

Annual Governance Statement 2023/24

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 31st March 2024 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. The funding models for local government continue to present challenges as we recover from the COVID-19 pandemic era and respond to tackling health inequalities and support residents who are impacted by the cost-of-living crisis. We continue to deliver our ambitious set out in our corporate plan and build on our achievements in the refreshed plan, which we plan to publish in the summer. The Council's Corporate Plan will set out our priority actions for delivering our strategy for Haringey.
- 2.5 The Council's leadership remains 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. 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 and were in place for the financial year 2023/24. 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. These behaviours are at the heart of refreshed My Conversation (our appraisal approach) guidance which was launched at the start of the year.
- 2.8 Following the amalgamation of the Council's Arm's Length Management organisation (Homes for Haringey) into the Council in June 2022, and the subsequent self-referral to the Housing Regulator in January 2023, the Council has been focussed on improving housing services for its residents and responding to the Regulatory Notice covering key areas including fire risk assessments, electrical safety and our level of non-Decent homes. 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. We recognise the housing service is operating with

systemic and significant challenges which means we are not providing residents with the services they expect or deserve in some core areas. We continue to invest in and seek improvements our housing service recognising this is likely to into future years

2.9 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 final report was issued in October 2023 and a copy is available at LGA Corporate Peer Challenge Final Report (haringey.gov.uk). The report noted “Haringey Council is a dynamic and improvement-focused local authority that has strong leadership and should be proud of the services it provides to the community. It provides many good core services to its residents for which it should be rightly proud. The Borough is well-regarded for its high performing schools, and the parks and library services are valued, with the Friends groups keen to collaborate with the Council. It also has a “powerful sense of place, appreciating and celebrating the diversity of the area and the people it serves.” The Peers set out several recommendations, which will be followed up formally in 2024/25 by the peer panel. Areas for further improvement, included:

- Establishing a long-term vision for the council
- Continue proactive work with local communities
- Develop and embed mechanisms to improve oversight and management of the capital programme
- Strengthen and embed performance and programme management
- Maximise links with partners and stakeholders
- Continue the work on developing business systems to increase efficiency in operations and enhance customer service.

2.10 A joint area inspection by Ofsted and the Care Quality Commission (CQC) was carried out of the Area SEND inspection of Haringey Local Area Partnership over a three-week period in January and February 2024. Both the Council and the North Central London Integrated Care Board (ICB) are jointly responsible for the planning and commissioning of services for children and young people with SEND in Haringey. We received the highest rating for delivering high quality services for young people with Special Educational Needs and Disabilities with the report noting “The local area partnership’s special educational needs and/or disabilities (SEND) arrangements typically lead to positive experiences and outcomes for children and young people with SEND. The local area partnership is taking action where improvements are needed.” The report raised three areas for improvement that we will take forward and implement.

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 2025.

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><u>Behaving with Integrity</u></p> <p>a) The standards to which Members and Officers are expected to comply are outline here along with links to key policies which are developed in accordance with legislative requirements and good practice. Our standards Haringey Council</p> <p>b) 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: http://www.haringey.gov.uk/sites/haringeygovuk/files/lbh_constitution_part_5_section_a_-_part_1_0.pdf</p> <p>c) 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 as committee members. Training on all regulatory committees is mandatory.</p> <p>d) The Officer Code of Conduct was reviewed in 2023 and a new version was published to staff 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 comply with specific requirements such as ensuring declarations of interest are formally recorded and declaring any offers of gifts or hospitality which are received.</p>	<p>Review planned for 2024/25.</p>

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<p>e) 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 should demonstrate Haringey values.</p> <p>f) Decision-making practices for member decisions follow legal and transparency requirements. Agendas and Minutes of Cabinet and Committees and Officer decisions are recorded and published on Modern.gov. How decisions are made and scrutinised Haringey Council</p> <p>g) 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.</p> <p>h) Requirement for all new staff to complete Register of Interests declaration. Senior managers are required to complete a declaration every two years; officers are reminded to complete a new form as/when circumstances change. The HALO system is used to efficiently manage HR processes under a single portal. Gifts and hospitality for members are recorded with their declarations of interests and are published on the website. Our standards Haringey Council</p> <p>i) 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. The standard template for reports was refreshed in 2023/24 with updated guidance included for report authors.</p> <p>j) Anti-fraud and corruption strategy is in place, including the Whistle blowing policy (Sept 2022) they will be reviewed again in 2024. The Head of Audit and Risk Management reports on actions, effectiveness and outcomes (and use of the whistle blowing policy) to Audit Committee, in quarterly report and in July as part of</p>	<p>Ensure full compliance by officers with the requirements set out.</p>

Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
<p>the Annual internal Audit Report and provides awareness presentations to Senior Leadership Team. Copies of the policies are on the internet. Haringey Council anti-fraud and corruption policy - v8.3 - September 2022</p> <p>k) 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 Senior Leadership Team. 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. Following comments from the Peer Review a forum has been periodically held to help with improvements in this area. Make a complaint Haringey Council</p> <p>l) Local Code of Corporate Governance was refreshed in 2023/24 and was approved at Audit Committee March 2024. It is planned for the Code to be presented at Full Council in July 2024. Agenda for Audit Committee on Thursday, 7th March, 2024, 7.00 pm Haringey Council</p> <p><u>Demonstrating strong commitment to ethical values</u></p> <p>m) 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. The Standards Committee Haringey Council</p> <p>n) The Council incorporated the Social Value Act requirements into all procurement and contracts; including a standard clause referring to 'PREVENT' in all contracts, as well as safeguarding and health and safety. A broader review of how the</p>	

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<p>authority carries out procurement activity has been completed and changes will be embedded in 2024/25. A report will go to Cabinet to approve the Council's methodology of complying with Social Value Act requirements.</p> <p>o) A major review of all the Human Resources policies & procedures began in 2019/20 has been completed. 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. The current focus now for Human Resources is on Workforce Planning, although it is recognised that further refinements of policy are desirable, and this process is ongoing and iterative.</p> <p>p) 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: http://www.haringey.gov.uk/community/community-safety-and-engagement/crime-and-disorder-information-sharing-protocol In procurement: Council procurement: legal framework Haringey Council</p> <p><u>Respecting the rule of law</u></p> <p>q) 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. Member Committees make decisions on appointments and dismissal of Chief Officers and Deputy Chief Officers. 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>	

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<p>r) 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 Cabinet members and officers under delegated powers. The Council Constitution is reviewed updated and published on the internet: http://www.haringey.gov.uk/local-democracy/about-council/council-constitution</p> <p>s) 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 2023/24.</p> <p>t) Statutory officers are available at meetings of the Council/Cabinet to advise and ensure law and regulations are not breached.</p>	
B. Ensuring openness and comprehensive stakeholder engagement	
<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. http://www.haringey.gov.uk/local-democracy/publications/publication-scheme</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: http://www.haringey.gov.uk/local-democracy/about-council/council-constitution</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. Consultations Haringey Council Under the Haringey Deal, the authority seeks to better understand all its communities including communities that it engages with reduced frequency. More recent examples of closed consultations can be found here https://new.haringey.gov.uk/council-elections/have-your-say/consultations/closed-consultations</p> <p>d) To ensure we are able to effectively monitor delivery of the outcomes as set out in our Corporate Delivery Plan, reporting takes place formally on a six-monthly basis (for the lifetime of the plan) and quarterly via dedicated performance sessions at our Corporate Leadership Team and via internal meetings and forums with officers and Cabinet Members.</p> <p>e) Formal reporting includes progress updates reported to the council's Overview and Scrutiny Committee for more in-depth consideration. Briefings for Scrutiny Panel Members are arranged ahead of formal meetings and training is provided to encourage understanding of performance issues and risks. The Overview and Scrutiny Committee Haringey Council</p> <p>f) In 2022/23 we established a framework for monitoring progress against commitments and intermediate outcomes as set out in our Corporate Delivery Plan. The framework brings together activity and monitors progress towards the achievement of intermediate outcomes with metrics and commentary on all commitments in the CDP including Manifesto pledges. The framework is not solely based on Performance Indicators so gives a broader picture of change and progress towards achieving our objectives. Updates include metrics and a rating on Direction of Travel.</p>	

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<p>g) We use “Monday.com” as a tool for tracking progress where live updates on progress are captured and reported on a quarterly basis with dynamic links and Dashboards so progress can be actively monitored. As part of the early warning and risk analysis Directors also produce a summary of highlights and areas for focus each quarter and these are shared as part of the published papers. More recently we have introduced more robust performance management reviewing our approach to monitoring whereby we have established a single performance and risk framework.</p> <p>h) Documentation demonstrating compliance with the governance principles Identified gaps in compliance, or further action required covers key performance indicators, capital delivery, savings programme delivery and transformation programme delivery as part of the Council’s new Change framework. Members are briefed on performance across all these workstreams so that they get a holistic view of progress, and we ensure consistency of reporting and aligned governance arrangements as part of the Cabinet Accountability Model. Our Leader is the Cabinet Member responsible for the CDP and performance so there is clear leadership and accountability.</p> <p>i) In addition to the arrangements that have been put in place to monitor the delivery of the Corporate Delivery Plan, new arrangements have been introduced by central Government in the form of an Office for Local Government (Oflog). The stated purpose of Oflog is “to provide authoritative and accessible data and analysis about the performance of local government and support its improvement.” The data can be viewed at Home - Local Authority Data Explorer - GOV.UK . A report updating on the OfLOG metrics, and any associated risks or early warning flags is discussed at Corporate Leadership Team on a periodic basis to reflect on what the comparator data is telling us.</p>	

