

Seventh Annual Assembly of Standards Committees
13 - 14 October 2008, International Convention Centre, Birmingham

Final programme



Key to conference session symbols

Delegates can attend breakout sessions at several points during the conference. The definitions of each type of breakout session are as follows.



Mini plenary sessions include information from expert speakers and an opportunity for questions and answers. Most of these sessions have a maximum attendance of 100.



Workshops take place in smaller halls, with a maximum attendance of 70. These sessions take a practical approach to topics. They give delegates the chance to get hands-on experience, for example by working through case studies.



Q & A sessions take place in smaller halls, with a maximum attendance of 70. They provide an open house for delegates to put questions to the Standards Board for England. This year, there are four different Q&A sessions, one for new standards committee members, one for more experienced members, one for monitoring officers and one session open to all delegates.

Welcome



Welcome to **Delivering the Goods: Local Standards in Action**, the Seventh Annual Assembly of Standards Committees.

This year's Assembly is the most popular we have ever run. The fact that the event was fully booked by early July is a clear indication that delegates view the Assembly as an essential source of practical support and training. As always, this is what we aim to provide and why much of this conference is focused on helping you and your authority to effectively deliver the local standards framework.

We also believe the demand for the Assembly reflects the increasing importance of the standards agenda to local government. It is clear that high ethical standards are key to building public confidence in local democracy. This makes an effective, proactive standards committee vital to the success of any authority. This year's conference will help you to meet the challenges of this key role. I hope it will give you the ideas, skills and expert advice you need to put standards at the heart of your authority's culture and at the core of its governance.

The conference also provides plenty of opportunities for valuable networking and sharing of experiences and solutions with other local practitioners.

As the new Chair of the Standards Board, this is an excellent opportunity for me to meet with you, and I look forward to talking to you over the course of the next two days.

I wish you a successful and productive conference.



Dr Robert Chilton

Chair, the Standards Board for England

Breakout sessions

All delegates were required to register their choice of breakout sessions by 15 September 2008. Places were allocated on a first-come, first-served basis and every effort has been made to book delegates their preferred session choices. If delegates did not return their forms by the deadline specified they were allocated to sessions with spaces available.

Your breakout session choices are printed on the reverse of your badge, along with the location of the session. We are sure you will appreciate that a limited number of places are available in each session and all sessions are now full to capacity. Therefore, delegates are requested to attend only the breakout sessions that are shown on the reverse of their badge. If you join a session that is not on your badge you will prevent a delegate who has booked a place in that session from attending.

If you are not sure about your session choices, or would like to swap a session, please contact the team on the enquiries desk.

Thank you for your cooperation.

Handouts and other conference literature

All session handouts and many other items of conference literature, including presentations and speeches, will be available via the conference website, www.annualassembly.co.uk, soon after the conference closes.

Questions and further information

If you have any general conference-related enquiries, please visit the enquiries desk, which is located in the registration area. A separate information desk, within the main registration and networking area, will be staffed by representatives from the Standards Board for England, to respond to questions and listen to any feedback.

Eighth Annual Assembly of Standards Committees 12-13 October 2009, International Convention Centre, Birmingham

All delegates attending this year's conference will automatically receive booking information for next year's Eighth Annual Assembly of Standards Committees, once it becomes available.

If you would like to register your intention to attend next year's event, please email our event managers, Benedict Business Resources at benedictbr@btinternet.com. Please note that registering your interest will not guarantee your place at the 2009 Assembly. Bookings can only be confirmed on receipt of a completed booking form. However, registering your interest will ensure you receive conference information as it becomes available.

Key to lanyard colours

All delegates are given a conference name badge at registration. Name badges are used with coloured lanyards (cords), which identify the delegate's role or position. The categories delegates may choose between are:

White

Monitoring officers

Red

Speakers

Dark Green

Standards committee members

Purple

Steering assembly committee members

Yellow

Independent members

Jade Green

The Standards Board for England Board Members

Orange

Chief executives

Blue

Others
(delegates who do not fit into any of the categories above)

Black

Council leaders

08.30 - 10.00

Registration
Refreshments available.

09.15 - 10.00

Getting up to speed Hall 9

A quick beginner's guide to the Code of Conduct and the Standards Board, aimed at delegates who are new to the Code or the Annual Assembly.

Speakers: **Natalie Ainscough**, Policy Adviser, the Standards Board for England
Glenys Stacey, Chief Executive, the Standards Board for England

10.15 - 11.15

Opening plenary Hall 1

Chair: **Dr Robert Chilton**, Chair, the Standards Board for England

Speakers: **Glenys Stacey**, Chief Executive, the Standards Board for England
Minister

10.15 - 10.25

Welcome

10.25 - 10.40

Supporting local standards

The Minister opens the conference by setting out the Government's commitment to local standards and its proposals for the future.

10.40 - 11.00

Local standards in action: The first six months

The new local system for complaints has been in action for six months. The Standards Board reports back on what local delivery has meant in practice, bringing you the latest information and feedback on the standards framework.

11.00 - 11.15

Over to you

An opportunity to pose questions to this morning's speakers.

11.15 - 11.30

Comfort break
Delegates move to their breakout sessions.

11.30 - 13.00

Breakout sessions

Delegates should refer to the reverse of their conference name badge to find out which session they are to attend.

Hall 10b

Alternative action masterclass



Hall 9

What went wrong?



Hall 10a

Balancing act



Hall 11a

Mind the gap: Setting standards for joint working



Hall 8b

Delivering local assessment



Hall 7

Delivering local investigations



Hall 8a

First response



Hall 5

The Code made clear



Hall 6

Communicating with communities



Hall 11b

Questions and answers: New standards committee members



Please refer to pages 13 to 18 for details of speakers and an outline of each session

13.00 - 14.15

Lunch

Hall 3

14.15 - 15.30

PLENARY: Making an impact? Hall 1


Has the standards framework made a difference? Do the public have any more confidence in members as a result? Opinion formers discuss the results of research from the Standards Board and Cardiff University on the impact of the standards framework. Delegates are invited to join the debate and pose questions to the speakers. **All delegates attend this session.**


Chair: **Glenys Stacey**, Chief Executive, the Standards Board for England


Speakers: **Dr Richard Cowell**, Senior Lecturer in Environmental Policy and Planning, University of Cardiff
Sir Christopher Kelly, Chair, Committee on Standards in Public Life
Ben Page, Managing Director, Ipsos Mori Public Affairs

15.30 - 16.00 Refreshments **Hall 3**
Tea and coffee available.


16.00 - 17.30 **Breakout sessions**
Delegates should refer to the reverse of their conference name badge to find out which session they are to attend.

