through the Council's newspaper, Haringey People, and/or by providing an explicit link to the code on the Council's website (see also paragraph 29).

27   The standards committee considers the status of all existing complaints and conduct issues at each quarterly meeting. In addition, it undertakes an annual review of standards of conduct in the Council which is presented to the Council by the independent chair. Its limited range of activity does not allow a report on the full range of ethical issues facing the Council to be presented.

Recommendations
R1   *Publicise the member code of conduct so that local people are made aware of the standards they should expect from their elected members.*
R2   *The standards committee to consider producing an annual report on the ethical issues that have faced the Council and work being done to maintain and improve high standards of behaviour across the Council.*

Code of conduct

28   Haringey Council adopted a local member code of conduct in April 2002. The code complies with statutory requirements and has been signed by all elected and co-opted members. The code, together with the member/officer protocol, provides clear guidance on member behaviour.

29   The code of conduct is available for inspection at key council offices, including the Civic Centre, River Park House and libraries. It can also be found on the Council's website but is not easily accessible as the lack of a direct link means that it can only be viewed by opening the Council Constitution. The website has recently been updated to include details as to how local people can raise concerns over the conduct of members. This also includes a direct link to TSBE.

30   Officers and members generally work well together to achieve the Council's common goals. Lead member involvement in operational issues is reducing with greater clarification of roles and responsibilities (see also paragraphs 58 to 59) but there are still some issues resulting from the lack of clarity on the extent to which executive members should be involved in partnership activity beneath executive board level. Mutual respect and trust is developing and the relationship is growing as confidence in the organisation improves. Officers feel safe to challenge unacceptable member behaviour. Most officers and members feel certain that confidences will be kept in the Council.

31   Although relationships have much improved there is a view that there are still a small minority of members and senior officers who, on occasions, do not meet the high standards expected. This could potentially bring the position of members, officers and the Council into disrepute and these issues need to be addressed by the top leadership and management of the organisation as a matter or urgency. Even so, there have been a low number of referrals to TSBE and there is only one case currently under investigation. Some minority party members consider that some services are unresponsive to their questions, for example, social services and libraries.

32   There is some anecdotal evidence of members misusing their position to bypass procedures to secure ward based improvements to further their position in the local community. Although this is considered to be at a relatively low level, the Council must ensure that due processes are followed at all times.

33   Tensions between the two political groups are obviously higher in the run up to the local elections. Accepting that political debate is likely to be even more robust and vociferous than usual, standards should still be maintained to ensure that derogatory personal comments are not made by leading members as was observed during a review of the webcast of the Council meeting held on 6 February 2006. This does not set a good example to local people and diminishes respect and confidence in local democratic processes.

34   There is good awareness of and sign up to the officer code of conduct. The officer code of conduct is not widely available to the public and the Council's website makes no reference as to what the public should do if they have an issue relating to conduct of senior officers, except that there is a separate procedure for dealing with this.

Recommendations
R3   *Publicise the officer code of conduct so that local people are made aware of the standards they should expect from senior council officers.*
R4   *Ensure that the process for reporting concerns about senior officer conduct is made clear in printed material and on the Council's website.*
R5   *Ensure that the highest standards of behaviour are maintained by members at all times.*

Partnership working

35   The Council recognises that it needs to further develop its work on governance of complex partnerships and has recently initiated a review of member and officer representation on community bodies, trusts and partnerships which will be concluded following the local elections.

36   Greater clarity on declaration of interests is required particularly for members appointed to serve on an outside body or the board of a company on behalf of the Council (where their responsibility will be to the company), and, for example, in respect of executive member involvement in partnerships beneath executive board level. The lack of a model code of conduct for partnerships means that members and officers representing different agencies on multi-agency partnerships will be working to their own organisation's code of conduct with different disclosure requirements. Council members have been advised to adhere to the Council's code of conduct.

Haringey London Borough Council

Recommendations
R6	*Devise and agree a model code of conduct for elected members and officers that can be applied and tailored for individual partnerships.*
R7	*Review the role of Executive members on partnerships, particularly at sub-board level to ensure that there is a clear distinction between member and officer roles. Ensure that policy and decision making are separated from operational activities and management, and that the potential for conflicts of interest are minimised.*

Promoting diversity and meeting the needs of the community

37   The leader of the Council leads on both the ethical agenda (see paragraphs 56 to 59) and the Council's equality and diversity agenda demonstrating the commitment of the administration to these issues. Council membership reflects the diversity of the local community.

38   The general principles of the member code of conduct explicitly state that members should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. The Council's Equal Opportunities Policy also clearly states Executive responsibility for overall control and direction of the policy (including employment policy), lead member responsibility for delivery of services in keeping with the policy, and Scrutiny panel responsibilities in terms of monitoring the action plan. However, it does not specifically refer to the members Code of Conduct and what arrangements are in place for ensuring that all members demonstrate commitment to the Council's Equal Opportunities Policy.

