

# Annual Governance Statement 2022/23

## 1. Scope of responsibility

- 1.1 We are responsible for ensuring that our business is conducted in accordance with the law and proper standards, that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. We also have a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which our functions are exercised, with regard to a combination of economy, efficiency and effectiveness.
- 1.2 In discharging this, we are also responsible for putting in place proper arrangements for the governance of our affairs, facilitating the effective exercise of our functions, which includes arrangements for the management of risk.
- 1.3 We have approved and adopted a Local Code of Corporate Governance, which is consistent with the principles of the CIPFA/SOLACE Framework 'Delivering Good Governance in Local Government'. Haringey's local code of corporate governance is published on the Council's website and a copy can be obtained from the Council's Monitoring Officer. This statement explains our commitments as part of the Local Code of Corporate Governance, together with how we obtain assurance that these commitments are in place and effective; it also meets the requirements of regulation 6(1) of the Accounts and Audit Regulations 2015, in relation to the publication of an Annual Governance Statement.

## 2. The purpose of the governance framework

- 2.1 The governance framework comprises the systems and processes, and culture and values, by which we direct and control the activities of the Council. The framework also comprises the activities through which we are accountable to, engages with and leads the community. Through the framework, we monitor the achievement of our strategic objectives and consider whether those objectives have led to the delivery of appropriate and cost-effective services.
- 2.2 The system of internal control is a significant part of the governance framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives, but it can provide a reasonable assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise risks to the achievement of our approved policies, aims and objectives. The system of controls also allows for the evaluation of the likelihood of risks being realised and the impact should they be realised, ensuring that we are able to manage them efficiently, effectively and economically.

- 2.3 The governance framework has been in place for the year ended 31<sup>st</sup> March 2023 and up to the date of the approval of the annual report and accounts.
- 2.4 As a local authority, we operate in a complex and constantly evolving financial, policy and legislative environment and consequently, our responsibilities and operations continue to evolve. An important element of this change is as we emerge from Covid 19 we reflect, learn and recover from the impact of the pandemic. The organisation rightly feels a sense of pride about the way in which it was able to rise the challenges of Covid 19 and feels that in many ways it facilitated closer working relationships with partners. The pandemic highlighted the inequalities impacting on different communities in the borough and understanding this and responding to it will present both opportunities and challenges. We are building on this learning as part of our response to the cost of living crisis, which we know to be hitting Haringey residents, businesses and partners hard.
- 2.5 Following the local elections in May 2022, the new administration committed to being collaborative, competent, and radical. This ambition is captured in the Council's Delivery Plan 2022/23 and 2023/24 with staff, residents and key stakeholders engaged in working towards the realisation of the vision. The Delivery Plan includes the outcomes we are working towards as an organisation; the activity planned to deliver these outcomes; how we will work to deliver it; and the key delivery dates. The plan is organised around the following themes:
- Resident experience
  - Participation and collaboration
  - Responding to the climate emergency
  - Children and young people
  - Adults, health and welfare
  - Homes for the future
  - Safer borough
  - Culturally Rich Borough
  - Place and economy
- 2.6 In November 2022 we launched the Haringey Deal. The Deal is all about forging a different way of working. It builds on the findings of the Fairness Commission and is grounded what we have heard from residents more recently. This includes pledges to focus on building greater trust between the council and residents; learning when mistakes are made and putting things right quickly; empowering communities to make change happen for themselves; and finding new ways to share power with residents and communities. The Deal also recognises the critical importance of 'getting the basics right'. This means delivering the fundamental core services that any local authority provides to ensure

residents are safe and supported, and able to live a good life. Services across the council hold, or will be producing, service-level plans which set out the work they do in these core, statutory areas. This plan is primarily focused on what we will do on top of these functions to build a fairer, greener borough by April 2024. It also, importantly, sets out how we will begin to embed the changes in the way we want to work. The Deal has eight core elements, each of which is being embedded and delivered via a series of programmes and pieces of work. Details of the Deal are set out in the chart below.



- 2.7 A core element of the Haringey Deal has been the launch and roll out of a new set of corporate values. These were developed following a series of staff workshops hosted by the Chief Executive in the autumn of 2022. More than 1,000 staff attended across 15 sessions. The new

values are Caring, Collaborative, Community Focused, Courageous and Creative. These were launched via a series of informal staff ‘huddles’ across the corporate estate including depots and neighbourhood offices. Teams have subsequently been asked to think about the behaviours that will need to be adopted in order to make these values come to life in our daily work. These behaviours will be at the heart of refreshed My Conversation (our appraisal approach) guidance.

- 2.8 In June 2022, services delivered by the Council’s Arm’s Length Management organisation (Homes for Haringey) were brought into the Council. Homes for Haringey was responsible for delivering the Council Housing function and managed over 16,000 tenant homes and over 4,500 leasehold properties on behalf of the Council and employed around 750 staff. Following the insourcing of the Housing and Landlord functions from our ALMO in June 2022, it has become clear that the service is currently operating with systemic and significant challenges which means that we are not providing residents with the services they expect or deserve in some core areas. In January 2023, we referred ourselves to the Housing Regulator and in March they issued a Regulatory Notice covering key areas including fire risk assessments, electrical safety and our level of non-Decent homes.
- 2.9 In February 2023, Ofsted carried out an inspection to review the progress we have made over the last four years in respect of our children’s social care services. Ofsted assessed the care, help and protection given to children and young people and their collective experiences of this support. They also examined what was being done by leaders to improve services. On 11 April 2023, OFSTED published its judgment, which rated our Children’s Social Care services as ‘Good’ overall. We are delighted with this outcome and regard the outcome as a watershed moment for Haringey. We have worked hard over many years to build a strong team and put children and young people at the heart of what we do and the judgement is a testament to the hard work and professionalism shown by our dedicated staff and the positive impact they have on the lives of children and young people.
- 2.10 In May 2023, we participated in a Corporate Peer Challenge, organised by the Local Government Association (LGA). The Peer review challenge involves a team of experienced council officers and councillors from other local authorities reviewing our vision, our priorities and plans and the work we are doing as “peers” to provide challenge and share learning. The outcome of the peer challenge will be reported later in the year and captured in the annual governance statement for 2023/24.
- 2.11 The following section highlights each of the seven governance principles set out in the CIPFA / SOLACE framework “Delivering Good Governance in Local Government” and the arrangements in place demonstrating how we meet the governance principles. Any gaps identified as part of the annual review will form an action plan agreed and monitored by the Statutory Officers with all actions to be completed by March 2024.

Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	
<p><b><u>Behaving with Integrity</u></b></p> <p>a) The Council's Member Code of Conduct is captured in the Council's constitution under Part 5 – Codes and Protocols, Part 5 Section A (Nov 2019), which requires members to declare interests; applies to Members and co-opted voting members on election or appointment. Published on the internet: <a href="http://www.haringey.gov.uk/sites/haringeygovuk/files/lbh_constitution_part_5_section_a_-_part_1_0.pdf">http://www.haringey.gov.uk/sites/haringeygovuk/files/lbh_constitution_part_5_section_a_-_part_1_0.pdf</a></p> <p>b) The offer of Induction is provided for all new Members when they are elected on expected standards of behaviour. A comprehensive programme has been established since the election in May 2022 to on board new and re-elected members into the Council. The training programme is designed to ensure members are equipped to carry out their role on their committee members. At the Full Council meeting on 27<sup>th</sup> March 2023, the Council resolved for training for the Audit Committee to be mandated. Members sitting on the following Committees have to attend mandatory training.</p> <p>c) The Officer Code of Conduct was reviewed in 2019 and a new version was published to staff in June 2019 following approval by Members. A copy of the Code is provided to all new officers on appointment and annual reminders are made of the need for employees to make a declaration of a conflict of interest or to declare any offers of gifts or hospitality which are received.</p> <p>d) Haringey Values were updated in 2023 (Caring, Community-Focused, Collaborative, Creative, and Courageous). ). The Council ran numerous seminars for staff on what the values meant and how services demonstrated Haringey values. The values are published on the internal website and internet: <a href="#">Haringey Council's new values</a>  </p>	

Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
<p><a href="#">Intranet</a></p> <p>e) Decision-making practices for member decisions follow legal and transparency requirements. Officer decisions are also recorded and published on Modern.gov: <a href="http://www.haringey.gov.uk/local-democracy/our-standards">http://www.haringey.gov.uk/local-democracy/our-standards</a>  <a href="https://www.haringey.gov.uk/local-democracy/how-decisions-are-made">https://www.haringey.gov.uk/local-democracy/how-decisions-are-made</a></p> <p>f) Register of interests and gifts and hospitality for members/co-opted checked on election/appointment. Minutes show declarations of interest sought, and appropriate declarations made for each meeting. <a href="http://www.haringey.gov.uk/local-democracy/our-standards/register-members-interests">http://www.haringey.gov.uk/local-democracy/our-standards/register-members-interests</a></p> <p>g) Requirement for all new staff to complete Register of Interests declaration. Senior managers are required to complete a declaration every two years; staff should complete a new form as/when circumstances change. Gifts and hospitality for members are recorded with their declarations of interests and are published on the website, see link in f above. A new system, HALO has been introduced to efficiently manage HR processes under a single portal. For officers, declaration forms are retained in Human Resources and in future will be maintained on HALO.</p> <p>h) Standard report format requires report authors to state how their proposal meets the corporate objectives and priorities. Report authors must also provide reasoning and evidence for proposals, so that the basis for decisions is clear and include statutory officer's advice, including legal and finance advice. Training for report authors on writing clear, logical and objective reports was provided for officers from July 2021 to Jan 2022 and standard templates are held on the internal website.</p> <p>i) Anti-fraud and corruption strategy is in place, including the Whistle blowing policy (Sept 2022). The Head of Audit and Risk Management reports on actions, effectiveness and outcomes (and use of the whistle blowing policy) to Corporate Committee and provides awareness presentations to Corporate Management</p>	

Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
<p>Group. Copies of the policies are on the internet:  <a href="https://www.haringey.gov.uk/local-democracy/performance-and-finance/fraud-and-corruption">https://www.haringey.gov.uk/local-democracy/performance-and-finance/fraud-and-corruption</a></p> <p>j) Corporate and service specific complaints policies are in place and published on the website. Level of complaints upheld at Stage 1 and 2 is monitored and reported regularly to the Council's Corporate Management Group using Grip Indicators. More information is being published and made easily accessible to customers. Training sessions have been developed looking at examples of best practice in responses and getting it right first time.  <a href="http://www.haringey.gov.uk/contact/council-feedback/complaints-about-council">http://www.haringey.gov.uk/contact/council-feedback/complaints-about-council</a></p> <p>k) Local Code of Corporate Governance was refreshed in 2018/19 and was approved at Corporate Committee July 2019. It is planned for the Code to be refreshed and be presented at Full Council following update for any significant changes :  <a href="https://www.minutes.haringey.gov.uk/documents/s110621/App%20B%20Code%20of%20corporate%20Governance%20for%20legal%20VB%20MJ%2014.11.18%20final.pdf">https://www.minutes.haringey.gov.uk/documents/s110621/App%20B%20Code%20of%20corporate%20Governance%20for%20legal%20VB%20MJ%2014.11.18%20final.pdf</a></p> <p><b><u>Demonstrating strong commitment to ethical values</u></b></p> <p>l) The Standards Committee, along with the Council's Monitoring Officer, establishes monitors and maintains the organisation's ethical standards and performance, reporting to full Council as necessary. The committee deals with allegations of breaches of the Member Code and issue (or require Groups to issue) reminders/advice notes to Members where issues of conduct cause concern.  <a href="http://www.haringey.gov.uk/local-democracy/our-standards/standards-committee">http://www.haringey.gov.uk/local-democracy/our-standards/standards-committee</a></p> <p>m) The Council incorporated the Social Value Act requirements into all procurement and contracts; including a standard clause referring to 'PREVENT' in all contracts,</p>	<p>Refresh the Local Code of Corporate Governance</p>

Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
<p>as well as safeguarding and health and safety. A broader review of how the authority carries out procurement activity is underway and any change will continue to incorporate the Council's Social Value Act requirements.</p> <p>n) A major review of all the Human Resources policies &amp; procedures began in 2019/20 and is ongoing. The policies for revision undergo extensive discussion with relevant groups within the council and with trade unions before the final version is presented to Members for their approval, only when approved are policies published and details communicated to officers.</p> <p>o) The Council encourages external providers of services to act with integrity and in compliance with high ethical standards expected by the organisation in information sharing:  <a href="http://www.haringey.gov.uk/community/community-safety-and-engagement/crime-and-disorder-information-sharing-protocol">http://www.haringey.gov.uk/community/community-safety-and-engagement/crime-and-disorder-information-sharing-protocol</a>  In procurement:  <a href="http://www.haringey.gov.uk/business/selling-council/council-contracts">http://www.haringey.gov.uk/business/selling-council/council-contracts</a></p> <p><b><u>Respecting the rule of law</u></b></p> <p>p) The Chief Executive is appointed by full Council. Any disciplinary action or dismissal of the statutory officers is dealt with in line with legal requirements that take into account the need for them to fulfil their responsibilities in accordance with legislative and regulatory requirements. A Statutory Officers Group meets monthly and ensures statutory compliance and is both forward and backward looking and support the organisation and Statutory Officers in fulfilling their roles.</p> <p>q) The Council optimises the powers available for the benefit of citizens, communities and other stakeholders. Decisions are taken, in accordance with relevant statutory requirements and the Council Constitution, by full Council, Cabinet, individual</p>	



Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
<p>Cabinet members and officers under delegated powers. The Council Constitution is reviewed updated and published on the internet:  <a href="http://www.haringey.gov.uk/local-democracy/about-council/council-constitution">http://www.haringey.gov.uk/local-democracy/about-council/council-constitution</a></p> <p>r) Breaches of law/financial regulations can be the subject of a report to full Council by the relevant statutory officer. No statutory officer reports have been required in 2022/23.</p> <p>s) Statutory officers are available at meetings of the Council/Cabinet to advise and ensure law and regulations are not breached.</p>	
<b>B. Ensuring openness and comprehensive stakeholder engagement</b>	
<p><u>Openness/ Implementing good practice in transparency</u></p> <p>a) The Council Publication Scheme sets out information available to view or download including under the requirements of the Transparency Code 2015.  <a href="http://www.haringey.gov.uk/local-democracy/publications/publication-scheme">http://www.haringey.gov.uk/local-democracy/publications/publication-scheme</a></p> <p>b) Member decisions are rarely taken in the private (Part 2) section of meetings. Member delegated decisions are also taken at meetings advertised and open to the public. The constitution allows for deputations and petitions and a call-in procedure for cabinet key decisions is in place. The local and statutory requirements are set out in the Council Constitution: <a href="http://www.haringey.gov.uk/local-democracy/about-council/council-constitution">http://www.haringey.gov.uk/local-democracy/about-council/council-constitution</a></p>	

Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
<p>c) The Council carries out consultation on a regular basis with stakeholders. It has a consultation co-ordinator and a consultation charter and toolkit on its internal website. All consultations require a consultation plan, which is posted on the consultation e-plan on the internet. <a href="http://www.haringey.gov.uk/local-democracy/have-your-say-haringey">http://www.haringey.gov.uk/local-democracy/have-your-say-haringey</a>. <a href="http://www.haringey.gov.uk/local-democracy/have-your-say-haringey/our-commitments-you">http://www.haringey.gov.uk/local-democracy/have-your-say-haringey/our-commitments-you</a> <a href="https://www.haringey.gov.uk/local-democracy/policies-and-strategies/borough-plan-2019-2023-consultation">https://www.haringey.gov.uk/local-democracy/policies-and-strategies/borough-plan-2019-2023-consultation</a>. Under the Haringey Deal, the authority seeks to better understand all its communities including communities that it engages with reduced frequency.</p> <p>More recent examples of consultations include Wood Green Voices in November 2022, and co-production at Down Lane in Tottenham <a href="#">Wood Green Voices   Haringey Council</a>.</p> <p>The Council publishes 'Performance Wheels' on Delivery Plan priorities and outcomes on the website; feedback on our performance is encouraged through this route: <a href="https://www.haringey.gov.uk/local-democracy/policies-and-strategies/building-stronger-haringey-together">https://www.haringey.gov.uk/local-democracy/policies-and-strategies/building-stronger-haringey-together</a></p> <p><b><u>Engaging comprehensively with institutional stakeholders</u></b></p> <p>d) A partnership with the community sector was approved in December 2015 designed to forge stronger relationships with the local voluntary sector, working with the Moracle Foundation to improve the strength of the voluntary sector, enabling it to attract more funding and investment to support local communities. A voluntary and community sector pledge is included in the Borough Plan.</p> <p>e) Formal and informal partnerships allow for resources to be used more efficiently and outcomes achieved more effectively; the Corporate Delivery Plan incorporates</p>	<p>Need to update link to show consultation of delivery plan</p>

Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
<p>key partnership working across all its priorities, including the Local Safeguarding Children's Board (LSCB), Safeguarding Adults Board (SAB), Multi-Agency Risk Assessment Conference (MARAC) and the Community Safety Partnership (CSP). Agendas and minutes for the CSP are published on the website: <a href="http://www.minutes.haringey.gov.uk/ieListMeetings.aspx?CId=444&amp;Year=0">http://www.minutes.haringey.gov.uk/ieListMeetings.aspx?CId=444&amp;Year=0</a></p> <p>Examples where the Council participates in partnership include the Joint Health &amp; Wellbeing Partnership with Islington; delivering the STEM commission recommendations; working with our schools to improve outcomes for children.</p> <p>f) Resident engagement also occurs in formal consultation and engagement processes. More information on the Community Engagement Framework is available on our website. <a href="https://www.haringey.gov.uk/local-democracy/have-your-say-haringey/haringeys-community-engagement-framework">https://www.haringey.gov.uk/local-democracy/have-your-say-haringey/haringeys-community-engagement-framework</a></p> <p>g) The Council also uses social and print media to engage with residents and stakeholders, including the Council website, My Account, Twitter, Facebook, Haringey People and the weekly Haringey People online. The Council also has specific partnerships and stakeholder newsletters including Team Noel Park; and Northumberland Park to engage with residents.</p>	
<p><b>C. Defining outcomes in terms of sustainable economic, social, and environmental benefits; and</b></p> <p><b>D. Determining the actions necessary to optimise the achievement of the intended outcomes</b></p>	
<p><b><u>Defining actions/outcomes and sustainable economic, social and environmental benefits</u></b></p> <p>a) The Corporate Delivery Plan sets out how the Council will work with partners and with communities to improve the borough and make Haringey a more successful place, while delivering a significant savings programme by 2025. The plan has eight</p>	

Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
<p>themes , each under-pinned by a series of ambitious targets. It considers and balances the economic, social and environmental impact of policies, plans and decisions. The Plan includes a challenging set of performance measures. Programme planning and management require focus on outcomes and benefits identification and tracking as part of project implementation. There is a clear and consistent approach to the reporting of outcomes, benefits, risks and issues. The Plan was published on the website and following the local authority elections in May 2022 to reflect the manifesto priorities of the new administration: <a href="#">Haringey Council sets out ambitious delivery plan for coming year   Haringey Council</a></p> <p>b) The Council publishes updates on its website to show how the Council and partners are achieving against specific targets every three months. The outcome targets specify the intended impact on service users, residents and other stakeholders.</p> <p>c) The Council has an agreed Medium-Term Financial Strategy (MTFS) and Workforce Plan. These set out how the Council will deliver the corporate plan taking into account the full cost of operations and within available resources, balancing service priorities, and ensure its workforce has the right skills to enable it to achieve the agreed outcomes. Regular reports are provided to the Cabinet: <a href="#">Q3 Finance Update ver3.0 CabinetFINAL.pdf (haringey.gov.uk)</a></p> <p>d) Robust planning and control cycles cover strategic and operational plans, priorities and targets. An internal process provides regular monitoring and scrutiny of the Corporate Delivery plan and resources applied. Performance against objectives is published on the website: <a href="http://www.haringey.gov.uk/local-democracy/performance-and-finance/council-performance">http://www.haringey.gov.uk/local-democracy/performance-and-finance/council-performance</a></p> <p>e) A five-year capital programme was approved by Full Council on 2 March 2023, which sets out the Council's longer-term investment requirements linked to policy objectives, updates are provided to Cabinet annually at the February meeting: <a href="#">Agenda for Cabinet on Tuesday, 7th February, 2023, 6.30 pm   Haringey Council</a></p>	

Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
<p><b><u>Determining actions and optimising achievement of intended outcomes</u></b></p> <p>f) The Council includes requirements to enhance social value in contracts. For example, construction projects over £1m in value must include an apprenticeship scheme, and where possible, employers are encouraged to pay the London Living Wage. High value procurements include a significant weighting in the 'social value' section and, where applicable, requirements as to the use of community assets.</p>	
<p><b>E. Developing the entity's capacity, including the capability of its leadership and the individuals within it</b></p>	
<p><b><u>Developing the entity's capacity</u></b></p> <p>a) The Council's Workforce Development Strategy 2019 – 2023 aims to create a better place to work and to ensure the Council has the right people in the right places with the appropriate skills to deliver the Council's priorities. The plan is published on the website:  <a href="https://www.haringey.gov.uk/search/haringey_cse/workforce%20development%20strategy">https://www.haringey.gov.uk/search/haringey_cse/workforce%20development%20strategy</a></p> <p>b) Workforce expectations also form a clear part of contracting and commissioning processes, as our workforce is not limited to employed staff, including complying with minimum and London Living Wage requirements.</p> <p><b><u>Developing the capability of the entity's leadership and other individuals</u></b></p> <p>c) The Council Constitution specifies the types of decisions that is delegated and those reserved for the collective decision making of the full Council or Cabinet.</p>	

Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
<p><a href="http://www.haringey.gov.uk/local-democracy/about-council/council-constitution">http://www.haringey.gov.uk/local-democracy/about-council/council-constitution</a></p> <p>d) The Council's Constitution sets out the leader and chief executive roles to ensure the respective responsibilities are defined in accordance with decision-making accountabilities. These comply with relevant statutory requirements. It also includes the general scheme of delegation. Each service area also has a service area scheme of authorisation for officers, currently published on the intranet.</p> <p>e) Members who sit on Committees are provided with training specific to their responsibilities for these committees. Training sessions have commenced for member for planning, licensing, audit, finance, pensions and treasury.</p> <p>f) The Council provides a programme of training for all members, and members have access to the Council's corporate training and development programme, which is published on the internal website.</p> <p>g) During 2016/17 the Council rolled out 'My Conversation', a new performance management process, to all staff, which focuses on personal and organisational development and performance; the Staffing and Remuneration Committee receives regular reports on people management issues in line with the Workforce Plan objectives. Guidance and templates for all staff are published on the internal website. A review is underway to refresh the current performance management process and roll out later in 2023/24.</p> <p>h) The Council's Workforce Development Strategy 2019 – 2023 aims to create a better place to work. The Council's corporate Health, Safety and Wellbeing Board monitors all key aspects of statutory and local requirements and has an action plan in place to address any identified gaps in compliance. Health and Wellbeing Fairs have been run to promote employee health.</p> <p>i) The Council has protocols in place which govern how the operational and working relationships between officers and members are managed and forms part of the</p>	

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<p>Constitution: <a href="http://www.haringey.gov.uk/local-democracy/about-council/council-constitution">http://www.haringey.gov.uk/local-democracy/about-council/council-constitution</a></p> <p>j) The Council reviews operations, performance and use of assets on a regular basis to ensure their continuing effectiveness; the Delivery Plan highlights key performance objectives, targets and outcomes, which are monitored and reported via the Council website. The performance reporting also compares current performance with statistical neighbours, London and England averages in most cases: <a href="http://www.haringey.gov.uk/local-democracy/performance-and-finance/council-performance">http://www.haringey.gov.uk/local-democracy/performance-and-finance/council-performance</a></p>	
<p><b>F. Managing risks and performance through robust internal control and strong public financial management; and</b>  <b>G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability</b></p>	
<p><b><u>Managing risk</u></b></p> <p>a) Haringey has a corporate Risk Management Policy and Strategy in place it was reviewed in Sept 2020 and approved by Members in Dec 2020. A project to strengthen risk management and embed the Strategy has commenced and will continue into 2023/24. Risk Management is embedded through a variety of processes and procedures, management teams, groups and boards across the organisation and is central to activities, including business planning and project management processes.  <a href="https://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=730&amp;MId=9449&amp;Ver=4">https://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=730&amp;MId=9449&amp;Ver=4</a></p> <p>b) The Council's key risks are managed via corporate risk and directorate risk registers. Responsibility for individual risks and issues identified is clearly set out in risk registers. Internal audit reviews of key risks are undertaken as part of the annual audit programme. Performance objectives and outcomes are reported on the</p>	<p>Continue to embed risk management principles</p>

Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
<p>website: <a href="http://www.haringey.gov.uk/local-democracy/performance-and-finance/council-performance">http://www.haringey.gov.uk/local-democracy/performance-and-finance/council-performance</a></p> <p>c) Haringey's business continuity planning is based on risk assessment and business impact analysis. Each service area produces a business continuity plan which is updated twice a year. Service continuity plans are incorporated into the Council-wide Business Continuity Plan. As noted previously the Council's Business Continuity Plans were implemented in response to Covid -19. More information on business continuity and emergency planning is available at: <a href="https://www.haringey.gov.uk/environment-and-waste/major-emergencies/emergency-planning">https://www.haringey.gov.uk/environment-and-waste/major-emergencies/emergency-planning</a></p> <p><b><u>Managing performance</u></b></p> <p>d) The Council monitors service delivery effectively including planning, specification, execution and independent post implementation review which is set out in the Delivery Plan and outcome priorities: <a href="https://www.haringey.gov.uk/local-democracy/policies-and-strategies/building-stronger-haringey-together">https://www.haringey.gov.uk/local-democracy/policies-and-strategies/building-stronger-haringey-together</a></p> <p>e) Overview and Scrutiny takes a detailed look at the Council's decisions and policies and works to promote open decision making and democratic accountability in Haringey by holding the Cabinet to account; developing and reviewing policy in an inclusive cross-party manner that involves local communities and other interested parties, reviewing the performance of the Council and scrutinising local services not provided by the Council, such as health services. Overview and Scrutiny Committee also reviews the Performance Wheels on a quarterly basis and individual Scrutiny Panels consider performance with reference to their reviews. The reports and recommendations are discussed and responded to by the Cabinet and published on the Council's website: <a href="http://www.minutes.haringey.gov.uk/ieListMeetings.aspx?CId=128&amp;Year=0">http://www.minutes.haringey.gov.uk/ieListMeetings.aspx?CId=128&amp;Year=0</a></p>	<p>Work to refresh the Business Continuity arrangements began in 2021/22 and will continue into 2023/24.</p>



Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
<p><b><u>Strong public financial management and robust internal control</u></b></p> <p>f) The Medium-Term Financial Strategy (MTFS) outlines the overall financial strategy for achieving the Council’s priorities. The MTFS <b>identified savings required to deliver a balanced budget position each year between 2023 and 2028 before being approved by Full Council in February 2023</b>; the reminder has yet to be identified and will form part of the financial planning process during 2023/24. Each Departmental Management Team (DMT) considers finance and budgets at every meeting, looking at both the budget and savings positions and tracking progress on both. Transformation and delivery of outcomes are aligned to achieving savings and remaining within budget limits; the performance outcomes are reported on the website.</p> <p>g) The Council’s financial management is based on a framework of regular management information and review to inform managers and members of the current budget position. Managers submit monthly budget forecasts and the Cabinet receives quarterly budget management information.</p> <p>h) The Council operates a ‘zero tolerance’ approach to fraud and corruption. The anti-fraud and corruption policy includes a fraud response plan, anti-bribery and money laundering policies and a whistle-blowing policy. The anti-fraud policy is published on the Council website and regular articles on how to report fraud are published in staff newsletters and Haringey People. In 2022/23, the Council investigated and recovered 41 illegally sublet properties; and prevented 115 potentially fraudulent Right to Buy applications in line with the anti-fraud policy. Referrals made using the whistle blowing policy were all reviewed, investigated and reported to the Corporate Committee, copies of the reports are on the website:  <a href="https://www.minutes.haringey.gov.uk/ielistmeetings.aspx?Cld=730&amp;Year=0">https://www.minutes.haringey.gov.uk/ielistmeetings.aspx?Cld=730&amp;Year=0</a></p>	

Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
<p>i) The Council's internal and external auditors produce annual audit reports and the Annual Audit Letter, which were both reported to the Corporate Committee. No significant governance issues were raised by either report; recommendations were made to address some identified control weaknesses.</p> <p>j) Regular internal and external audit reviews check compliance with financial and contract procedure rules across the Council and the outcomes of these are reported to the Corporate Committee on a quarterly basis. All high priority recommendations, excluding those covering schools' audits, made by internal audit were found to be implemented when follow up audits were undertaken. The Corporate Committee fulfilled its terms of reference in relation to audit functions; and reported positive outcomes in relation to pro-active counter-fraud activities in 2022/23. Following the recent CIPFA application note on Audit Committee, the Corporate Committee's terms of reference have changed and an Audit Committee created. This Committee's terms of reference are in line with the CIPFA guidance and conforms with CIPFA's application note. Details of the Committee can be found at <a href="#">Browse meetings - Audit Committee   Haringey Council</a>.</p> <p>k) The Council's internal control arrangements are subject to annual self-assessment by the Head of Audit and Risk Management; any gaps in compliance with mandatory standards are included in the statutory annual Head of Audit report. In line with the Public Sector Internal Audit Standards, a peer review was commissioned and reported the Internal Audit Service was fully compliant with the standards <a href="#">Final Report for the external assessment of the internal audit function (haringey.gov.uk)</a></p>	
<p><b><u>Managing data</u></b></p> <p>l) The Council has policies dealing with various aspects of data management including security and data protection; Freedom of Information Act; information asset registers; and general records management. These and supporting guidance</p>	<p>Review and refresh the Data Quality Policy</p>

Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
<p>are all published on the intranet. Data quality policy is published on the website:  <a href="https://www.haringey.gov.uk/local-democracy/performance-and-finance/council-performance?_sm_auiHVH14V03WHLnWHq">https://www.haringey.gov.uk/local-democracy/performance-and-finance/council-performance?_sm_auiHVH14V03WHLnWHq</a></p> <p><b><u>Implementing good practices in reporting</u></b></p> <p>m) The Council produces an annual report to accompany its statement of accounts; for 2019/20, this received an unqualified opinion from the external auditor in 2021/22, who confirmed that the accounts provided a true and fair view of the Council's financial position; and the arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively. The external audit of accounts for the financial year 2020/21 is scheduled to begin in 2023/23. Under the Local Accountability Act, the Council is responsible for appointing its external auditors from 2022/23; approval for the preferred appointment process was obtained from Corporate Committee in February 2022 and Full Council in March 2022. The Council chose to participate in a sector led procurement exercise using Public Sector Audit Appointments (PSAA) as the Appointing Person.  <a href="http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=143&amp;MId=7868&amp;Ver=4">http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=143&amp;MId=7868&amp;Ver=4</a></p> <p>n) The Council's Annual Governance Statement (AGS) is produced in accordance with required guidance and included in the statement of accounts; the AGS is reviewed by the Statutory Officers Group and the Corporate Committee to ensure that any gaps in assurance or compliance issues are identified and addressed. Significant issues reported in 2023/24 are being addressed.</p> <p>o) As part of the Delivery Plan, Directors are responsible for delivering the Delivery Plan with a responsible manager allocated as owner for each corporate priority. Outcomes and performance against all the priorities' objectives are published on</p>	

Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
<p>the website: <a href="http://www.haringey.gov.uk/local-democracy/performance-and-finance/council-performance">http://www.haringey.gov.uk/local-democracy/performance-and-finance/council-performance</a></p> <p><b><u>Assurance and effective accountability</u></b></p> <p>p) Internal and external audit provide assurance on the Council's system of internal control to support the section 151 officer requirements, including reporting compliance with financial and contract procedure rules across the Council. The outcomes of internal audits were reported to the Corporate Committee and from 2023/24, the Audit Committee on a quarterly basis. All outstanding recommendations were reported to Corporate Committee; a focus is maintained on ensuring all high priority recommendations are implemented. All outstanding recommendation continue to be monitored.</p> <p>q) The Head of Audit and Risk Management and the internal audit service fully complied with the requirements of the mandatory UK Public Sector Internal Audit Standards, as evidenced by peer review and self-assessment. Access to officers, members and information is provided by the Constitution.</p>	

#### 4. Significant governance issues

- 4.1 Following our review of governance in 2021/22, we identified some key areas where work would be undertaken in 2022/23 to ensure governance arrangements were in place and effective. An action plan was drawn up and progress as at 31 March 2023 on this is set out below.

Issue	Agreed Action/ Deadline (as at July 2022)	Progress update (as at March 2023)
<p>We need to ensure we deliver savings identified in our MTFS to manage within our financial means.</p>	<p>The Council has developed a savings programme to respond to the Council's budget envelope from 2022/23 to 2027/28. During 2021/22, c. £5m savings were carried forward into 2022/23 bringing the total savings plus demand mitigation projects to deliver in this financial year to a total of £21m.</p> <p>Notwithstanding the Council's monitoring and delivery arrangements, the continued drive for identifying and delivering new savings proposal is a challenge, particularly inflation levels not reducing at the pace previously forecast by the Government, increasing interest rates, cost of living pressures, covid legacy and high demand for care and housing services.</p>	<p>The Council's directorate budgets as a whole has seen a worsening in net spend compared to quarter 3. This deterioration over the last quarter is predominately within Adults Services. The most significant budget pressure during the year were in the two social care directorates which between them overspent by £16.0m. It must be recognised that inflation has been a key driver, as well as cost of living crisis, interest rates and the step up in demand for support in some areas seen during the Covid pandemic has also not yet abated.</p> <p>Approximately £10m of agreed savings have not been delivered as planned during 2022/23. The majority has either been written out of 2023/24 budgets or re-phased to allow additional time for delivery so should not carry forward into 2023/24 as a pressure.</p> <p>Nevertheless, the delivery of the MTFS Savings continues to be challenging and as a result, increased</p>

Issue	Agreed Action/ Deadline (as at July 2022)	Progress update (as at March 2023)
		<p>organisational focus is being brought on the delivery of previously agreed savings, and further measures are being progressed as alternative savings for those savings deemed to be no longer deliverable. The Council's corporate budget monitoring reports are making clear how challenging it will be to mitigate these effects, especially when coupled with the significant base budget pressures.</p> <p>We recognise Haringey is not alone in seeing this level of overspend pressure at year end; many London boroughs are also highlighting overspends across one or more of Adults or Children's social care and temporary accommodation.</p>
<p>We noted governance weaknesses over the robustness of decision making relating to acquisitions and disposals of property.</p>	<p>During 2021/22, concerns have been raised over the Council's arrangements for the acquisition and disposal of assets. In light of the concerns, an independent investigation has been commissioned to review the governance arrangements for nine property transactions.</p> <p>The outcome of the independent review will be reported in 2022/23 with a view to improving governance within this area.</p>	<p>Mazars have completed a follow up since the original concern and scoring and have provided an adequate assurance in August 2022 with a green direction of travel.</p> <p>An independent review into the Council's property management has reported and the findings with its recommendations will be presented to Cabinet in April 2023.</p>

Issue	Agreed Action/ Deadline (as at July 2022)	Progress update (as at March 2023)
<p>We need to make sure our social service practice safeguards children.</p>	<p>Ofsted conducted a focus visit in Mar 2021 following their inspection in Dec 2018. Actions arising their visit continue to be progressed.</p>	<p>An Ofsted Inspection took place week commencing 13 February 23, and reviewed the Council's arrangement for children's social care arrangement and will be reporting shortly. The outcome of this inspection will be reconsidered when the statement is refreshed for 2022/23.</p>
<p>We need to make sure we Insource the Council's Arm's Length Management Organisation, Homes for Haringey (HfH) into Council operations.</p>	<p>Following a Dec 2021 Cabinet decision to bring its Arm's Length Management Organisation (Homes for Haringey) back into the Council, the service was brought in house from 1 June 2022.</p> <p>The Council is progressing with the integration of the functions previously carried out by HfH, and the challenges this possess in the assimilation of the legacy HfH activities.</p>	<p>The authority self-referred itself to the regulator in January 2023 when it was identified the statutory health and safety requirements in some of its homes had not been met.</p> <p>As previously reported, staff from Homes for Haringey have been successfully integrated into the Council. Workstreams have begun in relation to some of the most challenging areas of service improvement, in particular in relation to repairs, income collection and voids.</p> <p>Key management appointments have been made and staff are in post to drive the improvement programme.</p>

