

A meeting of the **CORPORATE GOVERNANCE COMMITTEE** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **WEDNESDAY, 12 JULY 2017** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact
(01480)**

APOLOGIES

1. MINUTES (Pages 5 - 8)

To approve as a correct record the Minutes of the meeting held on 24th May 2017.

**A Roberts
388015**

2. MEMBERS' INTERESTS

To receive from Members declarations as to disclosable pecuniary and other interests in relation to any Agenda Item.

3. EXCLUSION OF THE PRESS AND PUBLIC

To resolve:

that the press and public be excluded from the meeting because the business to be transacted contains information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

4. REVIEW OF RISK BASED VERIFICATION POLICY (Pages 9 - 24)

To consider a report by the Revenues and Benefits Manager regarding revisions to the Risk Based Verification Policy.

**A Burns
388122**

5. RE-ADMISSION OF THE PRESS AND PUBLIC

To resolve:

that the press and public be re-admitted to the meeting.

6. ANNUAL GOVERNANCE STATEMENT: SIGNIFICANT ISSUES (Pages 25 - 32)

To receive a report by the Internal Audit and Risk Manager, which identifies the significant issues for inclusion in the 2016 / 17 Annual Governance Statement.

**D Harwood
388115**

7. CORPORATE GOVERNANCE COMMITTEE - ANNUAL REPORT (Pages 33 - 48)

- | | | |
|------------|--|-------------------------------|
| | To consider the Annual Report to the Council in respect of the year ending July 2017 on the work that has been undertaken by the Corporate Governance Committee. | D Harwood
388115 |
| 8. | SKILLS, KNOWLEDGE AND EFFECTIVENESS REVIEW (Pages 49 - 52) | |
| | To consider a report by the Internal Audit and Risk Manager on the Committee's options for training. | D Harwood
388115 |
| 9. | CORPORATE GOVERNANCE COMMITTEE PROGRESS REPORT (Pages 53 - 54) | |
| | To receive the Corporate Governance Committee Progress Report. | A Roberts
388015 |
| 10. | ANNUAL REVIEW OF THRESHOLDS - DISPOSALS AND ACQUISITIONS POLICY (Pages 55 - 58) | |
| | To consider a report by the Head of Resources on the thresholds included in the Disposals and Acquisitions Policy: Land and Property. | C Mason
388157 |
| 11. | GOVERNANCE BOARDS - EFFECTIVENESS REVIEW (Pages 59 - 68) | |
| | To consider a report by the Head of Resources on the outcome of a review of the Council's Governance Boards. | C Mason
388157 |
| 12. | UPDATE ON CODE OF CONDUCT AND REGISTER OF DISCLOSABLE PECUNIARY INTERESTS (Pages 69 - 76) | |
| | To consider a report by the Members' Support Assistant on the Code of Conduct and the Register of Disclosable Pecuniary Interests. | D Buckridge
388065 |

Dated this 4 day of July 2017



Head of Paid Service

Notes

1. Disclosable Pecuniary Interests

- (1) *Members are required to declare any disclosable pecuniary interests and unless you have obtained dispensation, cannot discuss or vote on the matter at the meeting and must also leave the room whilst the matter is being debated or voted on.*
- (2) *A Member has a disclosable pecuniary interest if it -*
 - (a) *relates to you, or*
 - (b) *is an interest of -*
 - (i) *your spouse or civil partner; or*
 - (ii) *a person with whom you are living as husband and wife; or*
 - (iii) *a person with whom you are living as if you were civil partners*

and you are aware that the other person has the interest.

(3) *Disclosable pecuniary interests includes -*

- (a) *any employment or profession carried out for profit or gain;*
- (b) *any financial benefit received by the Member in respect of expenses incurred carrying out his or her duties as a Member (except from the Council);*
- (c) *any current contracts with the Council;*
- (d) *any beneficial interest in land/property within the Council's area;*
- (e) *any licence for a month or longer to occupy land in the Council's area;*
- (f) *any tenancy where the Council is landlord and the Member (or person in (2)(b) above) has a beneficial interest; or*
- (g) *a beneficial interest (above the specified level) in the shares of any body which has a place of business or land in the Council's area.*

Non-Statutory Disclosable Interests

(4) *If a Member has a non-statutory disclosable interest then you are required to declare that interest, but may remain to discuss and vote providing you do not breach the overall Nolan principles.*

(5) *A Member has a non-statutory disclosable interest where -*

- (a) *a decision in relation to the business being considered might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person with whom you have a close association to a greater extent than it would affect the majority of the council tax payers, rate payers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area, or*
- (b) *it relates to or is likely to affect a disclosable pecuniary interest, but in respect of a member of your family (other than specified in (2)(b) above) or a person with whom you have a close association, or*
- (c) *it relates to or is likely to affect any body –*
 - (i) *exercising functions of a public nature; or*
 - (ii) *directed to charitable purposes; or*
 - (iii) *one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a Member or in a position of control or management.*

and that interest is not a disclosable pecuniary interest.

2. Filming, Photography and Recording at Council Meetings

The District Council supports the principles of openness and transparency in its decision making and permits filming, recording and the taking of photographs at its meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening at meetings. Arrangements for these activities should operate in accordance with guidelines agreed by the Council and available via the following link [filming, photography and recording at council meetings.pdf](#) or on request from the Democratic Services Team. The Council understands that some members of the public attending its meetings may not wish to be filmed. The Chairman of the meeting will facilitate this preference by ensuring that any such request not to be recorded is respected.

Please contact Anthony Roberts, Democratic Services, Tel: 01480 388015 / email Anthony.Roberts@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.

Members of the public are welcome to attend this meeting as observers except during

consideration of confidential or exempt items of business.

Agenda and enclosures can be viewed on the District Council's website –
www.huntingdonshire.gov.uk (*under Councils and Democracy*).

If you would like a translation of Agenda/Minutes/Reports or would like a large text version or an audio version please contact the Elections & Democratic Services Manager and we will try to accommodate your needs.

Emergency Procedure

In the event of the fire alarm being sounded and on the instruction of the Meeting Administrator, all attendees are requested to vacate the building via the closest emergency exit.

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CORPORATE GOVERNANCE COMMITTEE held in Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Wednesday, 24 May 2017.

PRESENT: Councillor M Francis – Chairman.

Councillors Mrs S Conboy, Mrs L A Duffy, T Hayward, P Kadewere, Mrs R E Mathews, R J West, D M Tysoe, D A Giles and J M Palmer.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors E R Butler and D B Dew.

IN ATTENDANCE Councillor G J Bull.

4. MANCHESTER ATTACK

The Committee stood in silence for a minute as a mark of respect for those who had died and been injured during the Manchester attack earlier in the week.

5. MINUTES

The Minutes of the meetings of the Committee held on 22nd March and 17th May 2017 were approved as a correct record and signed by the Chairman.

6. MEMBERS' INTERESTS

No declarations of interests were received.

7. NON-IMPLEMENTATION OF INTERNAL AUDIT ACTIONS: A NEW FRAMEWORK GOING FORWARD

Pursuant to Minute No 16/16, the Chairman confirmed that he had met with the Managing Director and the Deputy Executive Leader to discuss the implementation of audit actions and the management and monitoring of risk. The Committee then gave consideration a report by the Head of Resources (a copy of which is appended in the Minute Book) recommending changes to the procedure for reporting on the implementation of audit actions. The new arrangements represented a pragmatic approach, which took into account the impact of audit actions on the control environment.

The report by the Head of Resources contained a break-down of all outstanding audit actions and proposals to deal with them following a review. Members' attention was drawn to the number of actions relating to IT and the fact that a new Head of Service recently had been appointed. All of these actions had been given a revised timescale with a relatively short implementation date.

The Managing Director stated that the Council was operating in a challenging environment with continually changing priorities and the importance attached to completing audit actions would be balanced against other demands that competed for management resources. The Council's management team was now more agile and able to respond flexibly to demands placed on it. Issues relating to shared services would be discussed at the Shared Services Management Board. Councillor G J Bull, Deputy Executive Leader, emphasised the importance the Leadership attached to organisational control and governance.

In response to a question by Councillor D M Tysoe on how decisions were made on the priority of actions in specialist areas such as cyber security, it was reported that, in this case the audit had been carried out by external expert IT auditors. In addition, the Council had a number of IT controls in place.

Having received assurances that the new system would enable all audit actions to be tracked and created a trail allowing analysis of their start dates and the time taken to complete them, and that the Head of Resources, in his capacity as S151 Officer, would continue to report to the Committee when required, it was

RESOLVED

that the process for decision-making and reporting on non-implemented audit actions be endorsed.

8. CORPORATE GOVERNANCE COMMITTEE PROGRESS REPORT

The Committee received and noted a report on progress of decisions taken at previous meetings and subsequent actions. A copy of the report is appended in the Minute Book. With regard to the item on Business Continuity, it was reported that the audit work had been completed and the findings would be discussed with the Corporate Team Manager.

Pursuant to Minute No. 16/18, the Internal Audit and Risk Manager agreed to circulate the training survey to new Members of the Committee and to submit a report to the next meeting on future training options. A suggestion that invitations to the training might be extended to equivalent Members at South Cambridgeshire District and Cambridge City Councils was supported.

RESOLVED

that the report now submitted be received and noted.