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<p><u>Engaging comprehensively with institutional stakeholders</u></p> <p>j) Formal and informal partnerships allow for resources to be used more efficiently and outcomes achieved more effectively; key partnerships include 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: http://www.minutes.haringey.gov.uk/ieListMeetings.aspx?CId=444&Year=0</p> <p>k) Resident engagement also occurs in formal consultation and engagement processes during 2023/24 this has included extensive community engagement via Wood Green Voices: https://www.haringey.gov.uk/regeneration/wood-green/wood-green-voices, and Tottenham Voices https://www.haringey.gov.uk/regeneration/tottenham/tottenhamvoices and in relation to key strategies including the Parks and Green Spaces Strategy and Community Safety Strategy.</p> <p>l) During the year, the council launched the Haringey Engagement Hub which is developing into a 'one stop shop' for all engagement and consultation opportunities. Have Your Say Today - Haringey Engagement Hub - Commonplace</p>	
<p>C. Defining outcomes in terms of sustainable economic, social, and environmental benefits; and</p> <p>D. Determining the actions necessary to optimise the achievement of the intended outcomes</p>	
<p><u>Defining actions/outcomes and sustainable economic, social and environmental benefits</u></p> <p>a) The Corporate Delivery Plan sets out how the Council will work with partners and</p>	

Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
<p>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 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. Documentation demonstrating compliance with the governance principles Identified gaps in compliance, or further action required.</p> <p>b) 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: Haringey Council sets out ambitious delivery plan for coming year Haringey Council</p> <p>c) The Council publishes updates on its website to show how the Council and partners are achieving against specified outcomes and activity including metrics where applicable every six months. The last reports detailing activity and progress on all 169 outcomes can be viewed in the Cabinet and Overview and Scrutiny Agendas. https://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=128&MID=10689#AI77431 https://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=118&MID=10561#AI77763</p> <p>d) The intermediate outcomes specify the intended impact on service users, residents and other stakeholders. Effective performance monitoring of the Council's progress towards achieving the outcomes in the Corporate Delivery Plan is fundamental to understanding impact and as such provides a means to measure progress on what we are delivering against what we said we would do i.e. The change we expect to see over the 18-month period of the strategic plan.</p>	

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<p>e) The Council has an agreed Medium-Term Financial Strategy (MTFS). 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: 2024.25Budget and 2024.29MTFFS Ver5.029Jan24FINAL.pdf (haringey.gov.uk)</p> <p>f) 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 and outcomes is published on the website as part of papers for Cabinet and also accessible in viewable. Documentation demonstrating compliance with the governance principles Identified gaps in compliance, or further action required dashboards from our web based project and programme management tool: Corporate Delivery Plan (monday.com)</p> <p>g) 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: Agenda item - 2024-25 Budget and 2024-2029 Medium Term Financial Strategy Report Haringey Council</p> <p><u>Determining actions and optimising achievement of intended outcomes</u></p> <p>h) 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.</p>	

Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
i) High value procurements include a significant weighting in the 'social value' section and, where applicable, requirements as to the use of community assets.	
E. Developing the entity's capacity, including the capability of its leadership and the individuals within it	
<p><u>Developing the entity's capacity</u></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: haringey_workforce_strategy.pdf. During 2023/24 the Council have reviewed this strategy, and it will be approved at Cabinet in June 2024. There is a clear focus on Directorate-led workforce planning, supported by the Council's corporate services, in the new strategy.</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><u>Developing the capability of the entity's leadership and other individuals</u></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. http://www.haringey.gov.uk/local-democracy/about-council/council-constitution</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>	