Issue	Agreed Action/ Deadline (as at July 2022)	Progress update (as at March 2023)
<p>We need to strengthen the authority's information governance framework.</p>	<p>The Council is the accountable body for complying with the Data Protection Act 2018 and the UK GDPR. We plan to use the Information Commissioner's Accountability Framework to self-assess against its ten categories and to help identify and mitigate any gaps in our governance arrangements to demonstrate compliance with the Act and the Regulation.</p>	<p>Draft Information Governance Strategy being finalised.</p> <p>Assessment completed and Action Plan being developed in response.</p> <p>Subject Assess Request and information rights drop in sessions were held in October.</p>
<p>Audits identified weaknesses our management of Health and Safety within the Council and its ALMO, Homes for Haringey.</p>	<p>Building Compliance audits of properties managed by the Council and Homes for Haringey identified deficiencies within the operations and record keeping in respect of Health and Safety checks. The auditors have raised recommendations that management have accepted that we will implement.</p>	<p>Record keeping and the systems used to maintain and record inspections have been identified as areas for improvement by internal audit.</p> <p>Compliance system being procured and implemented for regular reconciliations to ensure that the records of the checks reconcile with the core system data.</p> <p>On the general Health and Safety arrangements, the most recent internal audit of the Council's Health and Safety arrangements assigned an "Adequate" level of assurance, an improvement from the Limited Assurance assigned previously.</p>



- 4.2 We have identified the following significant governance issues during 2022/23. It is proposed over the coming year to take steps to address the governance issues in these areas and these are set out in the action plan below. The action plan will be monitored during the year to ensure all issues are appropriately addressed.

Issue	Action	Responsibility	Due date
We need to ensure we deliver savings identified in our Medium Term Financial Strategy (MTFS) to manage within our financial means.	<p>There are a number of actions planned to deliver to our Medium Term Financial Strategy: -</p> <ul style="list-style-type: none"> <li>• Further work underway to review 2022/23 pressures carried Forward into 2023/24 and impact of non-delivery of 2022/23 MTFS Savings;</li> <li>• Fortnightly Department Finance DMTs to strengthen forecasting and savings delivery monitoring/reporting;</li> <li>• Implementation of the Corporate Cross-council change portfolio, which is a single change framework and governance structure that will give Corporate Leadership Team shared visibility of progress, issues &amp; risks, &amp; support good quality delivery; and</li> <li>• Corporate Leadership Team are looking to establish a performance CLT aligning the change framework and budget management reporting and decision-making process.</li> </ul>	Director of Finance	31/3/2024
Concerns regarding the robustness of decision making relating to acquisitions and disposals of property.	<p>During 2021/22, concerns have been raised over the Council's arrangements for the acquisition and disposal of assets. In light of the concerns, an independent investigation was commissioned to review the governance arrangements for nine property transactions.</p> <p>The outcome of the independent review was reported to Cabinet in April 2023. The report recognised the improvements that have been made over recent years to our governance and decision making, but also set out a range of recommendations that would strengthen our approach still further. An action plan</p>	Director of Housing, Planning and Regeneration.	31/3/2024

Issue	Action	Responsibility	Due date
	<p>accompanied the cabinet report, highlighting the responsible senior officer and timeframe for implementation of improvements, which will be completed within 12 months.</p> <p>The same April 2023 Cabinet also approved the Strategic Asset Management and Property Improvement Plan 2023-28 (SAMPIP), which was already under development, independently of the above external review on one specific area of property. The SAMPIP has 10 action plans for improvements across Property and Asset Management.</p> <p>All of the action plans above are being monitored on a monthly basis through the councils Property and Asset Management Governance structure, which includes scrutiny reviews. The progress will be reported back to cabinet in February 2024.</p> <p>The Property Service team have embraced these recommendations and have an improvement plan in place that will ensure they are fully implemented.</p>		
<p>Following audits that identified weaknesses in our management of Health and Safety risks in Council owned residential properties, we have referred ourselves to the Regulator of Social Housing in January 2023.</p>	<p>We self-referred to the regulator in January 2023 as we identified a failure to meet statutory health and safety requirements for some of our homes. We informed the regulator we had not completed fire and electrical safety checks for every property that needed one and a high number of fire remedial actions were overdue. We noted several blocks were without a communal Electrical Installation Condition Report (EICR), and we were unable to confirm that around 4,000 properties had a domestic EICR completed within the last 10 years.</p> <p>We also noted a large number of residential blocks were without a current Fire Risk Assessment (FRAs) and a significant number of fire remedial actions were overdue. More than 4,000 of these</p>	<p>Director of Housing, Planning and Regeneration.</p>	<p>31/3/2025</p>

Issue	Action	Responsibility	Due date
	<p>overdue actions were high risk, with over half overdue for more than 12 months. Whilst we have now completed almost all FRAs, there remains a high volume of remedial work to complete.</p> <p>Through the internal audits, we have also noted we need to improve the internal controls and management of our housing stock. We have a new Housing Improvement Plan, which sets out how we are going to address the challenges we face in our housing landlord services. This covers the full spectrum of the service – fire safety, certification, rent collection, tenant and resident engagement, damp and mould, our decent homes programme, repairs, voids and the way we respond to complaints.</p> <p>We are committed to carrying out an annual assurance statement to cabinet on our performance against the six areas of property landlord compliance. Moreover, a separately a voluntary undertaking with the Regulators will be presented to Cabinet in July 2023 for approval.</p>		
Management of Commercial Property	<p>We manage 944 commercial properties with the Strategic Property Unit (SPU) being responsible for the management of statutory property compliance, management of rental income, repairs and maintenance, and the management of void commercial properties. The annual rental income from commercial property is £8.9m.</p> <p>The internal audit, commissioned by the Director of Housing, Planning and Regeneration, noted there were issues with the control environment for Commercial Property. Audit findings highlight significant failings in all aspects of the management and control of the Council's Commercial Property. Consequently, Internal Audit raised 32 recommendations (15 priority 1, 10</p>	Director of Housing, Planning and Regeneration.	31/3/2024