9. REVIEW OF FRAUD INVESTIGATION ACTIVITY

Consideration was given to a report by the Revenues and Benefits Manager (a copy of which is appended in the Minute Book) which provided an overview of the activity of the Corporate Fraud Team during 2016/17, as required by the Council's Anti-Fraud and Corruptions Strategy.

In response to a question by a Member, the Committee was informed that the Fraud Team took into account the type of allegation and the information provided when deciding whether to undertake investigations. Following a further question, the Committee also was informed that the number of prosecutions in the year had declined because responsibility for investigating Housing Benefit fraud had transferred to the Department for Work and Pensions.

With regard to the cost of the Fraud Team and the value it achieved, Members were advised of the difficulty experienced in calculating the income the Team generated because repayments often were made over a number of years, the value of fraud that had ceased as a result of investigations could not be quantified and extent to which fraud was deterred was not known. Members, nevertheless, endorsed the role of the Team in providing a strong deterrent against fraud and commended its work in the previous year.

Given that the number of Officers in the Team had decreased and additional work would be undertaken to support the Human Resources section following its transfer back to the Council, Members recommended that the Team's workload should be monitored. Whereupon, it was

RESOLVED

that the contents of the report now submitted be noted.

10. INTERNAL AUDIT SERVICE: ANNUAL REPORT AND INTERNAL AUDIT CHARTER REVIEW

In compliance with the Public Sector Internal Audit Standards (PSIAS), the Committee gave consideration to the Annual Report and opinion by the Internal Audit and Risk Manager (a copy of which is appended in the Minute Book). The report referred to the work undertaken by Internal Audit during the period 1st April 2016 to 31st March 2017 to support the opinion statement that at April 2017 the Council's internal control environment and systems of internal control provide adequate assurance over key business processes and financial systems.

The Committee discussed the audit planning process. During the year, the lowest rate of completion of audit actions since 2008/09 had been experienced while the highest level of unplanned work had been undertaken, with the result that the internal Audit and Risk Manager had been at risk of not being able to form an audit Opinion. Although it was likely that these trends would not be repeated, Members concurred with a suggestion that audit resources should be directed at the areas where they were needed most and that a more agile approach should be adopted.

The Committee went on to examine the audit of service areas. With regard to data protection, the Council's response to the General Data Protection Regulation would be contained in an action plan to be produced in June. Similarly, a group of Heads of Services would be meeting in June to review of the Council's safeguarding arrangements and the implementation of the Code of Practice for undertaking Disclosure and Barring Service checks. Councillor S J Conboy

requested that the review should consider establishing the Council as an “umbrella” organisation to sign checks on behalf of parish councils and Councillor R J West suggested that it should look at whether Members required checks.

Members were advised that following a review, no changes to the Internal Audit Charter were required to conform to the PSIAS. A Quality Assessment and Improvement Programme had been in place throughout the year, which had also been reviewed by the Internal Audit and Risk Manager, and no significant areas of non-conformance had been identified.

RESOLVED

- a) that the Annual Report on the work of the Internal Audit Service and the Internal Audit and Risk Manager’s Opinion be noted, and
- b) that the position in respect of the Internal Audit Charter be noted.

11. WHISTLEBLOWING POLICY, GUIDANCE AND CONCERNS RECEIVED

Consideration was given to a report by the Internal Audit and Risk Manager (a copy of which is appended in the Minute Book) regarding the Council’s Whistleblowing Policy and Guidance following the annual review. Having noted the internal and external allegations received and the steps that had been taken to deal with them, it was

RESOLVED

- a) that the outcome of the annual review of the Whistleblowing Policy and Guidance be noted, and
- b) that the whistleblowing allegations received in 2016/16 and the action taken be noted.

Chairman

Agenda Item 4

By virtue of paragraph(s) 7 of Part 1 of Schedule 12A of the Local Government Act 1972.

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title: Annual Governance Statement: Significant Issues
Meeting/Date: Corporate Governance Committee – 12 July 2017
Executive Portfolio: Strategic Resources: Councillor J A Gray
Report by: Internal Audit & Risk Manager
Wards affected: All Wards

Executive Summary

The Annual Governance Statement (AGS) is required to include details of any significant governance issues that the Council is aware of.

Senior Management Team (SMT) having considered this matter are of the opinion that the following two items are significant enough to be included in the 2016/17 AGS.

Delays to the introducing of the new financial management system.

This is a major project for each of the 3C's. The supplier did not meet the 'go-live' date of 31 March 2017 and implementation has been delayed until 3 October 2017.

Shared service governance arrangements

This item has been included in the AGS for the last two years. None of the three shared services achieved the 15% savings as set out in the business case. The largest savings were to be delivered by the IT Shared Service, which the Council is leading. The savings target was missed by £590k.

SMT have also considered whether the following two items should be classed as significant AGS issues. After discussion they decided they did not warrant inclusion as AGS issues but should be referenced in the AGS text.

Maintaining effective cyber security defences

The Committee discussed the implications of cyber security breaches at their May 2017 meeting when considering the internal audit 2016/17 annual report, and specifically the limited assurance cyber-security internal audit report. Whilst not complacent, SMT feel that adequate controls are in place to resist a cyber-attack. This was supported by the internal audit report, whose main concerns were about improving

incident response plans.

Creation of the Cambridgeshire and Peterborough Combined Authority.

The Combined Authority (CA) is likely to have a direct impact on the Corporate Plan priorities and objectives of delivering sustainable growth. SMT accept that there is the need for the Council to develop effective partnership arrangements with the CA. A substantial amount of work has already been completed by the Managing Director and other Senior Offices in this area.

The 2016/17 annual Internal Audit Report raised two areas of concern – the management of safeguarding arrangements and the adequacy of the complaints system – and the Committee has already agreed to reflect these in the AGS.

Following Committees decision as to which items are deemed significant, the AGS will be written and presented to the 13 September meeting for approval. This will allow the statutory deadline for publication – 30 September – to be met.

Recommendation

It is recommended that the Committee:

1. Approve as significant governance issues for the 2016/17 AGS:
 - The failure to introduce a key corporate system, the FMS, by 1 April 2017 and its on-going delay.
 - Continued improvements to the shared service governance arrangements.
 - Improvements to safeguarding arrangements and the complaints system to deliver better outcomes for Customers.
2. Determine if there are any other issues that warrant inclusion in the 2016/17 AGS.

1. PURPOSE OF THE REPORT

- 1.1 This report sets out the significant issues identified for inclusion in the 2016/17 Annual Governance Statement (AGS).

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 The Accounts and Audit Regulations 2015 require the Council to conduct a review of the effectiveness of its system of internal control and prepare an AGS each year. The Regulations also require the AGS to be approved by the Committee prior to its approval of the statement of accounts, the statutory deadline for which is the 30 September.

- 2.2 The Committee is being asked to consider those issues that it feels are significant enough to warrant inclusion in the AGS, so ensuring that there is no delay to its approval when presented to the Committee in September.

- 2.3 The Committee have previously considered an issue to be significant if it:

- seriously prejudiced or prevented the achievement of the Corporate Plan themes and aims;
- resulted in the need to seek additional funding or the significant diversion of resources;
- led to a material impact on the financial statements;
- attracted or have the potential to attract significant public interest or have had an impact on the reputation of the Council;
- resulted in formal action being undertaken by the Head of Resources or the Monitoring Officer.
- had been identified by the External Auditor or the Committee as being significant;
- had been reported by the Internal Audit & Risk Manager as significant in their annual internal audit opinion;
- resulted in disclosures of serious incidents relating to information governance, including data loss or confidentiality breach;
- put a major programme or project at risk.

3. ANALYSIS

- 3.1 Corporate Management Team (CMT) have considered the Council's overall governance systems, structures and partnerships and are of the opinion that the following issue should be considered for inclusion in the AGS:

a. Delays to the introduction of the new financial management system (FMS).

Cabinet gave approval to the Head of Resources in October 2015 to enter a joint procurement initiative with 3C partners to replace the FMS.

Following a joint procurement initiative amongst the 3C partners, a supplier was appointed to deliver the FMS to each 3C Partner by 3 April 2017. Officers from each of the 3C's are members of the project board responsible for delivering the new FMS. It is intended that one common set of business process and working practices will be adopted, so allowing for greater opportunities to develop shared service initiatives in the future.

User acceptance testing revealed that two modules did not meet service requirements and further development work was required. This was unlikely to be completed and tested by the 3 April. Considering any go-live date post April could have an impact on the closure of the accounts as well as the subsequent audit, a revised implementation date of 2 October 2017 was agreed.

b. Shared service governance arrangements.

Developing effective governance and reporting arrangements for shared services has been included as a significant governance issue in both the 2014/15 and 2015/16 AGS.

In receiving an update on the progress that had been made to improve governance arrangements, Committee were informed in March 2017 that the Partnership Board continues to meet to provide strategic oversight and performance manage the joint services and the 3C Management Board were meeting quarterly. The client function is managing the operational day to day performance, with the intention of making the day to day management part of the Councils business as usual performance monitoring.

The Council is the lead for the IT Shared Service (ITSS). The 3C combined budget for the ITSS as set out in the approved business plan was £5.914m. A savings target of 15% - £887k - was set for 2016/17. This target has not been met, £296k savings having been achieved.