39   There is an agreed programme of equality impact assessments for policy development areas. Impact assessments are being amended to incorporate the six key strands of equalities. All reports include a section for Equalities and diversity comments/implications and so members always receive advice on this aspect.

40   There are also no express links/references made between the member code and the Human Rights Act and Freedom of Information legislation. However, members receive training on these matters and the code clearly provides that members must not prevent others from obtaining information they are entitled to by law. All committee reports include a section for the Head of Legal Services' comments and human rights issues are dealt with in that section where relevant.

41   There is a keen awareness of diversity issues by members and this is reflected in challenges made to senior officers, for example:

- on the sports and physical activity strategy, members said that football is gender biased so challenged how girls are being engaged or how female participation in physical activities is being encouraged and how the right balance would be struck; and

- Streetscene manual – members were concerned about mobility and access so these issues were brought to the fore.

42   The Council's Trade Local Project is helping local businesses to become fit to compete in order to support regeneration priorities. The Council also reviews contract bundles to take into account what small and medium sized enterprises can bid for recognising the tension between this and delivering best value.

Recommendation
R8   *Integrate fully the members' code of conduct with the Council's Equal Opportunities Policy statement and make clear the responsibilities of members in this area.*

Training and information

43   There is a range of guidance material and training organised for members on ethical issues starting with the issue of the member briefing packs. The Monitoring Officer has led a wide variety of training for members at regular intervals since 2002 including sessions on the Human Rights Act, Freedom of Information Act, Data Protection Act, and Race Relations Amendment Act but there have been varying levels of attendance. Training to make planning and licensing decisions is mandatory, but there is currently no compulsion for members to attend other training courses. Although attendance at ethical standards training is monitored by officers with details fed back to both political groups and included within the annual report of the standards committee, there is more that could be done by both groups to encourage greater member participation in training events. This could be driven by the member learning and development working group to ensure that training programmes are tailored to the development needs of members, requiring compulsory attendance where appropriate.

44   The Council is in the process of training prospective members on ethical standards and the code of conduct they will be expected to sign up to. This is notable practice. A comprehensive induction programme for new members elected in May 2006 will immediately follow the elections. Discussions are also underway between the Leader, Interim Chief Executive and Monitoring Officer to develop further job descriptions and introduce appraisals for members after the elections.

45   Officers receive regular and clear information and guidance on the officer code of conduct through newsletters, training (including induction), briefings and staff meetings.

Haringey London Borough Council

46   There are now joint officer/member activities, for example, events involving the Executive and Chief Executive's management board, to understand better member/officer roles and responsibilities and how officers can provide advice (see also paragraphs 57 to 59). This information is cascaded to staff by senior managers on the Council's Leadership Programme.

Recommendation
R9   *The member learning and development working group continues to be used to establish the development needs of members, ensure that training programmes are tailored accordingly, and that individual member development needs are met.*

Local investigations

47   The standards committee has adopted its own local procedure and decided on the composition of sub-committees for hearings. Of the two standards hearings to date, one was referred back after a SBE investigation with the other referred to the Council to investigate. Procedures have been revised as a result of these cases.

48   Comprehensive advice and training on determinations is provided to standards committee members by the Monitoring Officer. This has included the use of a mock hearing which has greatly assisted standards committee members to handle the two cases. To address LGA 2004, the monitoring officer retains the impartial advisory role to the standards committee and has delegated responsibility for carrying out the investigation aspect.

Register of interests and declaration of interests in practice

49   The register of interests meets statutory requirements extending to all councillors and independent members. The definitive hard copy of the register is available for inspection at the Civic Centre and the public can easily access the online version through the Council's website although this is not a definitive version. The website clearly states that members have been given the option either to exclude details of property owned to protect personal privacy, or opt out of being included in the online register.

50   There is a standing item on all committee/council agendas prompting members to declare personal and prejudicial interests. The definitions of both are also included on the agenda as a constant reminder to members. Declarations are recorded in the minutes. There is no proven evidence of recent cases of members not declaring their personal or prejudicial interests appropriately although some evidence from interviews suggests that this may not be the case.

51   Guidance is provided to members by the Monitoring Officer by way of briefings and circulars and individual advice is also readily given to members when they are unclear about their own personal and prejudicial interests.

52 The Council has a clear dispensation procedure to allow members to take part in meetings in certain circumstances when they may have a prejudicial interest. This is stated in Standing Orders, and has been passed through the standards committee and circulated to members.

53 The register of gifts and hospitability is regularly updated. It is easily accessible via the Council website and the hard copy version is available for inspection at the Civic Centre. The standards committee monitors the register annually and the monitoring officer reports on the register regularly to the standards committee.