Hall 10b **Alternative action masterclass** 
WORKSHOP


Hall 9 **What went wrong?** 
MINI PLENARY SESSION


Hall 10a **Balancing act** 
WORKSHOP


Hall 11a **Mind the gap: Setting standards for joint working** 
MINI PLENARY SESSION


Hall 8b **Delivering local assessment** 
WORKSHOP

Hall 7 **Delivering local investigations** 
WORKSHOP

Hall 8a **First response** 
WORKSHOP

Hall 5 **The Code made clear** 
MINI PLENARY SESSION

Hall 6 **Communicating with communities** 
MINI PLENARY SESSION

Hall 11b **Questions and answers: Monitoring officers** 
QUESTIONS & ANSWERS

Please refer to pages 13 to 18 for details of speakers and an outline of each session

17.30 **Close of day one**

18.00 - 19.00 **Fringe events**
Various optional fringe events including:

Hall 11b **Association of Council Secretaries and Solicitors (ACSeS) Question Time with a twist**
An open forum for monitoring officers and others - chaired by a Vice-President of ACSeS - to encourage positive learning from the first practical experiences on local assessment.

Hall 8b **Association of Independent Members of Standards Committees in England (AIMSce) Delivering the goods: the leadership and skills of the independent chair**
A presentation from Mike Wilkinson, Independent Chair of the Standards Committee, Leeds City Council.

Hall 10b **Improvement and Development Agency (IDeA) Partnership and governance - the role of local standards committees**
An overview of the work IDeA is undertaking with cross sector partnerships to assess the culture, values, behaviour and relationships that make partnership working more sustainable and effective. Participants will have the opportunity to explore how exemplary standards committees can support the success of good governance and partnership working - and how this impacts on improving lives for people in local communities. There is also an opportunity to discover how robust assessment can contribute to comprehensive area assessments (CAA).

Hall 10a **Local Government Ombudsman (LGO) Changes to the Local Government Ombudsman's service: Are you up to date?**
Significant changes to the LGO's service have taken place over the last year. Local Government Ombudsman, Tony Redmond, will update you on:

- Changing jurisdiction and operation
- New first contact service
- The LGO and standards committees

Join us to find out how these issues impact on councils and to put your question to the Ombudsman.


Hall 9 **Society of Local Authority Chief Executives and Senior Managers (SOLACE) Bullying in the public sector**
The session will build on improving standards and member behaviour.

19.30 - 20.00 **Drinks reception** **Hall 3**


20.00 - 23.00 **Conference dinner** **Hall 3**
Dress code is smart or smart-casual.
Cash bar available.
Live music.

08.00 - 09.00 Refreshments **Hall 3**
Tea and coffee available.
Delegates attending for today only should register at the enquiries desk.


09.00 - 10.30 **Breakout sessions**
Delegates should refer to the reverse of their conference name badge to find out which session they are to attend.

Hall 6 **In confidence** 
MINI PLENARY SESSION


Hall 7 **Keeping track of standards: Monitoring and support** 
MINI PLENARY SESSION

Hall 8b **Delivering local assessment** 
WORKSHOP


Hall 9 **Delivering local determinations and setting sanctions** 
WORKSHOP

Hall 5 **Joining the dots: Understanding corporate governance** 
MINI PLENARY SESSION

Hall 8a **Mediation in action** 
WORKSHOP

Hall 11a **Planning ahead** 
WORKSHOP

Hall 10b **The parish perspective** 
MINI PLENARY SESSION

Hall 10a **Focus on fire, police and park authorities** 
WORKSHOP

Hall 11b **Questions and answers: Standards committee members** 
QUESTIONS & ANSWERS

Please refer to pages 13 to 18 for details of speakers and an outline of each session

10.30 - 11.00 Refreshments **Hall 3**
Tea and coffee available.

11.00 - 12.15 **PLENARY: A higher level** **Hall 1**



What makes a standards committee effective? What knowledge and resources are required to help you improve the performance of your committee and can an effective standards committee contribute to the good governance of your authority?

This session aims to answer these questions. Expert speakers give examples of how you can raise the standard in your authority, move beyond basic compliance with the Code and make a real difference to your community.


This session includes an opportunity for delegates to ask questions and discuss with the panel. **This session is for all delegates.**

Chair: **Dr Robert Chilton**, Chair, the Standards Board for England


Speakers: **Alison Kelly**, Strategy Advisor, Governance and Accountability, Audit Commission
Dr Michael Macauley, Head of the Centre for Public Service Management, Reader in Governance and Public Ethics, Teeside Business School

12.15 - 13.30 Lunch **Hall 3**

13.30 - 15.00 **Breakout sessions**
Delegates should refer to the reverse of their conference name badge to find out which session they are to attend.

Hall 6 **In confidence** 
MINI PLENARY SESSION

Hall 7 **Keeping track of standards: Monitoring and support** 
MINI PLENARY SESSION

Hall 8b **Delivering local assessment** 
WORKSHOP

Hall 9 **Delivering local determinations and setting sanctions** 
WORKSHOP

Hall 5	Joining the dots: Understanding corporate governance	 MINI PLENARY SESSION
Hall 8a	Mediation in action	 WORKSHOP
Hall 11a	Planning ahead	 WORKSHOP
Hall 10b	The parish perspective	 MINI PLENARY SESSION
Hall 10a	Focus on fire, police and park authorities	 WORKSHOP
Hall 11b	Questions and answers: All delegates	 QUESTIONS & ANSWERS

Please refer to pages 13 to 18 for details of speakers and an outline of each session

15.00 - 15.15 **Comfort break**

15.15 - 15.45 **Closing plenary** Hall 1

15.15 - 15.30 **Delivering the goods**
The Chair of the Standards Board for England sums up the key issues covered at this year's conference.

Speaker: Dr Robert Chilton, Chair, the Standards Board for England

15.30 - 15.45 **Local standards in action**
The Chief Executive outlines the next steps for delegates and the Standards Board as we put local standards into action.

Speaker: Glenys Stacey, Chief Executive, the Standards Board for England

15.45 - 16.15 **Networking**
Refreshments available.

16.15 **Close of conference**

Monday 13 October 2008



Alternative action masterclass

Mentoring, mediation and guidance can be effective alternative actions to investigation. They can also help authorities to resolve longstanding issues of inappropriate member behaviour. This session gives an overview of the processes and benefits of alternative actions. Delegates work through scenarios to build their understanding of when an alternative action may be appropriate, and how to implement it.

Useful for all delegates.

Speakers: Alan Eastwood, Director of Legal and Democratic Services, Bolton Council
Suzan Hemingway, Assistant Director, Corporate Services, City of Bradford Metropolitan District Council
Jennifer Rogers, Ethical Standards Officer, the Standards Board for England

What went wrong?