Whilst this report is not the appropriate forum to set-out the reasons why the savings target was not achieved, there are a number of related governance issues. The main one being the lack of clarity and transparency in budget information presented to the 3C Management Board and Members. The 3C Partnership Agreement sets out the financial information that should be

reported to both the Management Board and each of the 3C's on a quarterly basis. These reports were not prepared.

The Head of IT & Digital (appointed in January 2017) has already taken steps to improve budgetary control and reporting and intends to submit a revised business plan that more accurately profiles the delivery of future savings, acknowledging that it will take several years to align business requirements and procurement processes to maximise the buying potential and get economies of scale

c. Maintaining effective cyber security defences.

Cyber security threats have become increasingly sophisticated and can be launched from anywhere, at any time, against any target. The May 2017 WannaCry ransomware cyber-attack affected organisations around the World. It highlighted the need for 3C ITSS to maintain effective update and patch controls across the network and so mitigate financial, service delivery or reputational risks.

A limited assurance opinion was given in the November 2016 internal audit review of cyber security. Whilst the audit review highlighted areas of good practice (e.g. annual penetration testing), it has been agreed that improvements are needed in the areas of cyber risk assessments, the formal assessment of IT network security and incident management. Work is underway to introduce the agreed internal audit actions.

At this time, SMT do not feel that the cyber security threat warrants inclusion in the AGS. Business as usual controls are managing the threats, and whilst that does not mean that SMT are complacent, they feel that adequate controls are in place that would identify and resist a cyber-attack.

d. The creation of the Cambridgeshire and Peterborough Combined Authority.

The Combined Authority (CA) is likely to have a direct impact on the Corporate Plan priorities and objectives of delivering sustainable growth. There is the need for effective partnership relationships to be developed.

Governance arrangements are already in place. The Leader of the Council is a member of the Combined Authority holding the statutory position of Deputy Mayor and has responsibility for the economic and productivity strategy and international trade, inward investment and business development. He is also the Chair of the Investment Group. He is realigning Cabinet roles to reflect the Combined Authority's structure.

Two Members have also been appointed to the CA scrutiny committee. Their brief will require them to reflect on the CA as a whole, rather than focus on Huntingdonshire, and as such there may be conflicts that required to be managed.

- 3.2 The 2016/17 annual Internal Audit Report that the Committee considered in May 2017 raised two areas of concern – the management of safeguarding arrangements and the adequacy of the complaints system.

4. RISKS

- 4.1 Where reviews of governance arrangements have revealed significant gaps which will impact on the authority achieving its objectives, the AGS is required to reflect this position and outline the action to be taken to ensure effective governance in the future. The external auditors in forming their Value for Money (VFM) opinion, will review the AGS as part of considering the Council's 'proper arrangements' to secure economy, efficiency and effectiveness on the use of resources. If they consider the AGS is not reflective of our governance arrangements a qualified VFM opinion may be issued.

- 4.2 The Accounts and Audit Regulations 2015 (Para 6, section 4a) require the AGS to be approved before the statement of accounts. The AGS is required to be approved by the Committee by the 30 September 2017. Non approval of the AGS at the 13 September Committee will mean that an additional meeting will be required before the 30 September to approve the AGS and statement of accounts.

- 4.3 This risk will be mitigated by circulating a copy of the draft AGS to the Committee and External Audit for review and comment. The draft AGS will include the significant governance issues agreed by Committee and any additional issues that are identified between today's meeting and its circulation. After taking into account any comments received the final version of the AGS will be prepared and presented to the Committee for approval in September.

5. LINK TO CORPORATE PLAN

- 5.1 The Councils governance arrangements underpin the delivery of the Corporate Plan by ensuring good management, performance, financial stewardship, public engagement and ultimately the outcomes for local people and service users. The AGS details how the governance arrangements operate in practice.

6. LEGAL IMPLICATIONS

- 6.1 Whilst the AGS has to be approved by the 30 September, the legal implications from non-compliance are considered to be low. The

external auditor would refer to the matter in their annual audit letter which may have an effect upon the Council's reputation.

7. RESOURCE IMPLICATIONS

7.1 There are no resource implications arising from this report.

8. REASONS FOR THE RECOMMENDED DECISIONS

8.1 Committee are being asked to approve significant governance issues for inclusion in the 2016/17 AGS. This will allow the AGS to be drafted and approved at their September meeting without further change or amendment.

BACKGROUND PAPERS

Internal Audit annual report 2016/17.

CONTACT OFFICER

David Harwood, Internal Audit & Risk Manager

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Email: david.harwood@huntingdonshire.gov.uk

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Public
Key Decision – No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Annual Report of the Committee
Meeting/Date:	Corporate Governance Committee – 12 July 2017
Executive Portfolio:	Strategic Resources: Councillor J A Gray (Deputy Executive Leader)
Report by:	Internal Audit & Risk Manager
Wards affected:	All Wards

Executive Summary:

The Committee present an annual report to the Council on the work that it has undertaken each year.

The draft annual report in respect of the 2016/17 is attached at Appendix 1. It has been prepared by the Internal Audit & Risk Manager. It summarises the work undertaken by the Committee during 2016/17 together with any issues that relate to the year.

If after considering the draft report the Committee wish to make any changes, it is proposed that the Chairman be given authority to agree any amendments. The report will be presented to the 27 September Council meeting.

The report will be uploaded onto the Council's website once it has been approved.

Recommendations:

It is recommended that the Committee:

1. Review the draft annual report and decide what changes, if any, they wish to make;
2. Authorise the Chairman of the Committee to approve all amendments to the draft report.

CONTACT OFFICER

David Harwood, Internal Audit & Risk Manager
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Corporate Governance Committee

Chairman's Annual Report to Council

for the year ending 31 March 2017

DRAFT



Introduction by the Chairman of the Corporate Governance Committee

This is the seventh annual report on the work of the Corporate Governance Committee and the third one that I have presented as Chairman of the Committee.

In March 2017 the Council agreed a number of changes to the Committee's terms of reference. It is now a requirement of the Constitution that the Chairman of the Committee provides the Council with an annual report explaining how it has discharged its responsibilities.

The report summarises both the Committee's activities undertaken during 2016/17 and issues that relate to that financial year. It is intended to:

- ≈ reassure the Council and other stakeholders that it is undertaking its responsibilities and obligations properly and in a way that allows it to provide effective oversight; and
- ≈ demonstrate to the District's residents and other stakeholders the importance the Council places on good governance and the contribution the Committee makes to achieving that aim. The Committee's meetings are open to the public and its reports are available on the Council's webpages and I welcome the public's attendance at our meetings.

The Committee is of the view that the Council's governance and internal control procedures are generally sound. There are always opportunities for improvement however and the Committee have expressed concerns about the effectiveness of the controls associated with the management of the Council's complaint system and the effectiveness of safeguarding procedures and felt that significant improvements were needed in these two areas. They believe that these two issues should be included in the Council's 2016/17 Annual Governance Statement (AGS).

The Committee provides two key pieces of assurance to the Council – this report and the AGS. The AGS has to be approved before the Annual Financial Report (AFR). As I mentioned in the introduction to last year's annual report, legislation has been introduced that will bring forward to 31 July 2018 the date by which both the 2017/18 AFR and AGS have to be approved and published. I intend to make it a priority in the coming year that regular reports are received by the Committee informing them of the progress being made to achieve this date.

I want the Committee to follow best governance practice, and so in January 2017 Committee Members self-assessed their own effectiveness. As mentioned above, there are always opportunities for improvement and these are included in the report.

I would like to thank all the Members who served on the Committee during the reporting year and for the contributions they have made to challenging and improving governance arrangements. I also want to thank those Officers who have supported the Committee. Their frankness is appreciated.

Councillor Mike Francis
Chairman, Corporate Governance Committee
July 2017

Introduction

The Committee is required to discharge the functions of the Council in relation to both the corporate governance of the Council and the conduct of Elected Members.

The Committee oversees the Council's governance and financial arrangements and the promotion and maintenance of high standards of conduct amongst the Council and Town and Parish Councils within the District of Huntingdonshire. This includes advising the Council on the Code of Conduct for Members, agreeing a Code of Conduct for Planning matters and considering reports by the Local Government Ombudsman.

Functions relating to the conduct of Members are considered by a Standards Sub-Committee (which will report to the main Committee).

The full functions of the Committee are listed in Appendix A.

Effectiveness

An effective Corporate Governance Committee can bring many benefits, including:

- raising greater awareness of the need for internal control and the implementation of agreed audit recommendations;
- increasing public confidence in the objectivity and fairness of financial and other reporting;
- reinforcing the importance and independence of internal and external audit and other similar review process; and
- providing additional assurance through a process of independent and objective review.

The Committee's work activities have been designed so that they not only provide assurance to the Council and allow it to discharge its functions, but also allow the Committee to make a positive contribution towards maintaining good governance practices across the Council.

Matters considered and future priorities

Set out below is a brief outline of the significant matters considered by the Committee during 2016/17.