The Monitoring Officer

54 The Monitoring Officer is effective and well-respected within the Council and has been a key driver of the ethical agenda and compliance with the code of conduct. She is considered to be highly accessible to both members and officers. She carries out training and briefings for members, and, together with her deputy, is readily available to provide timely, clear advice. The Monitoring Officer has representatives at significant committee meetings to assist and advise.

55 The Monitoring Officer effectively supports the standards committee. Either she or her deputy attend all meetings and advise personally. Regular briefings, training sessions and reports are provided for the standards committee, for example on the changes to the legal framework and procedures for determination of hearings.

The Leader of the Council and Interim Chief Executive

56 Officers consider the Leader of the Council and Interim Chief Executive to be positive role models and proactive in promoting the importance of the ethical agenda. Members generally share this view but the survey results are less positive than in other authorities completing the survey.

57 The Leader has been key in ensuring Executive members take responsibility and ownership of portfolio areas to enhance their community leadership role and remove any scope for officers leading. Part of this process has been to ensure that all Executive members write the report summary to encourage ownership and state how proposals/decisions fit with manifesto goals. This has been reinforced by the Interim Chief Executive's work to clarify roles and responsibilities as detailed below.

58 The Interim Chief Executive has actively promoted awareness and discussion of ethical issues among both Members and officers. He has brought focus to the member/officer relationship, particularly with regard to respective responsibilities and the boundary lines between them and clarity regarding access to information. The leadership programme for senior staff has been used to reinforce understanding of the political organisation and political expectations. There has also been joint training with members. In addition, both the Interim Chief Executive and the Leader play a key role in staff induction sessions by explaining the need for collaborative working and raising awareness of political and operational leadership and how it works.

59 The leader of the Council, Interim Chief Executive and senior officers see strong ethical governance as a key component driving the improvement of the Council, and this is reflecting in the recent work to revisit the Council's values, and incorporate them within the updated competency framework.

Practice, procedures, constitution and systems

60 The Constitution is a 'living' document and is subject to regular officer review with proposals for amendment at most Council meetings submitted via the General Purposes Committee. This includes updates on ethical aspects. For example, the local licensing procedure rules contain detailed guidance and rules on Members' interests and other ethical issues such as how to deal with lobbying. This also applies to the protocols in the Council's Constitution for Members hearing Planning Applications.

61 The Council's access to information policy is detailed in the Council's Constitution and available to Members, officers and the public on the Council's website, at the Civic Centre and in libraries. Information on the Council's Data Protection and Freedom of Information policies is also available on the Council's website and at Customer Service Centres. The monitoring officer has run specific training courses for members to clarify the rules governing access to information. The survey reveals that a significantly higher proportion of Haringey members have received this training than members in other authorities who have conducted the survey.

62 The protocol on member/officer relations is clearly set out in the Council constitution giving guidance on respective roles and expectations, and on their relationship with each other. It also gives guidance on what to do when things go wrong, for example when relationships breakdown or become strained including formal complaints processes. This code underpins both the Members and Officers respective codes of conduct and provides the framework against which the recent efforts have been made to clarify roles and responsibilities.

63 There are protocols on members' use of Council email and internet facilities but no specific protocols for photocopying or use of stationery, postage and premises. However, on induction of new members, it is explained that they can only use Council facilities for purposes reasonably connected with discharge of Council functions or the member's Council office.

64   There are specific anti-bullying and whistleblowing policies. These are detailed in the 'Employee Folder' circulated to all officers and on the Council's intranet. The whistle blowing policy is talked about in staff updates and team briefings and there have been discussions at senior management team to reinforce messages. There have been a number of whistle blowing cases which have all been followed up using internal audit to investigate. Officers are comfortable with the process and knowledge of it is widespread. However, member awareness needs to be raised.

Recommendation
R10 Agree and implement a protocol for members' use of photocopying facilities, stationery, postage and premises.

Promoting confidence in local democracy

65   The Council is actively promoting confidence in local democracy through a number of initiatives. However, progress in this has been affected by the weaknesses in the management of the Tech Refresh project which led to a considerable overspend. The Council has recognised that improvements are needed to demonstrate that openness, transparency and accountability are fundamental elements of the Council's operation and is taking action on recommendations made by external audit. These were reported to the Executive on 21 February 2006.

66   The Council has made considerable progress on e-democracy. The Council website contains a substantial amount of accessible information about Council functions and the activities of members together with their contact details for surgeries, committees they serve on and outside bodies they have been appointed to. There are links to the Council's customer 'Feedback' scheme to help resolve complaints. Key meetings are now web cast to increase their accessibility to the public. These include full council, the Executive, and both Planning and Licensing panels. Both the forward plan, detailing all major decisions to be taken, and records of decisions made, including delegated decisions are now accessible via the Council's website. There is further work to be undertaken to ensure that the new Agenda management system goes live in March 2006. This will link in with the forward plan and track the path to key decisions. E-voting at council meetings has yet to be evaluated.