Issue	Action	Responsibility	Due date
	<p>priority 2 and seven priority 3), and recommended an urgent need for a fundamental change in the operations of Commercial Property.</p> <p>Recommendations from this and the independent review are captured in the Strategic Asset Management and Property Improvement Plan 2023 – 2028 (SAMPIP), which was presented to Cabinet in April 2023. The recommendations will be implemented and their progress reported to regularly as outlined in the above action for acquisitions and disposals.</p>		
We need to strengthen the authority's information governance framework.	The Council is the accountable body for complying with the Data Protection Act 2018 and the UK GDPR. We plan to use the Information Commissioner's Accountability Framework to self-assess against its ten categories and to help identify and mitigate any gaps in our governance arrangements to demonstrate compliance with the Act and the Regulation. To aid this process, Mazars, our internal auditors, were commissioned and have reported on the Council's compliance with the Information Commissioners' Accountability Framework and their audit recommendations will be used to improve compliance.	Head of Legal and Monitoring Officer	31/3/2024
Improve our delivery of Leisure Services	<p>We have a Leisure Management Contract with Fusion Lifestyle Ltd entered on 1st December 2012 for a period of 20 years. This relationship includes the management of three leisure centres (Tottenham Green, Park Road and Broadwater Farm).</p> <p>The delivery of leisure services has not been satisfactory. Since January, the Tottenham Green Pools and Fitness (and Marcus Garvey Library and Customer Service Centre) have been closed due to essential maintenance works being conducted by our leisure partner Fusion Lifestyle. Issues have also been highlighted</p>	Director of Environment & Resident Experience	31/3/2024

Issue	Action	Responsibility	Due date
	<p>by the Leisure Services team at the Park Road centre.</p> <p>We are reviewing our arrangements with a view to improving our leisure service offer to our residents and other stakeholders who use the centres regularly for themselves and their family.</p>		

## 5. Review of effectiveness

- 5.1 We take responsibility for conducting an annual review of the effectiveness of our governance framework, including the system of internal control. The review of effectiveness is informed by the statements of assurance and annual governance self-assessments by each director and assistant director, who have responsibility for the development and maintenance of the governance environment; the Head of Audit and Risk Management's annual report, and by comments made by the Council's external auditors and other review agencies and inspectorates.
- 5.2 The Director of Finance holds the Council's statutory section 151 Officer role; the Head of Legal and Governance (the Council's Monitoring Officer) and the Head of Audit and Risk Management have also reviewed the work done by the Council relating to governance issues in 2022/23. Their comments on the key governance issues are as follows:
- Director of Finance: The Council's 2022/23 budget was clear on the need to continue our council change agenda, particularly in light of the ongoing impact of covid. It was also recognised that this type of change takes time, and so started to consider how the Council's Delivery Plan 2022-24 should be framed and the already agreed savings strategy of £12m for 2022/23 delivered. Extensive work was carried out to enable informed decisions on where to direct limited resources as not all items of growth put forward were able to be accommodated however proposed budgets were as realistic as possible at the time. A total of £17.589m new service growth was proposed for 2022/23, with additional budget directed into care services following an improved LGFS. The financial planning strategy was to enable the Council to achieve a stronger platform to approach the new programme of change required to address the structural funding gap and align with the priorities identified in the Council's Delivery Plan. The budget process continued to be supported by a regular cycle of budget management and reviews with the Council's Risk Management process underpinning all these activities.

The direction of future government funding policy will also impact on the Council's finances and continues to be a future risk factor. The Council's latest approved 2023/24 budget and MTFS forecasted a significant funding gap in excess of £17m by 2027/28, however this

position is expected to have worsened due to continued impact of covid, inflation levels, increasing interest rates and cost of living pressures still manifesting along with high demand for care and housing services. These increased costs are not being met by further direct government resources.

The Council will therefore need to develop immediate and effective plans to significantly reduce its net cost base, deliver a balanced budget over the course of the MTFS, ensuring we live within our means and deliver excellent value for money.

- Head of Legal & Governance (Monitoring Officer): The Monitoring Officer are not aware of any significant governance issues in relation to member code of conduct and complaints for 2022/23. The work in strengthening the governance concerning acquisitions and disposals, Information Governance and Delivery of the Housing Improvement Plan will be reviewed during 2022/23.
- Head of Audit and Risk Management: For the audit work completed, most areas were assigned a satisfactory level of assurances although weaknesses in internal controls were identified in some areas. Internal audit highlighted the following areas where management attention was required; the management of Council properties including Commercial Property; procurement, IT Strategy, Delivery of Medium Term Financial Savings, Early Years Commissioning, internal controls within the Housing Services, record keeping within the organisation and health and safety. Internal Audit also highlighted some Council policies, procedures and practices are out of date and need refreshing. Management have accepted audit recommendations to improve the internal control environment in these areas. Audits performed at Homes for Haringey highlighted a management agreement with the Council has not been agreed. Three schools were assigned Limited assurance though the majority achieved a satisfactory level of assurance for 2022/23.

- 5.3 The Head of Audit and Risk Management has also provided an Annual Audit Report and opinion for 2022/23. The report concluded that in most areas across the Council, with the exception of those areas receiving 'limited' or 'Nil' assurance, there are sound internal financial control systems and corporate governance arrangements in place, and that risk management arrangements are satisfactory
- 5.4 Directorate Management Teams have discussed a statement of assurance covering 2022/23 which is informed by work carried out by Directors; Assistant Directors; heads of service and managers; internal audit; any external assessments; and risk management processes. The statements are used to provide assurance that any significant control issues that have been brought to their attention have been dealt with appropriately. No significant governance issues, apart from those identified at paragraph 4.2 were recorded.
- 5.5 The Chartered Institute of Public Finance and Accountancy (CIPFA) statements on the role of the Chief Financial Officer (CFO) and the role of the Head of Internal Audit (HoA) in public service organisations have both been incorporated into the Council's overall governance arrangements. During 2022/23, the Council can confirm that both the CFO and HoA fulfilled all the requirements set out within the CIPFA statements, and assurance on this was obtained via internal and external audit reviews. No gaps in compliance were identified for either role.

- 5.6 The Leader of the Council and the Chief Executive have been advised of the implications of the result of the review of the effectiveness of the governance framework by the Audit Committee, and a plan to implement enhancements and ensure continuous improvement of the system is in place.
- 5.7 The evidence provided concerning the production of the Annual Governance Statement has been considered by the Chief Executive and will be considered by the Council's Audit Committee in July 2023. The Statutory Officers concluded that the Council has satisfactory governance systems in place and satisfactory plans to address the identified issues to ensure improvement; these arrangements continue to be regarded as fit for purpose in accordance with the governance framework. The Chief Executive along with the other members of the Corporate Leadership Team are committed to implementing the action plan, strengthening and improving controls and keeping the effectiveness of the Council's corporate governance arrangements under review during the year.

Signed by:



**Councillor Peray Ahmet**  
**Leader of the Council**  
Date:



**Andy Donald**  
**Chief Executive**  
Date: 03/07/2023