	2016 June	July	Sept	Dec	2017 Mar
Constitution					
Propose to Council:					
New Code of Corporate Governance		■			
Members Allowance Scheme				■	
Changes to Codes of Financial Management & Procurement					■
Annual Governance Statement					
Update on significant issues identified		■			■
Improvements to debt management			■		
Approve 2015/16 AGS			■		
Internal Audit					
Approve Audit plan					■
Annual report 2015/16 & Internal Audit Charter	■				
Proposed 3C shared internal audit service			■		
Approve IT audit plan 2016/17			■		
Implementation of agreed actions			■	■	■
Interim report 2016/17				■	
External Audit & Financial reporting					
Progress made with introducing recommendations	■				■
2015/16 Audit results report			■		
Appointment process from 2018/19				■	
Approve accounting policies					■
Approve 2015/16 annual financial report			■		
Review audit plan					■
Review grant certification report					■
Standards					
Member code of conduct & register of pecuniary interests			■		■
Committee annual report			■		
Committee training				■	
Review of effectiveness of the Committee					■

Fraud

Fraud Investigation Activity 2015/16

Approved whistleblowing policy and noted concerns received

June	July	Sept	Dec	Mar
■				
■				

Committee priorities for 2017/18 are shown below.

Monitor the steps being taken that will allow for the Annual Financial Report and Annual Governance Statement to be approved by 31 July 2018.

Monitor progress towards an improvement to the % of internal audit actions introduced on time.

Ensuring the Committee exercises its assurance oversight role in the best possible way.

Monitoring the progress made by the IT Shared Service to respond to cyber-security attacks.

Reinvigorate the Committee's training programme.

How effective is the Committee ?

The Committee undertook a review of its own effectiveness in January 2017. Nine of the 12 Committee Members attended the review meeting.

Whilst considering themselves to be acting effectively and fulfilling their Terms of Reference (as applicable at that time), a number of opportunities to further improve effectiveness were identified – these are listed below together with the action taken.

Opportunities to improve effectiveness	Action taken
1 The Committee's terms of reference should be amended to reflect its role and responsibility.	Council approved new terms of reference in March 2017.
2 The Chairman should reinstate private meetings with the external auditor.	Contact already made with the external auditor and a meeting is planned for September 2017.
3 Committee Members completed a skills and knowledge self-assessment in October 2016. This showed good knowledge across four areas of the Committee's terms of reference and five areas that had a shortfall. The Head of Resources was to prepare and agree a training plan for Committee Members with the Committee Chairman.	Training plan report to be presented to Committee in July 2017.

- | | |
|--|--|
| 4 An induction plan is agreed by the Chairman and delivered to all new Committee members within eight weeks of their appointment to the Committee. | The induction training plan has not yet been agreed. |
| 5 A draft copy of the minutes are circulated by email to Committee Members shortly after a meeting has been held. | Democratic Services Officers will circulate draft minutes within four weeks of a meeting. |
| 6 Commission an external effectiveness review prior to March 2019. | As there may be changes to the membership of the Committee after the whole Council elections due to be held in May 2018 the timeframe of March 2019 was appropriate. To reduce costs, the review to be undertaken at the same time as the next Internal Audit external review. |

Committee also considered the following two items but decided that no action should be taken at the present time.

Opportunities to improve effectiveness

Reason why action not taken

Should the work plan be expanded to receive reports on significant cross-cutting issues.

Issues of concern are to be referred to the relevant Overview and Scrutiny Panel for consideration and appropriate feedback procedures introduced

The appointment of 'subject experts'.

On reflection, it was considered that these were not required.

Reviewing the Constitution

The Council have adopted the recommendations of the Committee and introduced a number of changes to the Constitution to allow it to operate more effectively.

The Committee is responsible for proposing to Council changes to the Council's Constitution.

A review of the Code of Procurement was undertaken, with subsequent changes approved by Council.

An update on the Disposal & Acquisitions policy (which was first considered by Committee in July 2015) and its effectiveness has been considered. Committee agreed that the current financial thresholds at which Statutory Officers and/or Member approval has to be obtained before a commercial investment property is purchased should be retained.

The overall governance of the Council

Adopting a new Code of Corporate Governance.

The Code of Corporate Governance (CoCG) describes the way in which the Council carries out its functions through its Members, and employees and the way it undertakes its work, so ensuring that it establishes and maintains public confidence. It is a key document that supports the preparation of the Annual Governance Statement (AGS).

Council first adopted a CoCG in September 2003. A new 'proper practices' document – *Delivering Good Governance in Local Government: Framework* – was published in April 2016. The Framework defines seven principles that underpin the Council's overall governance structure.

The Committee recommended to Council that a new CoCG should be adopted from April 2016, and so form the basis for the 2016/17 AGS.

Approving the Annual Governance Statement on behalf of the Council.

At the September 2016 meeting, the Committee approved the 2015/16 AGS. The Committee continue to believe that it is important that the Council's stakeholders understand the Council's governance structures and consider that the style of the annual governance statement allows this.

Significant governance issues included in the 2015/16 AGS:

- ~ *The need to improve debt management.*
- ~ *Continued development of effective governance and reporting arrangements for shared services.*

Debt management

The Head of Resources presented a report in September 2016 that set-out the action taken to improve debt management procedures and the current level of debt.

A update report was considered in March 2017. Stability in the Income Team and the re-introduction of a number of processes had seen an increase in performance, resulting in miscellaneous income debt reducing by 50% to £1.1m in the eight months to February 2017.

The Committee consequently felt that sufficient improvement had been made that it was not necessary to include the issue in the 2016/17 AGS.

Shared Services

Both the 2014/15 and 2015/16 AGS included the governance arrangements for shared services as a significant concern. The reason being that the Committee felt that reporting and oversight of shared services performance was still in its infancy and the failure of a shared service would be of significant impact to the Council.

A report presented to both the Overview & Scrutiny Panel (Performance and Customers) and Cabinet in February 2017 stated that the 15% savings target for shared service would not be achieved in 2016/17. As the largest savings were to be delivered by the IT Shared Service, which the Council is leading, the Committee are of the opinion that shared service governance should remain as an issue for the 2016/17 AGS.

Approving the Annual Financial Report 2015/16

Unqualified financial statement and value for money opinion issued by the external auditor.

The 2015/16 financial report was externally audited and approved prior to the statutory deadline of 30 September 2016. The external auditors issued both an unqualified value for money and financial statement opinion.

The Committee are aware that from 2017/18 the financial statements will need to be ready for external audit review by the 31 May 2018 and be approved by the Committee by the 30 July 2018. They are also aware that the Council missed the deadline for preparing the 2010/11 accounts due to the introduction of new accounting standards. The Committee intend to request updates on the progress being made to ensure that the new dates are achieved.

Recommending to Council that the external auditors for 2018/19 and onwards be appointed via Public Sector Audit Appointments (PSAA).

The Audit Commission was responsible for the appointment of external auditors up until its abolition in 2015. Legislation was introduced given Council's freedoms to make their own external auditor appointments from 2018/19. The Committee having considered the three options available (opting in to a nationwide sector led body, setting-up its own Appointments Panel or a joint Panel with others) decided that the sector led body (PSAA) was the most favourable option. The PSAA would be responsible for managing the procurement process and liaising with the Council over who should be appointed.

Internal audit

Adequate assurance opinion.

The Committee noted that the adequate assurance opinion was unchanged from 2015/16.

The annual opinion of the Internal Audit & Risk Manager as at 31 March 2017 was that the Council's internal control environment and systems of internal control provide adequate assurance over key business processes

The Committee expressed concern about the limited level of assurance given to the internal audits of both safeguarding procedures and the management of complaints. It was felt that both systems needed significant improvement due to the potential impact upon service deliver arrangements or the non-delivery of the objectives set out in the Customer Service Strategy. As a consequence, Committee requested that both items should be included as significant issues in the 2016/17

and financial systems.

AGS.

The Committee received the internal audit annual report at its May 2017 meeting, shortly after the worldwide cyberattack by the WannaCry ransomware. An internal audit cyber security' review in November 2016 had highlighted the need for the Council to improve its incident response plans and formally assess and mitigate against the risks posed by cyber security threats. The Committee have made monitoring improvements to the management of cyber security a key priority for 2017/18.

Not supporting the business case for the formation of shared internal audit service across the 3Cs (comprising Huntingdonshire, Cambridge City Council and South Cambridgeshire District Council).

In September 2016, the Committee considered a report from the Head of Resources that set-out the business case for the formation of a shared internal audit service across the 3Cs.

The Committee were not convinced that the financial savings to be gained or the resilience and improved responsiveness arguments on which the business case was based were sufficiently sound. They felt that the internal audit service delivered was of a high quality which could not be guaranteed in a shared service.

The decision as to whether or not to proceed with a shared service was to be taken by the Cabinet. The Chairman of the Committee attended the October 2016 Cabinet meeting, stating that the Committee recommended the business case should not be approved. The Cabinet after listening to the arguments put forward, agreed with the Committee and decided not to proceed with the shared service.

Poor performance in introducing agreed internal audit action on time.

Managers have not met the performance targets set for the introduction of internal audit actions on time. The Committee have spent a considerable amount of time discussing how they could assist in improvement performance.

The Managing Director has attended Committee and explained that due to operational circumstances sometimes the agreed implementation dates may not be achieved. She has recognised and shares the Committee's concerns about overall performance. She intends to introduce a new process, overseen by the Head of Resources (as the Councils Responsible Finance Officer) who will monitor performance and liaise with individual Heads of Service to understand why the action hasn't been achieved and if necessary, grant extensions of time. Performance information will continue to be reported to the Committee to allow for ongoing monitoring.