67 A number of initiatives are geared towards increasing transparency and openness of, and public involvement in decision making. These include: no member being allowed to sit on a licensing panel to hear applications relating to her/his ward; the Leader of the Council and Interim Chief Executive experimenting by putting more information into the public domain; greater involvement of housing tenants in service improvement planning, for example, by involving them in procuring services to meet the decent homes standard; area assemblies being given a £50,000 'Making a difference' budget allocation for residents to decide how the money is spent on local issues; and, revision of Contract standing orders accompanied by provision of good professional procurement advice to guide officers through the process to ensure compliance.

68 However, some back bench members feel that they are inadequately consulted on decisions concerning their wards. This means that they do not always consider decisions to be fully transparent.

69 There are also a range of initiatives aimed at improving public accessibility of members. These include: the Leader's monthly Forum which allows local people to question him directly about any local issue; use of member liaison meetings, for example, the Green Lanes strategy group to bring members and officers together with residents to tackle longstanding issues; and scrutiny meetings being held in accessible buildings around the borough.

Learning

70 Benchmarking activities are informing service development. For example, benchmarking through the London Democratic Services Forum has led to the Council considering introduction of member appraisals following the May 2006 elections (see also paragraph 43). Learning from IDeA has informed the Council's work on improving access to democracy through website developments, and other authorities have been visited to evaluate agenda management systems. The Council is also fortunate to have one of the councillors on the adjudication panel for TSBE.

The way forward

71 We would like to thank both members and officers for all their interest in this work, for their time and perspectives and for all the supporting information they provided for this review.

72 Appendix 2 sets out the action plan and recommendations made within this report. This has been agreed with the Chief Executive and the Head of Legal Services.

Appendix 1 – Members and officers who contributed to the diagnostic

Survey sent to all members and first to third tier officers.

Members and officers interviewed by AC included the following.

Table 1

Individual interviews	Focus groups
Leader of the Council	Member services staff
Chief whip of the majority party	Senior managers
Majority party member on the Standards Committee	Non-executive members majority party
Leader of the minority party	Non-executive members minority party
Minority party member on the Standards Committee	
Chair of Scrutiny	
Chair of the Standards Committee	
Interim Chief Executive	
Monitoring Officer/Head of Legal Services	
Director of Finance/S151 Officer	
Directors of Children's services	
Director of Environmental Services	
Director of Housing Services	
Director of Social Services	

Haringey London Borough Council

Appendix 2 – Action plan

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
8	R1 Publicise the member code of conduct so that local people are made aware of the standards they should expect from their elected members.	3	Chief Executive and Head of Legal Services	Yes	The action plan and recommendations have been considered at Chief Executive's Management Board. Work on this has been delegated to the Senior Management Team. The action plan etc will then be presented to the Standards Committee on 4 September 2006 and the Executive on 12 September 2006. There have also been several ethical governance training sessions for Members at which the action plan and recommendations were discussed.	Ongoing.

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
8	R2 The standards committee to consider producing an annual report on the ethical issues that have faced the Council and work being done to maintain and improve high standards of behaviour across the Council.	2	As above.	As above.	As above.	As above.
9	R3 Publicise the officer code of conduct so that local people are made aware of the standards they should expect from senior council officers.	3	As above.	As above.	As above.	Ongoing.
9	R4 Ensure that the process for reporting concerns about senior officer conduct is made clear in printed material and on the Council's website.	3	As above.	As above.	As above.	As above.

Haringey London Borough Council

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
9	R5 Ensure that the highest standards of behaviour are maintained by members at all times.	3	As above.	As above.	As above.	As above.
10	R6 Devise and agree a model code of conduct for elected members and officers that can be applied and tailored for individual partnerships.	2	As above.	As above.	As above.	As above.
10	R7 Review the role of Executive members on partnerships, particularly at sub-board level to ensure that there is a clear distinction between member and officer roles. Ensure that policy and decision making are separated from operational activities and management, and that the potential for conflicts of interest are minimised.	3	As above.	As above.	As above.	As above.

Haringey London Borough Council

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
11	R8 Fully integrate the members' code of conduct with the Council's Equal Opportunities Policy statement and make clear the responsibilities of members in this area.	1	As above.	As above.	As above.	As above.
12	R9 The member learning and development working group continues to be used to establish the development needs of members, ensure that training programmes are tailored accordingly, and that individual member development needs are met.	2	As above.	As above.	As above.	As above.

Haringey London Borough Council

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
15	R10 Agree a protocol for members' use of photocopying facilities, stationery, postage and premises.	1	As above.	As above.	As above.	As above.

Haringey London Borough Council