



London Borough of Haringey Code of Corporate Governance

Introduction

Governance is about how organisations ensure they are doing the right things, in the right way, for the right people, in a timely, inclusive, transparent, honest and accountable manner. It comprises the systems and processes, cultures and values, by which the organisation is directed and controlled and through which they account to, engage with and, where appropriate, provide leadership to their communities.

In 2016, CIPFA in association with the Society of Local Authority Chief Executives (SOLACE) took the International Framework's core principles (and sub-principles) and interpreted them for a local government context. It revised and reissued its 'Delivering Good Governance in Local Government: Framework' (the Framework). The Framework sets the standard for local authority governance in the UK. The concept underpinning the Framework is to support local government in taking responsibility for developing and shaping an informed approach to governance, aimed at achieving the highest standards in a measured and proportionate way. The purpose of the Framework is to assist authorities individually in reviewing and accounting for their own approach, with the overall aim of ensuring:

- Resources are directed in accordance with agreed policy and according to priorities;
- There is sound and inclusive decision making; and
- There is clear accountability for the use of those resources in order to achieve desired outcomes for service users and communities.



Specifically, the Framework identifies seven governance principles each supported by sub-principles that should underpin the governance framework of a local authority:

- Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law;
- Ensuring openness and comprehensive stakeholder engagement;
- Defining outcomes in terms of sustainable economic, social and environmental benefits;
- Determining the interventions necessary to optimise the achievement of the intended outcomes;
- Developing the entity's capacity, including the capability of its leadership and the individuals within it;
- Managing risks and performance through robust internal control and strong public financial management; and
- Implementing good practices in transparency, reporting and audit to deliver effective accountability.

We are committed to applying these principles. The arrangements set out in the framework within this code demonstrate how we continually seek to ensure we remain well governed and recognise that to deliver good governance we must seek to achieve our objectives whilst acting in the public interest at all times.

The key policies and processes that underpin our compliance with these principles are set below.

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Principle A - Behaving with Integrity, demonstrating strong commitment to ethical values and respecting rules of law	
Supporting Principles	To achieve this, we will:
<ul style="list-style-type: none"> • Behaving with integrity • Demonstrating strong commitment to ethical values • Respecting the rule of law 	<ul style="list-style-type: none"> ➤ Maintain formal codes of conduct defining standards of behaviour expected for Members and Officers ➤ Ensure induction is provided for all new Members when they are elected on expected standards of behaviour ➤ Publish an Annual Governance Statement which reviews the effectiveness of the Council's governance framework ➤ Maintain shared values (Human, Ambitious, Accountable and Professional) which underpin an ethos of good governance ➤ Require all Members to complete and maintain a register of interests declaration ➤ Require all new staff to complete register of interests declaration, and require all staff to maintain a register and/or declare interests as appropriate ➤ Maintain a register of interests and seek declarations to be made at the start of all Council meetings, ensure gifts and hospitality for members recorded with their declarations of interests and published ➤ Publicise gifts and hospitality guidelines ➤ Maintain a framework which addresses the risks of fraud and corruption including an Anti-Fraud & Corruption Strategy and a whistleblowing policy ➤ Maintain effective systems to protect the rights of staff, including whistleblowing policy which is accessible and regularly communicated ➤ Maintain arrangements to investigate complaints against Members and Officers including alleged misconduct ➤ Maintain an effective Standards Committee along with the Council's Monitoring Officer role to monitor and maintain the Council's ethical standards and performance, reporting to full Council as necessary ➤ Complete Equality Impact Assessments to help officers meet the statutory equality requirements and to embed economic, social and environmental sustainability

➤ Encourage external providers of services to act with integrity and in compliance with high ethical standards

Principle B – Ensuring openness and comprehensive stakeholder engagement

Supporting Principles	To achieve this, we will:
<ul style="list-style-type: none"> • Openness • Engaging comprehensively with Institutional stakeholders • Engaging stakeholders effectively, including citizens and service users 	<ul style="list-style-type: none"> ➤ Ensure Council meetings are accessible by Webcasting ➤ Publish Agendas, minutes, report packs and meetings calendars for Council meetings dating back to 2002, together with a formal notice of each meeting displayed at Council offices ➤ Seek the views of its stakeholders and respond appropriately ➤ Provide a variety of opportunities for the public to engage effectively with the Council including rights to information, petition, participation and how to complain or comment ➤ Maintain partnerships with the community sector and forge stronger relationships with the local voluntary sector ➤ Use the publication scheme to set out information available to view or download including under the requirements of the Transparency Code 2015 ➤ Use social and print media to engage with residents and stakeholders, including the Council website, My Account, Twitter, Facebook, Haringey People and the weekly e-bulletin Haringey People Extra ➤ Ensure compliance with requirements under the Transparency Code 2015 which are published on the Council’s website and intranet ➤ Publish annual statement of accounts and auditors report to inform stakeholders and service users of the previous year’s achievements and outcomes ➤ Encourage and assist citizens to inspect the statement of accounts in accordance with regulations ➤ Consult with stakeholders in the planning process