Approving the internal audit work plan and Internal Audit Charter.

The Committee approved the internal audit plan for 2016/17 in March 2016.

In July 2016, the Committee approved changes to the Internal Audit Charter. Changes were necessary following the April 2016 revisions to the Public Sector Internal Audit Standards – which introduced a Mission of Internal Audit and Core Principles for the Professional Practice of Internal Auditing.

The Audit Charter was updated to reflect the ethos of the Mission of Internal Auditing. However, no changes have been made to the Audit Charter to reflect the Core Principles as the Committee considered that these were already sufficiently addressed.

Countering fraud

Corporate Fraud Teams (CFT) 2015/16 annual report.

The Committee remain strong supporters of the CFT and were pleased to see that they had identified over £100k in Council Tax related fraud and undertaken 27 prosecutions. The benefits of working together with social housing partners was highlighted, with 11 social housing properties recovered that had been illegally sub-let. Indeed one fraudster involved in such activity was prosecuted and given an 8 month custodial sentence. Committee were pleased that the CFT have as a priority for 2016/17 continued partnership working with local housing associations.

Approving the whistleblowing policy and guidance.

The whistleblowing policy and guidance was overhauled in 2015 to meet the aims of the whistleblowing code of practice issued by Public Concern at Work. Consequently, only minor changes to the policy were required in both 2016 and 2017.

One whistleblowing allegation was received in 2016/17. The Committee are aware that due to the sensitivity of the allegations, few details can be provided to them. Following discussions with the Internal Audit & Risk Manager they were content that appropriate action had been taken.

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The issues above deal with the core business of the Committee. A number of reports and other issues were also considered during the year that had a direct impact upon governance systems and processes across the Council. The most significant of these were:

- Reviewing the new business continuity planning process and monitoring progress with its introduction.

- Reviewing the outcomes of complaints made to the Local Government Ombudsman and internal complaints that could not be dealt with informally.
- Monitoring the implementation of the risk management strategy and the work the Cabinet had undertaken in reviewing and challenging the risk register.
- Considering and then approving to Cabinet, changes to the Housing Benefits risk based verification policy.
- Reviewing the Council's compliance and performance in respect of responses to enquiries received under both the Freedom of Information and Environmental Impact Regulations.

Committee membership & attendance

		2016				2017	
		June	July	Sept	Dec	Jan	Mar
Chairman	Cllr M Francis	■	■	■	■	■	■
	Cllr K M Baker	■	--	■	■	--	--
	Cllr E R Butler	■	■	■	--	■	--
	Cllr Mrs S Conboy	--	■	■	■	■	■
	Cllr D B Dew			■	■	--	--
	Cllr Mrs A Donaldson					--	--
	Cllr Mrs L A Duffy	■	■	■	■	■	--
	Cllr R Fuller	■	■	■	■		
	Cllr T Hayward	■	■	■	■	■	■
	Cllr P Kadewere	■	■	--	■	■	■
	Cllr Mrs R E Matthews	■	■	■	■	■	■
	Cllr T D Sanderson	--	--				
Vice-Chairman	Cllr D M Tysoe					■	■
	Cllr R J West	■	■	■	■	■	■
Vice-Chairman	Cllr J E White	■	■	--	■		
	Key:	■ attended	-- absent				Not a Cttee Member

The following appointments have been made to the Committee by the Council.

- 18 May 2016 Councillors K M Baker, E R Butler, Mrs S J Conboy, Mrs L A Duffy, M Francis, R Fuller, T Hayward, P Kadewere, Mrs R E Mathews, T D Sanderson, R J West, and J White
- 27 July 2016 Councillor D B Dew appointed in place of Councillor T D Sanderson
- 21 December 2017 Councillors D M Tysoe and Mrs A Donaldson appointed in place of Councillors R Fuller and J White.

Corporate Governance Committee
Functions : Approved by Council 29 March 2017

To discharge the functions of the Council in relation to the Corporate Governance of the Council and to be the Council's "Audit" Committee.

These responsibilities include:

Constitution	Considering proposals to change the Council's Constitutional arrangements and making appropriate recommendations to the Council.
Governance	<p>Regularly reviewing the Council's Code of Corporate Governance and recommending any changes to the Council and approving the annual governance statement and reviewing the achievement of any outstanding improvements.</p> <p>Ensuring there are effective arrangements for the management of risk across the Council.</p> <p>To consider the arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.</p> <p>Through the Chairman, the Committee will provide the Council with an Annual Report, timed to support finalisation of the financial statements and the Governance Statement, on how it has discharged its responsibilities.</p>
Internal and External Audit	<p>Fulfilling the Board responsibilities of the Public Sector Internal Audit Standards and ensuring effective internal audit is undertaken in accordance with those Standards.</p> <p>Receiving and considering external audit reports including the adequacy of management response to issues identified.</p>
Final Accounts	Approving the accounting policies, statement of accounts and considering any matters arising from the external audit.
Countering Fraud	<p>Reviewing and monitoring the policy and procedure and arrangements for investigating disclosures under the Public Interests Disclosure Act 1999.</p> <p>Monitoring the Anti-Fraud and Corruption Strategy and receive annual updates on countering fraud.</p>
Standards	<p>The promotion and maintenance of high standards of conduct within the Council.</p> <p>To advise the Council on the adoption or revision of its Codes of Conduct for Members.</p> <p>The promotion and maintenance of high standards of conduct within the town and parish councils within Huntingdonshire.</p> <p>To advise the Council on the adoption or revision of a Protocol for Member/Officer relations.</p>

**Corporate Governance Committee
Functions : Approved by Council 29 March 2017**

To advise the Council on the adoption of a Code of Conduct for Planning and monitoring operation of the Code.

Complaints

Consideration of reports by the Local Government Ombudsman including compensatory payments.

Electoral matters

Consider the periodic electoral review and review District and Parish electoral arrangements including boundaries and other electoral matters.

The Monitoring Officer, in consultation with the Chairman of the Corporate Governance Committee is authorised to appoint to the Standards Sub-Committee as and when it is required to be convened.

Standards Sub-Committee

To include Independent Person and Parish Council representatives

Functions relating to standards of conduct of members under any relevant provision of, or regulations made under, the Localism Act 2011.

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Public
Key Decision – No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Skills, Knowledge and Effectiveness Review
Meeting/Date: Corporate Governance Committee – 12 July 2017
Executive Portfolio: Strategic Resources: Councillor J A Gray
Report by: Internal Audit & Risk Manager
Wards affected: All Wards

Executive Summary:

It is proposed that a training day be held at which a number of the shortfalls in skills and knowledge identified from the Member self-assessment forms are addressed.

Previously completed self-assessment forms have identified a shortfall in knowledge in the following areas:

- Governance – including the Code of Corporate Governance and requirements of the annual governance statement.
- Internal audit
- External audit
- Values of good governance - including the Seven Principles of Public Life (Nolan)

Three external 'expert' organisations have agreed to attend a training day and lead on the following areas:

- RSM – the Nolan principles;
- EY – the Council's external auditor; and
- BDO – internal audit.

It is proposed that the training be held prior to the September 2017 meeting. This will be particularly useful with regard to the Code of Corporate Governance and external audit as the September meeting will be considering both the annual governance statement and the external auditors report and 2016/17 financial statements.

Members are being asked to consider whether a training event such as this should be organised. Whilst attendance is not compulsory, attendance levels need to be high to justify the time and effort that will be spent on arranging the event.

If a training day is not supported Members are asked to decide how they wish future training to be delivered.

Recommendation

It is recommended that the Committee:

1. Decide if a training day is to be held, and if so;
 - a. Whether the proposed subject areas meet their requirements; and
 - b. Agree a date for the event.
2. If they don't wish to proceed with the training day, decide how they wish future training to be delivered.

1. PURPOSE OF THE REPORT

- 1.1 To seek the Committee's views on options for delivering training and so address the skills and knowledge shortfalls identified from self-assessment forms completed.

2. WHY IS THIS REPORT NECESSARY?

- 2.1 The Committee recommended that a training plan be prepared at its December 2016 meeting and also during the January 2017 self-assessment review.

3. SKILLS AND KNOWLEDGE SELF-ASSESSMENT

- 3.1 Nine of the current 12 Members have completed self-assessment forms.
- 3.2 Not unsurprisingly, those Members who have been sitting on the Committee and its forerunner for a number of years have assessed themselves as having a good knowledge in most of the areas.
- 3.3 It is clear from the responses that the majority of Members consider that they have a good level of knowledge across the following four areas:

Values of good governance	Whistleblowing arrangements in place, arrangements to uphold ethical standards for both Members and Officers.
Risk management	Understanding of the principles of risk management and the risk management policy and risk strategy.
Organisational knowledge	Council objectives and functions, decision making and ethical standards.
Countering fraud	Understanding the main areas of fraud risk the authority is exposed to, arrangements to tackle fraud and the principles of good fraud risk management.

However, two questions within the above areas did not score particularly highly;

- Knowledge of the Seven Principles of Public Life; and
- Understanding the role of members and of the Committee with regards to risk management.

- 3.4 Within the following five areas, the majority of Members had assessed themselves as either having a basic or working knowledge. It is for that reason that the training programme covers three of the four areas.