What happens if investigations and hearings don't go to plan? This session highlights learning from case examples where these processes have not worked as effectively as they could. Delegates hear what went wrong and how they can use these lessons to improve their management of local investigations and hearings. **Useful for all delegates.**

Chair: Elizabeth Hall, Board Member, the Standards Board for England

Speaker: Hazel Salisbury, Director of Casework, the Standards Board for England

Balancing act

Is it possible, or even desirable, to have a consistent, national approach to managing standards? Should standards committees take into account local attitudes, opinions and precedents? This session gives delegates a chance to discuss these issues and start to consider their criteria for consistent and effective handling of local cases. **Useful for all delegates.**

Chair: Mehboob Khan, Board Member, the Standards Board for England

Speakers: Jayne Francis, Head of Law and Democracy, Nottinghamshire County Council
Mark Heath, Solicitor to the Council, Southampton City Council
Anne Rehill, Advice and Guidance Manager, the Standards Board for England





Monday 13 October 2008

Mind the gap: Setting standards for joint working

Joint and partnership working are high on the agenda of many standards committees and ensuring partnership organisations work in line with local authority standards is a key issue. In this session, expert speakers assess the accountability gap in partnerships. The session will help delegates to identify appropriate behaviours and governance for partnership working, including the role of council leaders and chief executives in ensuring accountability. **Useful for all delegates.**

Chair: **Sir Ron Watson**, Board Member, the Standards Board for England

Speakers: **Hannah Pearson**, Research and Policy Adviser, the Standards Board for England
Tony Redmond, Local Government Ombudsman, Commission for Local Administration in England
Vanessa Walker, Principal Consultant, Governance Lead, Improvement and Development Agency

Delivering local assessment

This session is for all delegates who really want to get to grips with the local assessment process and understand the key steps involved. Using case examples, delegates work through the process, from the point the authority receives the complaint, to when the member is notified of the result of the assessment. **Useful for all delegates who are new to local assessment, or want to improve their understanding of the process.**

Speakers: **Alison Dennett**, Acting Monitoring Officer, Hull County Council
Mark Jones, Principal Legal Adviser, the Standards Board for England
Jo Simpkins, Policy Adviser, the Standards Board for England

Delivering local investigations

This session brings delegates up to speed with each stage of the investigations process. Delegates will work through case examples to build their understanding of the key steps involved and how to implement them in their authority. **Useful for all delegates, particularly monitoring officers.**

Speakers: **Maria Lucas**, Head of Legal and Democratic Services, North Tyneside Council
Matt Richards, Peripatetic Investigator, the Standards Board for England
Jon Wigmore, Ethical Standards Officer, the Standards Board for England

First response

This session focuses on how to manage the assessment of complex and challenging complaints. For example, those that cover more than one part of the Code, include more than one member or span a long period of time. Using case scenarios, it explains how to review, and organise evidence and present complex complaints to a standards committee for assessment. Delegates hear how to decide what action to take in response to a complaint, how to identify potential conflicts of interest, and decide when to refer cases back to the Standards Board.

Mainly aimed at monitoring officers who already have experience of handling local assessments.



Speakers: **Quentin Baker**, Assistant Director, Legal and Democratic Services, City of York Council
Freda Sharkey, Head of Legal Services, the Standards Board for England

The Code made clear

An informative presentation and discussion, taking delegates through cases which help to illustrate and clarify complex, or problematic areas of the Code. **Useful for all delegates.**

Chair: **Mike Kendall**, Board Member, the Standards Board for England

Speakers: **Storm Westmaas**, Principal Legal Adviser, the Standards Board for England
Alex Oram, Peripatetic Investigator, the Standards Board for England

Communicating with communities

A frequent comment from delegates at the 2007 Assembly was that they wanted their communities to understand what they did and the difference this made. This session provides practical suggestions on how standards committees can improve their communication with the local community. Useful for standards committee members.

Chair: **Judy Simons**, Board Member, the Standards Board for England

Speakers: **Richard Scott**, Head of Communications, the Standards Board for England
Ed Welsh, Programme Director, Media and campaigns, Local Government Association

Questions and answers: New standards committee members

An open house Q&A session for new or recently appointed standards committee members and chairs.

Chair: **Belinda Shaw**, Peripatetic Investigator, the Standards Board for England

Speakers: **Paul Hoey**, Director of Strategy and Guidance, the Standards Board for England
Gylian Murphy, Legal Adviser, the Standards Board for England

Questions and answers: Monitoring officers

An open house Q&A session for monitoring officers.

Chair: **Belinda Shaw**, Peripatetic Investigator, the Standards Board for England

Speakers: **Paul Hoey**, Director of Strategy and Guidance, the Standards Board for England
Gylian Murphy, Legal Adviser, the Standards Board for England





Tuesday 14 October 2008

In confidence

The move to local regulation means that standards committees, as well as monitoring officers, will be responsible for protecting the personal information of both complainants and members. It is therefore important that they have a good awareness of issues relating to confidentiality of information. This session uses case examples to provide guidance on key areas of the Data Protection Act, Freedom of Information Act and other relevant areas of the legal framework. It also outlines the pitfalls of poor information management and how to avoid them. **Useful for all delegates.**

Speakers: **Bernadette Livesey**, Chief Law and Administration Officer, Calderdale Council
Lynne Shackley, Guidance and Promotions team, Information Commissioner's Office
Storm Westmaas, Principal Legal Adviser, the Standards Board for England

Keeping track of standards: Monitoring and support

This session explains how the Standards Board will monitor how local arrangements are working. It describes how we will support authorities which are experiencing difficulties and how we can help them to improve their performance. **Useful for all delegates.**

Speakers: **Fiona McMillan**, Deputy Monitoring Officer, South Cambridgeshire District Council
Alex Oram, Peripatetic Investigator, the Standards Board for England
John Williams, Senior Policy Adviser, the Standards Board for England

Delivering local assessment

This session is for all delegates who really want to get to grips with the local assessment process and understand the key steps involved. Using case examples, delegates work through each stage of the process, from the point the authority receives the complaint, to when the member is notified of the result of the assessment. **Useful for all delegates who are new to local assessment, or want to improve their understanding of the process.**

Speakers: **Natalie Ainscough**, Policy Adviser, the Standards Board for England
Joy Bowes, Head of Legal and Democratic Services, St Edmundsbury Borough Council
Emma Webb, Policy Adviser, the Standards Board for England

Delivering local determinations and setting sanctions

A work-through of the local determinations process, using case examples to demonstrate each step. This session uses case examples to demonstrate what factors should be considered when setting sanctions. The session also includes information on how to prepare and present cases to the Adjudication Panel for England. **Useful for all delegates.**

Speakers: **Simon Bird**, Deputy President, Adjudication Panel for England
Mark Jones, Principal Legal Adviser, the Standards Board for England



Joining the dots: Understanding corporate governance

This session looks in detail at the relationship and shared agenda between standards committees and corporate governance, scrutiny and audit committees. Delegates will discuss how to manage the possible overlaps and tensions between these committees, and how to ensure they work effectively together to deliver real benefits for the community. **Useful for all delegates.**

Speakers: **Cara Afzal**, Deputy Research and Monitoring Manager, the Standards Board for England
Jessica Crowe, Executive Director, Centre for Public Scrutiny
Gillian Fawcett, Senior Fellow, Organisational Development, OPM



Mediation in action

A practical workshop giving delegates an introduction to mediation skills. This session gives an overview of the key skills mediators need to use this valuable tool, and gives delegates a chance to discuss and experience how they can be applied. **Useful for all delegates, particularly monitoring officers.**

Speakers: **James Baldwin**, Policy Adviser, the Standards Board for England
Lesley Crannam, Consultant, WiT Partnership Ltd
April Struthers, Consultant, WiT Partnership Ltd



Planning ahead

Do you believe the Code of Conduct prevents you from engaging with developers and taking part in planning decisions? This workshop takes delegates through difficult planning scenarios to demonstrate when and how you can represent your community. It also discusses some of the planning pitfalls and how to avoid them. **Particularly useful for standards committee members.**