Principle C – Defining outcomes in terms of sustainable economic, social and environmental benefits	
Supporting Principles	To achieve this, we will:
<ul style="list-style-type: none"> • Defining Outcomes • Sustainable economic, social and environmental benefits 	<ul style="list-style-type: none"> ➤ The Council’s Borough Plan makes a clear statement of the Council’s purpose and vision, which forms the basis for all corporate & service planning ➤ Publish on the Council’s website the various reports to communicate the Council’s activities and achievements including its financial position and performance ➤ Prioritise resources to deal with competing demands and consider the impact of decisions in the Medium Term Financial Strategy ➤ Maintain a capital programme setting out the Council’s longer term investment requirements linked to policy objectives ➤ Enhance social value contracts in procurement where possible ➤ Identify and manage risks to the achievement of outcomes

Principle D – Determining the interventions necessary to optimise the achievement of the intended outcomes	
Supporting Principles	To achieve this, we will:
<ul style="list-style-type: none"> • Determining Interventions • Planning Interventions • Optimising achievement of intended outcomes 	<ul style="list-style-type: none"> ➤ The Council’s Borough Plan makes a clear statement of the Council’s purpose and aims, which forms the basis for corporate and service planning ➤ Regularly report on key performance Indicators (KPIs) which have been established for each directorate ➤ Ensure budgets are prepared in accordance with organisational objectives and regularly reported upon ➤ Provide senior managers and members with timely financial and performance information ➤ Ensure there is a sound risk management framework to support the achievement of the Council’s intended outcomes ➤ Develop and maintain a programme and project function to deliver identified savings ➤ Reviews operations, performance and use of assets on a regular basis to ensure their continuing effectiveness ➤ Have robust contingency arrangements in place for business continuity and disaster recovery

Principle E – Developing the Council’s capacity, including the capacity of its leadership and the individuals within it	
Supporting Principles	To achieve this, we will:
<ul style="list-style-type: none"> • Developing the Council’s capacity • Developing the capability of the Council’s leadership and other individuals 	<ul style="list-style-type: none"> ➤ Regularly review the scheme of delegation and Constitution ➤ Maintain officer and member induction programmes ➤ Develop the capabilities of members through member training, particularly members on regulatory committees ➤ Set out roles and responsibilities of the Council’s Cabinet, Full Council, other committees and individual members through the Constitution ➤ Set out a protocol for working relationship by maintaining an officer/member protocol ➤ Maintain an effective workforce plan to enhance the strategic allocation of resources ➤ Assess the skills required by officers through the appraisal process (My Conversation) to open a constructive and continual conversation around the values staff bring, where they want to be and how the organisation support them to get there. ➤ Ensure arrangements are in place to maintain the health and wellbeing of the workforce ➤ Work effectively with partner organisations

Principle F - Managing risks and performance through robust internal control and strong public financial management	
Supporting Principles	To achieve this, we will:
<ul style="list-style-type: none"> • Managing Risk • Managing Performance • Robust Internal Control • Managing data • Strong public financial management 	<ul style="list-style-type: none"> ➤ Maintain an effective Corporate Committee independent of Cabinet and Scrutiny functions (where possible) ➤ Maintain an effective Scrutiny function ➤ Maintain a corporate Risk Management Policy and Strategy ➤ Ensure robust and integrated risk management arrangements for managing risks ➤ Ensure key risks are managed via Corporate and Priority Boards ➤ Maintain a risk based programme of internal audits which are informed by the Council’s risk registers. ➤ Manage performance by adherence to the Performance Management Framework through the monitoring of service delivery including planning; specification; execution and independent post implementation review ➤ Maintain a regular programme of member training ➤ Manage officer performance through the appraisal process (My Conversation) ➤ Maintain sound financial procedure rules to ensure consistency and clear financial protocols ➤ Maintain a transparent complaints and feedback procedure ➤ Ensure effective anti-fraud and corruption arrangements ➤ Ensure external auditors produce annual audit reports and the annual audit letter and report to the Corporate Committee ➤ Ensure effective information governance arrangements are in place to support compliance with existing and emerging legislation for data protection ➤ Ensuring financial management supports decision making and provides sufficient information to support the delivery of the Council’s objectives ➤ Maintain policies dealing with various aspects of data management including security and data protection, Freedom of Information Act, information asset registers, and general records management

Principle G – Implementing good practices in transparency, reporting and audit to deliver effective accountability	
Supporting Principles	To achieve this, we will;
<ul style="list-style-type: none"> • Implementing good practice in transparency • Implementing good practices in reporting • Assurance and effective accountability 	<ul style="list-style-type: none"> ➤ Maintain compliance with the local government Transparency Code 2015 and publish all required information in a timely manner ➤ Maintain effective and accessible arrangements for dealing with complaints ➤ Maintain an effective scrutiny function which encourages constructive challenge ➤ Maintain an effective Corporate Committee independent of the Cabinet and Scrutiny Committees (where possible) ➤ Publish all Committee reports unless there is a statutory reason not to do so ➤ Maintain and regularly communicate whistleblowing policies ➤ Ensure performance information is prepared on a consistent and timely basis ➤ Maintain an effective Internal Audit function which conforms to the Public Sector Internal Audit Standards (PSIAS) and the CIPFA Statement on the Role of the Head of Internal Audit ➤ Carry out Peer Reviews and inspection from regulatory bodies and implement recommendations Including those from external and internal audit ➤ Produce regular finance and budget monitoring reports for members reporting on performance, value for money and stewardship of resources ➤ Produce regular budget manager reports