Governance	Knowledge of the 2016 Constitution and CIPFA/SOLACE Good Governance Framework and the requirements of the annual governance statement.
Internal Audit	The arrangements for delivery of the internal audit service and how the role of the head of internal audit is fulfilled. The Public Sector Internal Audit Standards (PSIAS).

Financial Management and accounting	The requirements of the role of the Chief Financial Officer, as required by the CIPFA Statement on the Role of the Chief Financial Officer in Local Government, awareness of financial statements and the principles that must be followed to produce them.
External audit	The key reports and assurances that external audit provide, the arrangements for their appointment and monitoring the work they undertake.

4. KEY IMPACTS

- 4.1 It is important that the Corporate Governance Committee acts effectively and is able to challenge the decisions of Officers with regard to the state of governance across the Council. Committee Members need sufficient skills and knowledge to be able to understand a wide range of issues that fall within their remit.

5. LINK TO THE CORPORATE PLAN

- 5.1 The Corporate Governance Committee provides oversight to the Council by evaluating the effectiveness of risk management, control, and governance processes. These three areas need to be working as efficiently, effectively and economically as possible, which in themselves are a key strand of the Corporate Plan.

6. RESOURCE IMPLICATIONS

- 6.1 There are no direct resource implications arising from this report. The three organisations have volunteered to attend and no fees will be paid.

7. REASONS FOR THE RECOMMENDED DECISIONS

- 7.1 The Committee are being asked to consider how they wish training identified from the skills and knowledge self-assessment to be delivered and how they wish to undertake their own effectiveness review.

BACKGROUND PAPERS

Self-assessment skill and knowledge forms

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CORPORATE GOVERNANCE COMMITTEE PROGRESS REPORT

Committee	Decisions	Date for Action	Action Taken	Officer Responsible	Delete from future list
07/12/2016	<p><u>Skills, Knowledge and Effectiveness Review</u></p> <p>The Corporate Governance Committee resolved:</p> <p>i. that a training programme be devised by the Internal Audit and Risk Manager in consultation with the Corporate Governance Committee Chairman, and that training be delivered ahead of Committee meetings; and</p> <p>ii. that an Informal Corporate Governance Committee meeting be arranged in January or February to undertake an effectiveness review.</p>		<p>An Informal Corporate Governance Committee was held on 25 January 2017 for a self-assessment review of its own effectiveness.</p>	Internal Audit and Risk Manager	Yes
24/05/17	New Members to receive the training survey. IRAM to submit report on training options.	12/07/17	Report appears elsewhere on the Agenda.	Internal Audit and Risk Manager	
22/3/2017	<p><u>Code of Conduct and Register of Disclosable Pecuniary Interests</u></p> <p>Audit to be undertaken of those parishes that have adopted</p>	2017		Internal Audit	

CORPORATE GOVERNANCE COMMITTEE PROGRESS REPORT

Committee	Decisions	Date for Action	Action Taken	Officer Responsible	Delete from future list
	their own version of the Code of Conduct.			and Risk Manager	

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Disposals & Acquisitions Policy: Land and Property – Update on Thresholds

Meeting/Date: Corporate Governance Committee – 12th July 2017

Executive Portfolio: Executive Member for Strategic Resources
Councillor Jonathan Gray

Report by: Head of Resources

Ward(s) affected: All

Executive Summary:

The Disposals & Acquisition Policy: Land and Property was approved by Council in July 2015. The Policy included a requirement to review the disposal and acquisition thresholds included within it.

Considering the previous wishes of the Executive Member for Strategic Resources and the relatively low use of the Policy over the past 12 months, it is proposed that the current thresholds should remain as they are at present. In light of this, it is recommended that the thresholds should be reviewed again in 24 month's time.

The Corporate Governance Committee is

RECOMMENDED, to review the:

- i. report and comment as it considers necessary.
- ii. acquisition and disposal policy thresholds in 24 months' time.

1. PURPOSE OF THE REPORT

- 1.1 To update members on the Disposals & Acquisitions Policy

2. BACKGROUND

The [Disposals & Acquisition Policy](#) (Policy) (please follow the link to the document) was approved by Council on the 29th July 2015, following recommendation from the Corporate Governance Panel held on the 15th July 2015. It was reviewed this time last year and it was agreed that the thresholds should remain as previously approved, these are shown in Table 1 below.

Thresholds for the Acquisition & Disposals Policy		Table 1
£0 - £500,000	Managing Director (as Head of Paid Service) & Head of Resources (as Section 151 Officer), following consultation with Executive Councillor for Resources	
£500,000 to £2,000,000	Treasury and Capital Management Group	
£2,000,000 +	Cabinet	

3. REVIEW OF THRESHOLDS

- 3.1 Following consultations with the Executive Member for Strategic Resources and the low use of the thresholds since last year (the purchase of the Shawlands Retail Park, Sudbury, Suffolk) it is recommended that the thresholds should remain as they are as they allow for appropriate scrutiny of relevant proposals.
- 3.2 It is proposed that the next review of the thresholds occurs in 24 months' time.

4. KEY IMPACTS

- 4.1 With regard to the acquisition and disposal of land and property, the current safeguards and controls are considered to be operating effectively.

5. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND / OR CORPORATE OBJECTIVES

- 5.1 The Policy will support the achievement of the Corporate Plan requirement of "Ensuring we are a customer focused and service led council" by "becoming more business-like and efficient in the way we deliver services".

6. CONSULTATION

- 6.1 None

7. LEGAL IMPLICATIONS

- 7.1 As there is no change to the current thresholds, no changes will be required to both the Constitution and the Code of Procurement.

8. RESOURCE IMPLICATIONS

- 8.1 The Policy supports the CIS. This will in turn assist the Council in generating additional revenue income through the development of a commercial asset portfolio.

9. REASONS FOR THE RECOMMENDED DECISIONS

9.1 To continue to support the Council in achieving the CIS.

BACKGROUND PAPERS

[Disposals & Acquisition Policy](#) as approved by Council on the 29th July 2015.

CONTACT OFFICER

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Governance Boards – Effectiveness Review
Meeting/Date: Corporate Governance Committee – 12 July 2017
Executive Portfolio: Executive Member for Strategic Resources
Report by: Head of Resources
Ward(s) affected: All

Executive Summary:

Following a critical review of two significant capital projects by a Project Management Select Committee, and subsequent reporting to Cabinet in April 2015, a series of Governance Boards (GB) were established with the purpose to review internal governance across all Council services.

With the GB's having been in operation for a couple of years, Internal Audit undertook a review of the GB framework and made a recommendation to the Head of Resources, that an effectiveness review of GB's should be undertaken.

Since their formation, the GB's have changed to better reflect the operational environment in which the Council operates. Following a review of their Terms of Reference and the work undertaken to date, it is considered that the GB's have, in the main, met their objectives.

However, with the recent commencement of the Mosaic transformation programme, two Governance Boards have been absorbed into respective Mosaic workstreams; one has been dissolved, with its responsibilities being undertaken by Community and three Boards will continue. In addition, a new 'Safeguarding' Governance Board to be established to review and enhance the Councils safeguarding policies and practices.

Recommendation:

The Corporate Governance Committee considers the report and comments as it considers necessary.

1. PURPOSE OF THE REPORT

- 1.1 To update members in respect of the operation of the Councils Governance Boards (GB).

2. WHY REPORT NECESSARY

- 2.1 In July 2016, Internal Audit issued a report entitled “Effectiveness of Governance Boards” and assigned to the Head of Resources was the following audit action:

“A summary report on the improvements to the Council’s governance arrangements, based on the activities / achievements of the Governance Boards, should be provided to the Corporate Governance Committee on a least an annual basis.”

3. BACKGROUND

- 3.1 Members will recall that back in April 2015, Cabinet received a report from a Project Management Select Committee that looked into two significant capital projects; namely the One Leisure St Ives Leisure Centre redevelopment and the Huntingdon Multi-Storey Car Park. As a consequence of these reviews the Managing Director established a number of officer led GB’s.
- 3.2 The intention of the GB’s was to look into the strategic aspects of governance across the Councils delivery framework. As a consequence of the changing local and national environment in which the Council finds itself the Boards have evolved since they were originally established; **Appendix 1** illustrates the change in their role to that prior to the start of the Mosaic transformation programme

4. EFFECTIVENESS

- 4.1 As required by the aforementioned Audit Action (2.1), to determine the effectiveness of each of the GB’s the Head of Resources has reviewed the terms of reference and the GB outputs. It is considered that, in the main, the GB’s have been effective, and continue to be effective in the achievement of oversight of governance. The summarised conclusions are shown in **Table 1** below.

Review of Effectiveness of Governance Boards by the Head of Resources		Table 1
Original Board	Conclusion on Effectiveness	
Our People	3	
Programme and Projects	5	
Customer Experience	4	
Information Management	N/A	
Finance and Procurement	5	
Health and Safety	3	
NB Ranking: 5, excellent; 4, good; 3, fair; 2, improvement required; 1, poor. Detailed conclusions are shown in Appendix 2 .		

5. GOING FORWARD

- 5.1 With the commencement of the Councils Mosaic transformation programme, Senior Management considered this has presented an opportune time to consider the future of the Governance Boards framework.

Our People/Customer Experience

- 5.2 It has been decided that the above two GB's should be dissolved and the responsibilities of each be transferred to the Peoples and Customer Workstreams within the Mosaic transformation programme. This is because the workstreams will themselves fundamentally review the cultural and governance aspects of work practices to ensure that they are best aligned to meet the requirements of the Councils customers.