Speakers: **Anne Rehill**, Advice and Guidance Manager, the Standards Board for England
Sarah Richards, Head of Planning Advisory Service, Planning Advisory Service



The parish perspective

Principal authorities are now responsible for receiving and assessing complaints about town and parish councillors. This makes effective engagement and clear communication more vital than ever. Expert speakers discuss the best practice approaches, resources and strategies delegates can use to engage effectively with town and parish councillors in their local area. **Useful for standards committee members and other delegates who work with town and parish councils.**

Chair: **Shirley Flint**, Board Member, the Standards Board for England

Speakers: **Kirsty Cole**, Strategic Director, Corporate Services, ACSeS/ Newark and Sherwood District Council
Nick Randle, Chief Executive, Society of Local Council Clerks





WORKSHOP

Tuesday 14 October 2008

Focus on fire, police and park authorities

The local standards system will bring unique challenges for fire, police and park authorities. This session gives delegates the opportunity to discuss these challenges, including building effective joint arrangements and recruitment and sharing of independent members. **Mainly aimed at members of fire, police or park authority standards committees and delegates who work with them.**

Speakers: **Jim Cessford**, Policy Adviser, the Standards Board for England

Jonathan Goolden, Managing Director, Jonathan Goolden Solicitors

Questions and answers: Standards committee members

An open house Q&A session for standards committee members and chairs.

Chair: **Belinda Shaw**, Peripatetic Investigator, the Standards Board for England

Speakers: **Paul Hoey**, Director of Strategy and Guidance, the Standards Board for England

Freda Sharkey, Principal Legal Adviser, the Standards Board for England

Questions and answers: All delegates

An open house Q&A session for all delegates.

Chair: **Belinda Shaw**, Peripatetic Investigator, the Standards Board for England

Speakers: **Paul Hoey**, Director of Strategy and Guidance, the Standards Board for England

Freda Sharkey, Principal Legal Adviser, the Standards Board for England



QUESTIONS & ANSWERS



QUESTIONS & ANSWERS

Cara Afzal is the Deputy Research and Monitoring Manager at the Standards Board for England. Her work involves the undertaking and commissioning of research. Cara leads a number of Standards Board projects, including a five-year longitudinal study assessing the impact and effectiveness of the ethical framework. Previously, Cara worked for many years in health research at the University of Manchester where she was responsible for managing research projects. Cara has more than 13 years' research experience and spent two of those years in the NHS advising, training and monitoring good research practice against the Government's Research Governance Framework (RGF) for Health and Social Care.

Natalie Ainscough is a Guidance and Advice Policy Adviser at the Standards Board for England. She joined the Standards Board in July 2006 from the former National Parking Adjudication Service, where she worked in the service development team. Her work at the Standards Board involves giving advice and guidance to key stakeholders on the Code of Conduct and the ethical governance framework, and assisting in the production of statutory and non-statutory guidance.

Quentin Baker is the Head of Civic, Democratic and Legal Services, and Monitoring Officer for the City of York Council. He has 13 years' experience working as a Lawyer in local government including six years in a monitoring officer role.

James Baldwin is a Policy Adviser at the Standards Board for England. His work involves giving advice and guidance to key stakeholders on interpretation of the Code of Conduct, the new standards framework and Standards Board policies. He is also involved in the production of statutory and non-statutory guidance. Prior to the Standards Board, James worked for Oldham Metropolitan Borough Council as a Democratic Services Officer, where he was responsible for giving constitutional advice to various regulatory committees. James has also worked for Sefton Metropolitan Borough Council in social services.

Simon Bird has been the Deputy President of the Adjudication Panel for England since 2006, and is a practising Barrister specialising in local government and planning law. Simon took up his appointment as a Legal Member of the Adjudication Panel for England in 2003, and since then has chaired many case tribunals and appeals tribunals throughout England. As Deputy President of the Adjudication Panel, Simon's responsibilities include the determination of applications for permission to appeal against the findings of standards committees. In addition, he is responsible for case management of references and appeals before the Adjudication Panel. Together with the President of the Adjudication Panel he is also responsible for the training, monitoring and appraisal of Adjudication Panel members.

Joy Bowes is the Head of Legal and Democratic Services and Monitoring Officer at St Edmundsbury Borough Council. She has worked in the borough since 1990, having previously qualified as a Solicitor in private practice. Joy is involved in all aspects of the council's legal work but has recently specialised in high-profile retail and entertainment developments in the borough. St Edmundsbury is a participant in the Suffolk Legal Partnership which was highly commended in this year's Local Government Chronicle awards. It is also working with other Suffolk authorities to pilot joint arrangements for standards committees.

James Cessford is a Policy Adviser at the Standards Board for England. His work involves giving advice and guidance to key stakeholders on the Code of Conduct and on the local assessment framework. James is also responsible for supporting and assessing the work of local standards committees. Before joining the Standards Board, James was an Information Manager with Ofsted. James has also been a Researcher for Arts Council England and a Librarian with the BBC and then Granada Television.

Dr Robert Chilton is Chair of the Standards Board for England. Bob began his career in local government and in 1979, he was appointed as Director of Housing and Property Services for the Royal Borough of Kensington and Chelsea. Bob became Assistant Director of South Bank Polytechnic in 1984. In 1986, he became Chief Executive of Gillingham Borough Council and in 1989, he became the Audit Commission's Local Government Director. In 1995, on secondment, Bob was Chief Executive of the Local Government Commission, completing the structural review of English councils. Between 1999 and 2001, Bob on secondment, established the Greater London Authority, serving as its inaugural Chief Executive. He is the Vice-Chair of the National Consumer Council until September 2008. In addition, he is Chair of East Thames Group – a major London Housing Association, Deputy Chair of PhoneyPayPlus, a Non-Executive Director of the Office of the Information Commissioner and a Non-Executive Director of the Waste and Resources Action Programme. He also sits on the Home Office Audit Committee.

Kirsty Cole is the Strategic Director of Corporate Services at Newark and Sherwood District Council. She is also the immediate past president of Association of Council Secretaries and Solicitors (ACSeS). Kirsty has previously been employed at South Kesteven District Council and in private practice. Together with colleagues from the East Midlands branch of the ACSeS, she was instrumental in publishing a Parish Council Toolkit, designed as a basic governance tool for monitoring officers and parish councils. The toolkit was awarded the MJ Legal Achievement of the Year Award 2007. Until recently, Kirsty was Solicitor to the Institute of Cemetery and Crematorium Management, having previously served as its Company Secretary. She is also Clerk to the Mansfield and District Crematorium Joint Committee. Kirsty is a regular speaker and trainer both regionally and nationally on a variety of topics, most notably relating to ethics and probity.

Richard Cowell is the Deputy Director of the Centre for Local and Regional Government Research (CLRGR) at Cardiff University, and a Senior Lecturer at the Cardiff School of City and Regional Planning. Richard's main research interests are in sustainable development, land use planning, policy integration, public participation and issues of trust. His work has been published in a range of journals, including *Policy & Politics*, *Urban Studies*, *Environment and Planning C: Government and Policy* and *Local Government Studies*. Richard has recently completed work for Communities and Local Government on the effects of the post-1997 local government reforms on public confidence. He is also currently working with CLRGR on a five-year study of the impact of the new ethical framework for local government, including the effects on councillor conduct and public trust.