Health and Safety

- 5.3 It has been decided that the Health and Safety GB should be dissolved and its responsibilities should be embedded within the day-to-day responsibilities of the Business Team within Community.

Programme & Projects, Information Management and Finance & Procurement

- 5.4 It has been decided that the above three GB's will continue. This is because
- both the Programme & Projects and the Finance & Procurement Boards are providing an essential governance role in the effective management of both large and small projects and financial management.
 - although the Information Management Board has yet to get going, as the 3C's ICT shared service matures this Board will seek to ensure that the governance around information management is secure and fit for purpose.

Safeguarding

- 5.5 As a consequence of a recent Limited Assurance Audit Report into Safeguarding, management has established a new Safeguarding Governance Board that will fundamentally review the Councils approach to safeguarding. This review will include the establishment of clear, cross council policies and procedures, which address as a minimum DBS processes, training standards, nominated roles and responsibilities, reporting structures and record keeping arrangements. Policies will be formally launched to all staff and supported by training. The implementation of new Safeguarding procedures will be completed by October 2018.

6. KEY IMPACTS

- 6.1 The change in the Governance Board framework reflects how the Council has changed over recent years; they are pragmatic and reflective of what is needed now and over the next few years. Consequently, the key impacts should be positive in supporting the Councils governance framework.

7. TIMETABLE FOR IMPLEMENTATION

- 7.1 The changes are in place now.

8. LINK TO THE CORPORATE PLAN

8.1 The changes to the Governance Boards will contribute to the overall governance of the Council and will assist the Council in achieving the:

- Strategic Priority: “Efficient and Effective Council”, and the
- Objective “Become more efficient in the way we deliver services providing value for money services”.

9. LEGAL IMPLICATIONS

9.1 There are no direct legal implications arising from this report.

10. RESOURCE IMPLICATIONS

10.1 The changes in the Governance Board framework are reflective of the changing environment that the Council has found itself operating within. All costs associated with the various Governance Boards, and those being taken over by Mosaic have been, and will continue to be met from within current resources

11. LIST OF APPENDICES INCLUDED

- Appendix 1 - Analysis of change in Terms of Reference of Governance Boards
- Appendix 2 - Review of Effectiveness of Governance Boards by the Head of Resources

BACKGROUND PAPERS

Governance Board SharePoint Site

CONTACT OFFICER

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Analysis of change in Terms of Reference of Governance Boards

Appendix 1

Original Board	Terms of Reference	Reason for Change	Latest Board	Terms of Reference
		<i>New Board, to directly look into aspects of people management.</i>	Our People	<ul style="list-style-type: none"> • To review HR strategies and compliance. • Plans post Staff Survey
Project Management	<ul style="list-style-type: none"> • Monthly monitoring of corporate projects and programmes • Sign-off of project closure and review of lessons learned • Review and updating of Council's project management arrangements 	<i>Broaden the role of the Board to ensure that all Council programmes are managed in line with the Councils project management programme.</i>	Programme and Projects	<ul style="list-style-type: none"> • To ensure that the Council has the appropriate structures and processes in place to properly manage projects, lessons are learnt and best practice is disseminated; and • To ensure that risks associated with all projects are known and properly managed.
Customers	<ul style="list-style-type: none"> • Oversee the implementation and review of the customer strategy • Develop and implement the Council's channel migration strategy • Develop and monitor customer data and intelligence • Support the transformation of services 	<i>To tighten the role of the Board around how the Council supports its customers.</i>	Customer Experience	<ul style="list-style-type: none"> • Act as the project Team for the Customer Service Strategy and ensure HDC has a clear vision of the Customer Service it needs to achieve its aims and objectives. • Work towards ensuring that a Customer Service culture is embedded into

Original Board	Terms of Reference	Reason for Change	Latest Board	Terms of Reference
				<p>the way things are done at HDC.</p> <ul style="list-style-type: none"> Keep under review the customer service strategy and report formally (at least once a year) to CMT progress against the action plan.
Culture and Compliance	<ul style="list-style-type: none"> Overview of the Council's equalities agenda Overview and monitoring of the Council's governance arrangements, including the annual governance statement (and the actions flowing from it) 	<p><i>This Board was dissolved, the "human resource" elements were transferred into the "Our People's" Board.</i></p> <p><i>The remaining elements were incorporated into the Information Management Board that dealt with "workstream" related matters.</i></p>	Information Management	<ul style="list-style-type: none"> To review document retention, security, collaboration and sharing with partners To ensure information policies, training, plans and delivery are robust.
Finance	<ul style="list-style-type: none"> Monthly monitoring of revenue and capital programme Overseeing the delivery of in year saving targets and development of options for future years 	<p><i>Remit of the Board was expanded to review more of the control framework within the Resources service.</i></p>	Finance and Procurement	<ul style="list-style-type: none"> Commercial Investment Strategy - governance To ensure the robust management of the Council's Capital Programme process

Original Board	Terms of Reference	Reason for Change	Latest Board	Terms of Reference
	•			
Procurement and Commissioning	<ul style="list-style-type: none"> • Overview and review of all commissioning activity • Contract monitoring and compliance testing, including lessons learned and review process 	<i>This Board was dissolved and its responsibilities were transferred into the Finance and Procurement Board.</i>		<ul style="list-style-type: none"> • Medium Term Financial Strategy – Revenue, ZBB. • To oversee revenue budgets, primarily focusing on key areas as identified by the Board and Responsible Financial Officer
Risk	<ul style="list-style-type: none"> • To review and monitor risk management arrangements across the council • To review and monitor the council’s approach to health and safety, including: <ul style="list-style-type: none"> ○ Keeping under review measures to ensure H&S of employees and others affected by Council activities ○ Statutory duty to consult workforce on H&S • To evaluate the corporate risk profile and in 	<p><i>To tighten the review framework around Health and Safety.</i></p> <p><i>Corporate risk management has been streamlined. A fundamental review of the Risk Register has been undertaken with services taking a direct role in management of both corporate and operational risks.</i></p>	Health and Safety	<ul style="list-style-type: none"> • Review existing H&S policies to ensure they were fit for purpose. • Shape new H&S policies prior to implementation. • Undertake compliance testing when considered appropriate.

Original Board	Terms of Reference	<i>Reason for Change</i>	Latest Board	Terms of Reference
	particular the council's appetite for risk.			

Review of Effectiveness of Governance Boards by the Head of Resources

Appendix 2

Original Board	Commentary on Information Held on SharePoint	Conclusion on Effectiveness
Our People	<ul style="list-style-type: none"> Review of the 2016 Staff Survey Development of action plans. Reviewed results of 2015 staff survey. 	3
Programme and Projects	<ul style="list-style-type: none"> Extensive review of the Councils approved programme of projects. Review of adherence to project management; project monitoring, closedown and lessons learnt. 	5
Customer Experience	<ul style="list-style-type: none"> Limited review of the implementation of the Customer Service Strategy (CSS). Mainly due to the fact: <ul style="list-style-type: none"> the revised CSS has had limited time to bed-down, and considerable in-service changes as a consequence of the ZBB programme. Lead on some of the actions resulting from the 2016 Staff Survey i.e. the new Anti-Bullying & Harassment process. 	4
Information Management	The Information Management Governance Board has yet to “get going”. This is because there has been limited work for it to undertake as a consequence of the bedding down of the recently establishment of the 3C’s ICT Shared Service. As the shared service matures, the Board will ensure that governance arrangements in respect of information, the bedrock of any Councils operations, is secure and fit for purpose.	N/A
Finance and Procurement	<ul style="list-style-type: none"> Extensive review of capital proposals, capital programme shortlisting and monitoring. Commenced reviews of: <ul style="list-style-type: none"> revenue outturn, and current procurement matters. 	5
Health and Safety	<ul style="list-style-type: none"> Limited review of health and safety from the Boards perspective. However, health and safety is a statutory responsibility of the Council (both for its own workforce and in some aspects of external facing services) so such matters are picked up as business-as-usual. 	3
NB: <ul style="list-style-type: none"> Ranking: 5, excellent; 4, good; 3, fair; 2, improvement required; 1, poor. ZBB: Zero Based Budgeting. 		

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Public
Key Decision – No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Update on Code of Conduct and Register of Disclosable Pecuniary Interests

Meeting/Date: Corporate Governance Committee
12 July 2017

Report by: Daniel Buckridge, Policy, Performance & Transformation Manager (Scrutiny)

Ward(s) affected: All Wards

Executive Summary:

The Monitoring Officer has a duty to establish and maintain a register of Disclosable Pecuniary Interests (DPIs) and this report provides the Committee with an update on the current level of returns and to consider any action that might be necessary to encourage those Councillors who continue to fail to return their forms to comply.

Recommendation(s):

The Committee is requested to consider and comment on the report.