Jessica Crowe is the Executive Director of the Centre for Public Scrutiny (CfPS). She was previously a Councillor for eight years in the London Borough of Hackney, where she was Deputy Mayor. She was also member of Communities and Local Government's (CLG) local Councillors' Commission. From 2004 to 2008, Jessica was a non-Executive Director of Homerton University Foundation Hospital Trust. On behalf of CfPS she sits on the management team of the NHS National Centre for Involvement, in which CfPS is a consortium partner. Jessica has extensive experience in elected and lay member training and adult education. As an accredited Improvement and Development Agency for local government (IDeA) Peer, she has facilitated member development sessions and has also carried out corporate assessment inspections on behalf of the Audit Commission. In addition, she has worked for the Local Government Association, the Local Government Information Unit (LGIU), the Labour Party and as an adviser to a government minister.

Lesley Cramman is an organisational consultant, facilitator and executive coach. Lesley has 20 years' experience of management consultancy with a wide variety of organisations across a range of sectors. She has worked particularly in local authorities with officers and members. Since 1988, Lesley has been a freelance trainer and consultant. Lesley is also a trained teacher, and has 10 years of experience teaching in comprehensive schools based in east London.

Alison Dennett is the Acting Monitoring Officer for Kingston upon Hull City Council. She is a Solicitor by profession and qualified in 1995. Alison has worked for the council for eight years, and prior to that trained, qualified and practised in the private sector. Alison is the lead officer within the council on governance matters, and manages and leads the Corporate Governance Team. She also works closely with the council's standards committee and has developed and implemented a robust work programme for it.

Alan Eastwood is Director of Legal and Democratic Services, and Monitoring Officer at Bolton Council. Alan started his career qualifying as a Solicitor while working with Rochdale Metropolitan Borough Council. He then specialised in child care and followed this by moving to Salford City Council in 1992. Here he worked with the legal team involved in the development of the Lowry Centre complex. Alan subsequently became Monitoring Officer of Salford City Council and of the Greater Manchester Police Authority.

Gillian Fawcett is a Senior Fellow working with the Office for Public Management (OPM) Organisational Development and Policy Team. She joined the OPM from the Audit Commission, where she was a Senior Policy Advisor with expertise in performance management and corporate governance. In 2005, she was seconded to Parliament as Deputy Head of the Scrutiny Unit, responsible for providing professional support to select committees in the areas of policy, resource and performance management. Throughout her career, Gillian has had extensive experience of working with a full range of public authorities, central government and other agencies to help improve performance and governance arrangements. She has international experience and has delivered a number of presentations to European conferences on issues such as public sector reform and ethical governance. Gillian began her career as a qualified Accountant and has worked with parliamentarians, elected members and senior managers to develop their corporate capacity and leadership skills.

Councillor Shirley Flint is a Board Member for the Standards Board for England and an Independent Councillor at North Kesteven District Council, having been elected in 1995. She has previously been Chair of the standards committee, the tenant liaison committee and the housing and environmental health committee. She was Chair of Skellingthorpe Parish Council 2005-07.

Jayne Francis is the Head of Law and Democracy and Monitoring Officer at Nottinghamshire County Council. Jayne has worked at Nottinghamshire for 20 years, beginning as an Assistant Solicitor dealing with education and employment matters. She became Head of Law and Democracy in July 2007. Jayne was also the lead in establishing EM Lawshare, a consortium of 41 Midlands Authorities. EM Lawshare began as a joint procurement exercise and has expanded to include a training programme, sharing of procedures and Counsel opinions, and most importantly the undertaking of work between authorities. Jayne is a former Chair of Employment Tribunal User Group, and a former Member of The Law Society Practice Management Working Party. She has been nominated twice for East Midlands Business Woman of the Year.

Jonathan Goolden is an experienced Local Government Lawyer, Accredited Mediator and a former Senior Public Sector Manager. He is the Principal of Jonathan Goolden Solicitors, a specialist law firm advising councils and authorities on ethics, governance, public and administrative law. Jonathan investigates allegations of breaches of council codes of conduct and has defended councillors in Adjudication Panel Case Tribunals. He is a member of the Humberside Police Authority standards committee. He is also an Associate Consultant with the IDeA, particularly focusing on governance and constitutions. He was a member of the core drafting team for The Institute of Local Government Studies (INLOGOV) working on the modular constitutions project for English local government and has lectured widely on governance and ethical standards issues. He is the immediate past president of Lincolnshire Law Society, a member of the Council of the Law Society of England and Wales and of the appeal committee of the Royal Institution of Chartered Surveyors.

Elizabeth Hall is a Board member of the Standards Board for England. She worked for the Financial Services Authority for over ten years and has continued there as a Consultant since retirement. She is on the Council of Queen Mary University of London and Chair of its Research Ethics Committee. She also serves on Bar Standards Board committees concerned with professional standards and quality. Elizabeth is Chair of the Bow Arts Trust, a Court member of the Royal Foundation of St Katharine and has several appointments in the Church of England including as an Examining Chaplain for the Stepney Area.

Mark Heath is the Solicitor to the Council at Southampton City Council where he is also the Monitoring Officer, Returning Officer and a member of the council's Chief Officer Management Team. Mark joined Southampton from Hampshire County Council in 1990.

Suzan Hemingway has been a City Solicitor and Monitoring Officer at Bradford Metropolitan District Council since September 2007. Having trained initially in private practice, Suzan started work in local government as an Assistant Solicitor with Wakefield Metropolitan District Council in 1992. She remained with Wakefield for 12 years, eventually becoming Assistant Head of Democratic and Legal Services. In 2004, Suzan became Head of Civic, Democratic and Legal Services and Monitoring Officer at City of York Council. This entailed responsibility for 47 elected members of the council and monitoring officer responsibility for 31 parish councils. She now has monitoring officer responsibility for 90 elected members and 17 parish councils.

Paul Hoey is the Director of Strategy and Guidance at the Standards Board for England. He previously worked for the Department for Transport, Local Government and the Regions, negotiating on its behalf with the United Nations and a range of European agencies, largely on issues relating to the environment and sustainability. He went on to develop new model local authority constitutions before being seconded to help with the formation of the Standards Board for England. Paul joined the Standards Board permanently in 2001.

Mark Jones is Principal Legal Adviser for the Standards Board for England. Having qualified in 1981, Mark worked as Assistant Solicitor at Cambridgeshire County Council and then moved to Manchester City Council in 1987, where he dealt primarily with social services and prosecutions work. Mark has also worked as Chief Solicitor at the London Borough of Barnet and as Head of Legal and Property Services at Milton Keynes Council, where he was a Monitoring Officer. Following this, he became responsible for the council's standards committee, for its ombudsman enquires and for its corporate complaints procedure.

Alison Kelly is the Senior Manager of Governance and Counter Fraud Practice and Strategy Advisor of Governance and Accountability at the Audit Commission. She is currently Strategy Advisor for the Commission's key objective to improve governance and accountability in the public sector. She is national development lead for governance audit tools, working closely with the Committee on Standards in Public Life, the Standards Board for England, the IDeA and other national organisations. During her time at the Audit Commission, she has been seconded to the IDeA where she led complex projects for poor and weak councils, peer reviews and pilot service studies. Alison has a background as a Senior Education Officer, advocate for parents of children with special education needs, school governor and trustee of a major national children's charity and a human rights organisation. She has written extensively on education in the national education press, produced a range of education programmes for the BBC, and developed distance learning materials for school governors with the government and Open University.

Sir Christopher Kelly is Chair of the Committee on Standards in Public Life, the NSPCC and of the Financial Ombudsman Service. He is also a Board member of the National Consumer Council. He was previously a Civil Servant. Between 1970 and 1995, he worked in HM Treasury, latterly as Director of Monetary and Fiscal Policy and then Director of the Budget and Public Finances. Between 1995 and 1997, he was Head of Policy Group at the then Department of Social Security. From 1997 to 2000, he was Permanent Secretary of the Department of Health. Since leaving the Civil Service he has chaired, or been a member of, a number of advisory and other groups in the public, private and voluntary sectors.

Mike Kendall has recently retired as a Strategic Director and County Secretary of West Sussex County Council, where he was both Monitoring Officer and Solicitor to the County Council. He previously held positions as Director of Corporate Services at Portsmouth City Council, and other positions within Nottinghamshire County Council and the City of Bradford Metropolitan District Council. He was Chair of the Democratic Services Committee within the ACSeS for nearly ten years. As such, he was also the lead spokesperson for ACSeS on Parts II (political structures) and III (ethical framework) of the Local Government Act 2000. He was President of ACSeS in 2002-03, and has given evidence to Parliamentary Select Committees and the Committee on Standards in Public Life, on governance issues within local government. Recently married, Mike now divides his time between work for the Standards Board, as a CEDR (Centre for Effective Dispute Resolution) accredited mediator, and as a Deputy Coroner for West Sussex.

Councillor Mehboob Khan is a Board Member for the Standards Board for England and the Leader of Kirklees Labour Group and Deputy Chief Whip at the Local Government Association. He is also a member of West Yorkshire Fire Authority, a non-executive director of Kirklees NHS Primary Care Trust and a board member of the West Yorkshire Probation Service. He is a member of the UK delegation to the EU Committee of the Regions.

Bernadette Livesey is the Chief Law and Administration Officer at Calderdale Council, and a recognised speaker on the issues of governance, Data Protection and Freedom of Information. She has been a Solicitor since 1984, and worked in local government at Rochdale Metropolitan Borough Council and City of Bradford Metropolitan District Council until 2000. Following this, she became the Human Rights Solicitor at Walker Morris and then returned to local government in 2003. In 2007, she was a member of the Advisory Panel to the Constitution Unit at University College London. The panel undertook work for the Audit Commission on helping local authorities to develop good practice in the context of the Freedom of Information Act 2000. She has been a Monitoring Officer since April 2004 and has an interest in the dilemmas facing monitoring officers, members of the public and councillors when dealing with confidential matters.

Maria Lucas is Head of Legal and Democratic Services and Monitoring Officer at North Tyneside Council, which is one of only 12 authorities in the country with an elected mayor. A qualified Solicitor, Maria has practised both in the private and public sector, and has worked for seven different local authorities over the past 18 years. Maria has ensured that Lexcel accreditation has been achieved in several authorities and won *The Lawyer* Legal Public Sector Team of the Year 2000. Maria was a guest Lecturer at Salford University for several years, lecturing on the legal system, court skills, human rights and data protection.

Dr Michael Macaulay is a Reader in Governance and Public Ethics and is Co-Director of the Centre for Public Governance at the University of Teesside. With a background in political philosophy, his research looks at ethical dimensions of public management, and in particular UK local government. He has published extensively in internationally ranked journals such as *Public Administration Review* and *Public Integrity* and is currently looking at ethical leadership. He has conducted several research projects into the local government standards agenda in England and Wales, including an analysis of the review of the local government Code of Conduct, and the report *Supporting Monitoring Officers* for the Standards Board (2005).

Fiona McMillan is Deputy Monitoring Officer and Senior Lawyer at South Cambridgeshire District Council, a rural district surrounding the city of Cambridge which includes 101 parish councils. She is a Barrister who has been working in local government for more than ten years.

Gylian Murphy is a Solicitor and works as a Legal Adviser at the Standards Board for England. Her work involves representing ethical standards officers in hearings, advising on the interpretation of the Code of Conduct, assisting in the production of statutory and non-statutory guidance, and advising on policy matters. She also offers guidance on the Monitoring Officer helpline. Gylian was previously Monitoring Officer and Head of Legal and Democratic Services at an East Midlands District Council. She was there for seven years and contributed to the work of the standards committee, and the council's governance arrangements. She was interim Director of Resources at the Council's Housing ALMO (Arms Length Management Organisation) for seven months, and advised on the recruitment of its directors, their training and setting up its governance. She was also a non-Executive Director of two NHS trusts over a period of seven years.

Alex Oram has been an Investigator at the Standards Board for England since February 2004 and is currently a Peripatetic Investigator. After graduating from Reading University in 1995, Alex put his degree in Politics and Modern International Relations to good use by working in the theatre and music industries for six years. A career change saw Alex move to the London Borough of Lambeth where, prior to joining the Standards Board, he was deputy to the Corporate Complaints Manager. He has also acted as a consultant to a number of other local authorities.

Ben Page is the Managing Director of Ipsos MORI Public Affairs and Chair of the Ipsos MORI Social Research Institute. He joined MORI in 1987, after graduating from the University of Oxford in 1986, and was one of the leaders of its first management buyout in 2000. Since 1992, Ben has worked closely with both Conservative and Labour ministers and senior policy makers across government, leading on work for Downing Street, government departments and a wide range of local authorities and NHS Trusts. Named one of the "100 most influential people in the public sector" by *the Guardian* newspaper and "one of the 50 most influential people in local government" by *Local Government Chronicle*, Ben was winner of the 2001 BMRA award and a 2005 MRS medal. He is a Commissioner at the Commission of Architecture and the Built Environment (CABE). He sits on the editorial board of the International Journal of Market Research (IJMR), and of INVOLVE. Last year, Ben also served on the Roberts Commission investigating ways of making local government more representative.

Hannah Pearson has been a Research and Policy Adviser at the Standards Board for England for two years. Her work focuses on researching and advising on governance, ethics and partnerships. Previously, Hannah worked in MORI's Social Research Institute and for West Yorkshire Police, where she undertook research projects and managed the complaints and litigation committee. Hannah is currently studying for an MBA and writing a dissertation on business ethics.