1. WHAT IS THIS REPORT ABOUT?

- 1.1 Chapter 7 of the Localism Act 2011 requires the Monitoring Officer to establish and maintain a register of disclosable pecuniary or other interests of Members of the District Council and the District Council also continues to be responsible for maintaining the Register for Parish Councils. The register is open for inspection at the District Council's offices and published on the District Council's website. Where a Parish Council has a website, the District Council is required to provide that Council with the information necessary to enable it to publish their current register on its own website. Information in respect of the DPIs of each Parish Council is presented in Appendix 1.
- 1.2 Each Parish Council also has a duty to adopt a Code of Conduct. All Town and Parish Councils were requested to advise the Monitoring Officer when their Council had adopted a new Code and to confirm whether it was identical to that adopted and promoted by the District Council or alternatively the version produced by the National Association of Local Councils (NALC) or any other.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 The Committee is responsible for maintaining high standards of conduct by Members of the District and Town and Parish Councils, for monitoring operation of the Code of Conduct and for considering the outcome of investigations in the event of breaches of the Code. The District Council has a duty to maintain and publish the Registers of Pecuniary Interests of both the District and Town and Parish Councils. Those Members who fail to comply with the 2011 Act are guilty of an offence and liable to a maximum fine of £5,000 and disqualification for up to 5 years.
- 2.2 This report describes the current position in relation to both of these matters.

3. ANALYSIS/REPORT

- 3.1 All DPI forms that have been received have been published. Any changes made to pecuniary interests have also been published.
- 3.2 Of 71 Town and Parish Councils, 44 have had their full Register published on the District Council's website. 27 Parishes have vacancies including 1 having a full register with 2 vacancies and 2 outstanding forms.
- 3.3 In terms of individual DPIs, 600 out of a total of 650 have been received from Parish Councillors; only 2 are outstanding and 48 are vacant. The up to date position on each Council is noted in Appendix 1. Stilton Parish Council currently has 2 DPI forms outstanding for recently co-opted councillors. The Committee will appreciate that it is unlikely that there will ever be a complete return at any one time because of ever changing nature of Parish Council membership.
- 3.4 All District Councillors' DPI forms are loaded onto the Council's website.

4. KEY IMPACTS? HOW WILL THEY BE ADDRESSED?

- 4.1 The Corporate Team continually pursues those Parish Councils where DPIs are outstanding. Similarly, incomplete or inaccurate forms are returned to Parish Councils with a request to revise and return.

5. WHAT ACTIONS WILL BE TAKEN

- 5.1 Parish Clerks are regularly reminded by email to submit DPI forms as soon as possible following any changes.

6. LINK TO THE CORPORATE PLAN

- 6.1 The Council's strategic priorities include enabling communities. By ensuring that DPIs are published, the Council is supporting local accountability and transparency in decision making which contributes to the objective to develop stronger and more resilient communities to enable people to help themselves.

7. CONSULTATION

- 7.1 Not applicable.

8. LEGAL IMPLICATIONS

- 8.1 While there is no legal obligation upon Town and Parish Councils to notify the Monitoring Officer, records indicate that all Town and Parish Councils have adopted a Code of Conduct. 56 of those Parish Councils have adopted a Code based on that adopted by the District Council. 11 Town and Parish Councils have opted for the Code promoted by NALC, and four have adopted their own version of the Code. The up to date position on each Council is noted in Appendix 2.

9. REASONS FOR THE RECOMMENDED DECISIONS

- 9.1 The Committee take a role in maintaining high standards of conduct by Members and monitoring the Code of Conduct.

10. LIST OF APPENDICES INCLUDED

Appendix 1 – Town and Parish Councils Disclosable Pecuniary Interests (DPI) forms

Appendix 2 – Town and Parish Council New Standards Regime and Code of Conduct.

BACKGROUND PAPERS

None.

CONTACT OFFICER

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Town and Parish Councils Disclosable Pecuniary Interests (DPI) forms

Town/Parish Council	No of Cllrs	DPIs Received	Vacancy	DPIs Outstanding	NOTES
1 Abbots Ripton	6	6			CORRECT
2 Abbotsley	7	7			CORRECT
3 Alconbury	11	9	2		CORRECT
4 Alconbury Weston	7	7			CORRECT
5 Alwalton	5	5			CORRECT
6 Barham & Woolley	5	5			CORRECT
7 Bluntisham	11	11			CORRECT
8 Brampton	15	15			CORRECT
9 Broughton & Molesworth	5	3	2		CORRECT
10 Broughton	7	7			CORRECT
11 Buckden	15	15			CORRECT
12 Buckworth	5	5			CORRECT
13 Bury	9	9			CORRECT
14 Bythorn & Keyston	5	5			CORRECT
15 Catworth	7	7			CORRECT
16 Colne	9	9			CORRECT
17 Conington	5	5			CORRECT
18 Earith	11	11			CORRECT
19 Easton	5	5			CORRECT
20 Ellington	7	7			CORRECT
21 Elton	9	8	1		CORRECT
22 Farcet	11	9	2		CORRECT
23 Fenstanton	13	11	2		CORRECT
24 Folksworth & Washingley	9	8	1		CORRECT
25 Glatton	5	5			CORRECT
26 Godmanchester	17	17			CORRECT
27 Grafham	7	7			CORRECT
28 Great & Little Gidding	7	6	1		CORRECT
29 Great Gransden	9	9			CORRECT
30 Great Paxton	9	8	1		CORRECT
31 Great Staughton	9	9			CORRECT
32 Hail Weston	7	4	3		CORRECT
33 Hemingford Abbots	7	5	2		CORRECT
34 Hemingford Grey	13	8	5		CORRECT
35 Hilton	9	9			CORRECT

Town/Parish Council	No of Cllrs	DPI Rec'd	Vacancy	DPI Outstanding	NOTES
36 Holme	7	7			CORRECT
37 Holywell cum Needingworth	13	13			CORRECT
38 Houghton & Wyton	9	8	1		CORRECT
39 Huntingdon	19	19			CORRECT
40 Kimbolton & Stonely	11	10	1		CORRECT
41 Kings Ripton	5	5			CORRECT
42 Leighton Bromswold	7	4	3		CORRECT
43 Little Paxton	15	12	3		CORRECT
44 Offord Cluny & Offord Darcy	11	9	2		CORRECT
45 Old Hurst	7	7			CORRECT
46 Old Weston	7	7			CORRECT
47 Perry	9	8	1		CORRECT
48 Pidley cum Fenton	7	7			CORRECT
49 Ramsey	17	17			CORRECT
50 Sawtry	15	12	3		CORRECT
51 Sibson cum Stibbington	7	6	1		CORRECT
52 Somersham	15	15			CORRECT
53 Southoe & Midloe	7	6	1		CORRECT
54 Spaldwick	7	7			CORRECT
55 St Ives	17	17			CORRECT
56 St Neots	21	19	2		CORRECT
57 Stilton	11	7	2	2	CORRECT
58 Stow Longa	5	5			CORRECT
59 The Stukeleys	9	8	1		CORRECT
60 Tilbrook	5	5			CORRECT
61 Toseland	5	5			CORRECT
62 Upton & Coppingford	5	5			CORRECT
63 Upwood & The Raveleys	9	9			CORRECT
64 Warboys	15	14	1		CORRECT
65 Waresley cum Tetworth	5	5			CORRECT
66 Wistow	7	7			CORRECT
67 Woodhurst	7	6	1		CORRECT
68 Woodwalton	5	5			CORRECT
69 Wyton on the Hill	7	6	1		CORRECT
70 Yaxley	17	15	2		CORRECT
71 Yelling	7	7			CORRECT
Totals	650	600	48	2	

Town and Parish Council New Standards Regime and Code of Conduct

Town/Parish Council	HDC Code	NALC Code	Own Code
Abbotsley	X		
Abbots Ripton	X		
Alconbury	X		
Alconbury Weston		X	
Alwalton	X		
Barham & Woolley	X		
Bluntisham	X		
Brampton	X		
Brington & Molesworth	X		
Broughton	X		
Buckden	X		
Buckworth	X		
Bury	X		
Bythorn & Keyston	X		
Catworth	X		
Colne			X
Conington	X		
Earith		X	
Easton	X		
Ellington	X		
Elton	X		
Farcet		X	
Fenstanton	X		
Folksworth & Washingley		X	
Glatton	X		
Godmanchester	X		
Grafham	X		
Great & Little Gidding	X		
Great Gransden	X		
Great Paxton	X		
Great Staughton	X		
Hail Weston		X	
Hemingford Abbots	X		
Hemingford Grey	X		
Hilton	X		
Holme	X		
Holywell cum Needingworth	X		
Houghton & Wyton			X
Huntingdon	X		
Kimbolton & Stonely	X		
Kings Ripton	X		
Leighton Bromswold	X		
Little Paxton	X		
Offord Cluny & Offord Darcy		X	
Old Hurst		X	

Town and Parish Council New Standards Regime and Code of Conduct

Town/Parish Council	HDC Code	NALC Code	Own Code
Old Weston	X		
Perry	X		
Pidley cum Fenton	X		
Ramsey			X
Sawtry	X		
Sibson cum Stibbington	X		
Somersham	X		
Southoe & Midloe			X
Spaldwick	X		
St Ives	X		
St Neots	X		
Stilton		X	
Stow Longa	X		
The Stukeleys	X		
Tilbrook	X		
Toseland	X		
Upton & Coppingford	X		
Upwood & The Raveleys	X		
Warboys	X		
Waresley cum Tetworth		X	
Wistow	X		
Woodhurst		X	
Woodwalton		X	
Wyton on the Hill	X		
Yaxley	X		
Yelling	X		
TOTAL	56	11	4