Nick Randle has been the Chief Executive of the Society of Local Council Clerks since 2001. During this time he has worked to both raise standards in the clerk's profession and the profile of the clerk's role. For ten years, he was Town Clerk to a Somerset market town and now acts as Parish Clerk to his home village in Devon. He has a strong commitment to higher level training and to continuous professional development as a means to that end. He sits on a number of government and sector working groups including the Advisory Group on Parish Reforms and the National Training Strategy Steering Committee. He is a Fellow of the Institute of Local Council Management and an international board member of the International Institute of Municipal Clerks. Nick came to the local council sector with a background in management in the information technology industry and later with the former National Rivers Authority.

Tony Redmond is the Chair and Chief Executive of the Commission for Local Administration in England and Local Government Ombudsman. He is a member of the Advisory Board of the Parliamentary and Health Service Ombudsman, and a former Chair of the British and Irish Ombudsman Association. Prior to this, Tony was Chief Executive of the London Borough of Harrow and Treasurer to the West London Waste Authority. His earliest posts were in accountancy, audit, revenues and corporate planning at Liverpool City Council, culminating in his role as the City's Chief Accountant. From there he went to Wigan Metropolitan Borough Council as Deputy Finance Director, and then Finance Director. He followed this as Deputy Chief Executive at Knowsley Metropolitan Borough Council and Treasurer with the Merseyside Police Authority, from where he moved to Harrow. Tony is a Member of the Chartered Institute of Public Finance and Accountancy (CIPFA), a Fellow of CPA Australia and a Fellow of the Royal Society of Arts (RSA). He is also a Board Member of the Centre for Public Policy Seminars.

Anne Rehill is the Advice and Guidance Manager at the Standards Board for England. She oversees the provision of support advice and guidance on the Code of Conduct and the operation of the new framework. She is also responsible for receiving referrals from standards committees and providing support to authorities who do not operate the system effectively. Prior to joining the Standards Board, Anne worked in local government for 12 years gaining experience as a town planner and later as a corporate policy officer.

Matthew Richards is Peripatetic Investigator at the Standards Board for England, investigating cases and supporting the Code of Conduct work of councils. Before joining the Standards Board, Matthew worked in local government for 17 years and he has been head of democratic services, and a corporate complaints officer at a London borough.

Sarah Richards is National Advisor of Places and Prosperity at the IDeA. She is responsible for developing the programme of support for local authorities focused on housing, spatial planning and economic development issues. Before taking up this role, Sarah was Head of the IDeA's Planning Advisory Service (PAS) for three years. Prior to joining the IDeA, Sarah headed up public sector consultancy Zurich Municipal Management Services. Sarah has had a varied background with extensive experience in senior roles in both local government and private sector. Trained originally as an urban planner, she has had wide range of roles including heading up a management consultancy, managing large public services and working both as consultant and practitioner in planning related activities.

Jennifer Rogers has been an Ethical Standards Officer at the Standards Board for England for five years. Before that, she was a member of the Police Complaints Authority, where she reviewed investigations into complaints of police misconduct and supervised investigations. She was a Commissioner for the Mental Health Act Commission for ten years, dealing with complaints and promoting good practice. She also chaired the commission's national standing committee on complaints, and is a Lay Member of the Mental Health Review Tribunal.

Hazel Salisbury joined the Standards Board for England as Director of Casework in 2007. She has experience as a Solicitor in both the private and public sectors and was Monitoring Officer for Nottinghamshire County Council and, on secondment, for Lincolnshire County Council. She has acted as a consultant to a number of councils providing advice and training to officers and members on ethical and governance issues.

Richard Scott is Head of Communications at the Standards Board for England. He took the position in the Manchester office in April this year after working for more than a decade in corporate communications roles at Nottinghamshire County Council. He's served as Chair and Executive member of the Society for Local Government Communicators, LG Communications, and was on the board of a national government project looking at the marketing of e-Government. His earlier career was on the other side of the communications fence, as a journalist. He took a turn at most roles in the newsroom of a daily local paper – including Sports Reporter – working his way up to Editor of a group of weekly papers in Yorkshire and Lincolnshire. He has a keen interest in plain English and in how brand management techniques are sensibly applied in public services.

Lynne Shackley has been at the Information Commissioner's Office (ICO) for five years and came from the public sector. She is the team leader for the Data Protection Practice public sector team at the ICO. Her team writes guidance and works on data protection issues with central and local government

Freda Sharkey is Acting Head of Legal at the Standards Board for England and a qualified Solicitor. Her work at the Standards Board involves representing the ethical standards officers in hearings and advising them on the interpretation of the Code of Conduct, assisting in the production of statutory and non-statutory guidance, and advising on policy matters. Freda holds a diploma in public administration and has previously worked as a Solicitor for several local authorities. She was also a Solicitor in the government legal service at the Charity Commission for England and Wales. Prior to qualifying as a Solicitor, Freda worked as a Policy Officer in local government.

Belinda Shaw was Investigations Manager at the Standards Board for England from 2002 until 2008, with responsibility for the work of a team of investigators. She is now a Peripatetic Investigator, investigating cases and supporting the Code of Conduct work of councils. She qualified as a Solicitor in 1990 after training in private and public practice, and had 13 years' experience of local authority legal work, in two London boroughs. She was head of a Legal DSO specialising in education and social services law. She was also acting head of a Special Educational Needs Service, before joining the Standards Board.

Professor Judy Simons is Deputy Chair of the Standards Board for England, Professor of English and pro-Vice Chancellor for external relations at De Montfort University. She is a Board member of the Higher Education Academy and Chair of Council and a member of the strategic committee for leadership, governance and management at the Higher Education Funding Council for England. She has chaired a number of national academic bodies, including the Council of University Deans of Arts and Humanities. She is a Fellow of the Royal Society of Arts and a Fellow of the English Association.

Glenys Stacey is Chief Executive of the Standards Board for England. Before joining the Standards Board, Glenys was Chief Executive of Animal Health – the Great Britain-wide executive agency responsible for managing the field response to outbreaks of notifiable animal disease. Such diseases include avian influenza and foot and mouth disease. Glenys is a Solicitor by profession, and has been a public sector Chief Executive for more than ten years. Formerly, she was first Chief Executive of the Greater Manchester Magistrates' Courts Committee. She was also first Chief Executive of the Criminal Cases Review Commission, a non-departmental public body responsible for the review and investigation of suspected miscarriages of justice in England, Wales and Northern Ireland.

April Struthers is an organisational consultant, facilitator and management coach with 15 years of consulting experience in Canada and the UK. April has worked in mediation and dispute resolution in a wide range of environments and cultural settings. April also has a background in helping out with stress management in the workplace.

Vanessa Walker has been with the IDeA for seven years and is currently on secondment with the Institute of Community Cohesion (iCoCo). She led the development of the IDeA's ethical governance programme, which is a benchmark and health check methodology to assess an authority's approach to the ethical agenda and its adherence to high standards. Vanessa also led the development of a governance and partnership behaviour benchmark set against the six principles of the Good Governance Standard. It also includes a health check methodology to assess governance and partnership behaviour within cross sector partnerships – often Local Strategic Partnerships (LSPs). She led two pilot health checks at East Riding of Yorkshire Council's LSP and Barking and Dagenham's LSP. In addition, Vanessa works directly with local authority clients, officers and elected members, to support improvement programmes. She also advises on ethical governance and good governance in general. Her new role at iCoCo includes working with LSPs to provide tailored development or support to help improve cohesion in communities.

Sir Ron Watson CBE is a Board Member of the Standards Board for England. He has been a Conservative Councillor since 1969 and has held most leadership positions, including Leader of the council on Sefton Metropolitan Borough Council. He has held a number of roles at the Local Government Association as Deputy Chair, Chair of the Tourism and Environment Executives, and Deputy Chair of the Regeneration Board. He is currently Vice Chair of the Urban Commission. He is a lay member of the Mental Health Review Tribunal, Chair of the Southport and Ormskirk NHS Hospital Trust and a member of the UK Delegation to the EU Committee of the Regions. His business background is in tourism and he is a Fellow of the Institute of Travel and Tourism and of the Tourism Society.

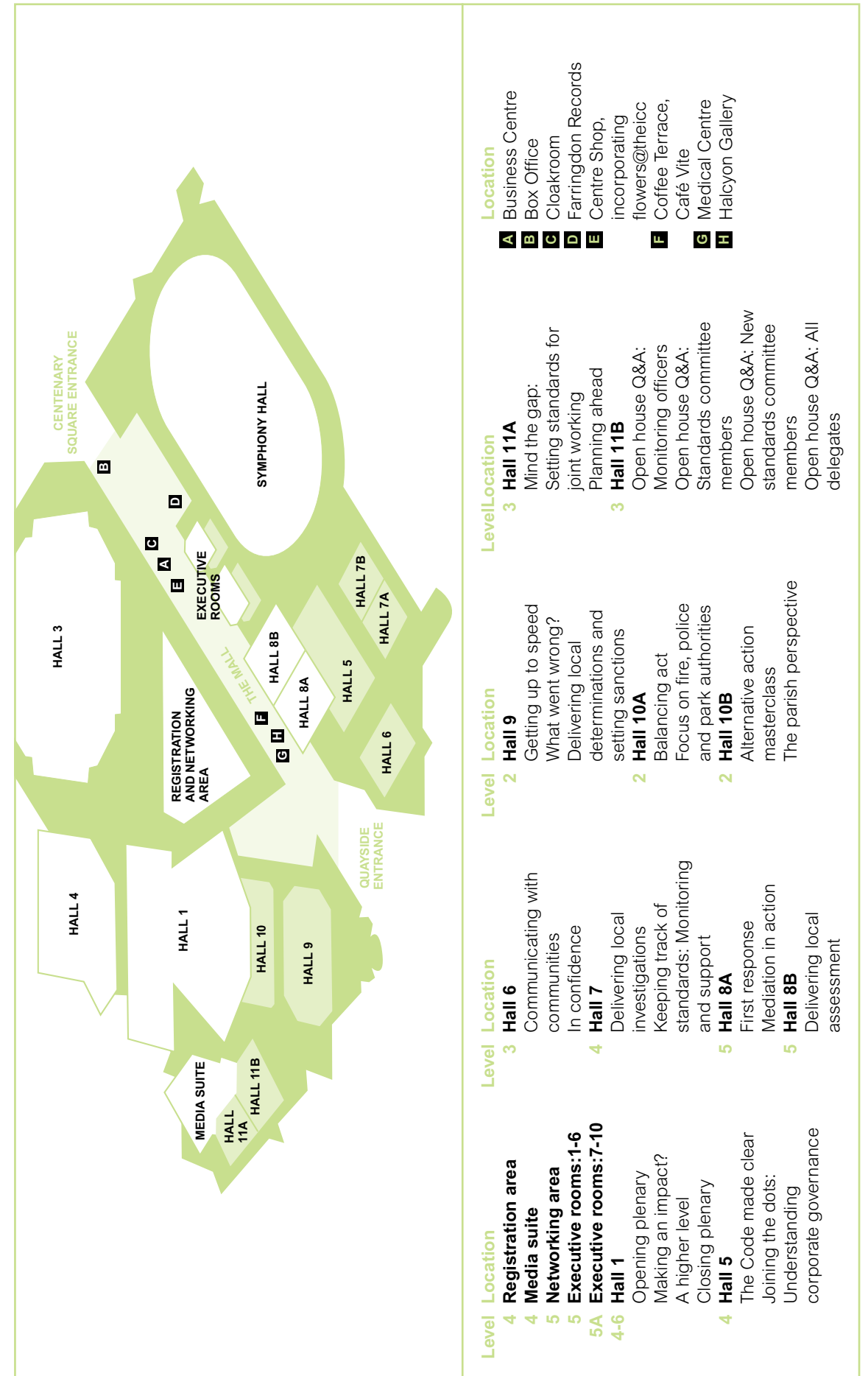
Emma Webb is a Policy Adviser at the Standards Board for England. Her work involves giving advice and guidance on the Code of Conduct and local assessment. She is also responsible for supporting and assessing the work of local standards committees. Before coming to the Standards Board, Emma worked at the Information Commissioner's Office. She was initially part of the policy team which produced guidance on the Freedom of Information Act, before it came into force. She then moved on to manage a complaints team, before returning to policy where she produced policy lines for complaints staff and reviewed decision notices.

Edward Welsh joined the Local Government Association (LGA) as Programme Director for Media and Campaigns in 2005. He runs the national press office for local government and is responsible for the LGA's reputation campaign, which is a grassroots project aimed at improving how councils communicate with their residents. In addition, he is responsible for first, the LGA's weekly news magazine. Edward joined the LGA from the Greater London Authority where he was Head of Media Relations for the London Assembly. Previously, he was a national newspaper journalist for 15 years working for *The Sunday Times*, *The Daily Telegraph* and *The Times*.

Storm Westmaas is a Principal Legal Adviser at the Standards Board for England. After successfully qualifying as a Barrister-at-Law, he worked at the Bar and also held positions at the Brent Community Law Centre and the London Borough of Camden, as a Senior Housing Lawyer. Most recently, Storm has worked as an Attorney in the West Indies, concentrating mainly on civil law. His client base included oil companies, hotels, and government agencies; he practiced mainly as a litigator in administrative, employment, contract, and commercial matters in Guyana and the Eastern Caribbean.

Jon Wigmore is an Ethical Standards Officer at the Standards Board for England. He worked in the voluntary sector, social services and in community and inpatient mental health services for 15 years. He then joined the Parliamentary and Health Service Ombudsman, where he established and led its mental health investigation team. After this, Jon returned to the NHS to head up the complaints and legal services department at Guy's and St Thomas'. He joined the Standards Board as Ethical Standards Officer in March 2008

John Williams is a Senior Policy Adviser and Head of the Standards Board's Support and Assessment Team. The team provides support to standards committees where this is helpful or necessary, and assesses the allegations referred to the Standard Boards under the new system. He spent last year on the project to pilot local assessment with a number of standards committees, as well as paving the way for joint standards committees and the Standards Board's future strategic monitoring role. John joined the Standards Board Referrals team in 2004 and has 17 years' experience of local government, as well as a number of years spent teaching public administration in France. He was latterly head of the cabinet and committee office at the London Borough of Newham.



Further information

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