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<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 performance management process, to all staff, which focuses on personal and organisational development and performance; the General Purposes 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 was undertaken to refresh the current performance management process in line with best practice and the Council’s new organisational values, which rolled out in 2023.</p> <p>h) The Council’s Workforce Development Strategy 2019 – 2023 aims to create a better place to work. The update Strategy will launch in 2024. 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. and there is a dedicated suite of pages on the Council’s intranet site focussed on all aspects of employee wellbeing.</p> <p>i) The Council ran a comprehensive staff survey in late 2023, with the results being disseminated in 2024 and an action plan will be developed.</p> <p>j) A wide-ranging management and leadership development programme will be piloted in 2024, to increase the capability and capacity of all people managers within the organisation, along with a complete refresh of mandatory training, which is required to be completed by all employees.</p>	<p>Directors to ensure completion of the My Conversation process by all officers and managers as a matter of course.</p> <p>Consider further action on employee absence as a result of stress, anxiety, and depression, which is rising.</p>

Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
<p>k) 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 Constitution: http://www.haringey.gov.uk/local-democracy/about-council/council-constitution</p> <p>l) 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: http://www.haringey.gov.uk/local-democracy/performance-and-finance/council-performance</p>	
<p>F. Managing risks and performance through robust internal control and strong public financial management; and G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability</p>	
<p><u>Managing risk</u></p> <p>a) The Council 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 2024/25. 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. Zurich Municipal will provide support to the risk management project as part of their role as the Council's insurers with some specific targeted workshops and Monday.com has been developed to capture directorate and corporate risk registers alongside the other risk and performance information held by the Council.</p>	<p>Risk Management Policy and Strategy Review</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>https://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=730&MId=9449&Ver=4</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 website: http://www.haringey.gov.uk/local-democracy/performance-and-finance/council-performance</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. The resilience of the Council's digital infrastructure is central to these plans. A Corporate Resilience and Emergency Planning Board meets quarterly to ensure risks and issues are collectively understood and response is collaborative, the Board reflects on incidents to ensure learning from experience. Proactive exercises are undertaken to test arrangements for the Council or as part of a wider exercise in the Borough/London. More information on business continuity and emergency planning is available at: Major emergencies Haringey Council</p> <p><u>Managing performance</u></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: https://www.haringey.gov.uk/local-democracy/policies-and-strategies/building-stronger-haringey-together</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</p>	

Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
<p>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 performance 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: http://www.minutes.haringey.gov.uk/ieListMeetings.aspx?CId=128&Year=0</p> <p><u>Strong public financial management and robust internal control</u></p> <p>f) The Medium-Term Financial Strategy (MTFS) outlines the overall financial strategy for achieving the Council's priorities. The MTFS identified savings required to deliver a balanced budget position each year between 2024 and 2029 before being approved by Full Council in February 2024; the remainder has yet to be identified and will form part of the financial planning process during 2024/25. 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</p>	

Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
<p>on the Council website and regular articles on how to report fraud are published. In 2023/24, the Council investigated fraud and 51 properties were recovered; 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: https://www.minutes.haringey.gov.uk/ieListMeetings.aspx?CId=730&Year=0</p> <p>i) The Council's Head of Internal Audit produces an Annual Report including a Head of Internal Audit Opinion which is presented to Statutory Officers, Corporate Leadership Team, and the wider Senior Leadership Network for information its formally presented to Audit Committee in July every year. The Annual Report is a key document used as part of our annual review of governance.</p> <p>j) The external auditors would usually also produce annual audit reports and the Annual Audit Letter, which would also be reported to the Committee. The Councils' External Auditor for the years 2020/21 to 2022/23, BDO, have not produced these reports. This is a national issue in the public sector due to capacity in the provision of audit services.</p> <p>k) KPMG have been appointed for 2023/24 as the Councils new External Auditor and significant work has commenced to build robust relationships and ensure that the 2023/24 accounts are signed off in a timely fashion.</p> <p>l) 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</p>	<p>External Audit not signed off accounts from 2020/21 to 2022/23 and therefore we have not had Annual Audit Letters.</p>

Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
<p>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 Browse meetings - Audit Committee Haringey Council.</p> <p>m) 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 Final Report for the external assessment of the internal audit function (haringey.gov.uk)</p> <p><u>Managing data</u></p> <p>n) 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 are all published on the intranet. Data quality policy is published on the website: Data and finance Haringey Council</p> <p><u>Implementing good practices in reporting</u></p> <p>o) 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 audits for subsequent years have yet to be concluded. Under the Local Accountability Act, the Council has been responsible for appointing its external auditors from 2022/23; approval for the preferred appointment process was obtained from Corporate</p>	

Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
<p>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. http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?Cld=143&Mld=7868&Ver=4</p> <p>p) 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 Audit Committee to ensure that any gaps in assurance or compliance issues are identified and addressed. In 2023/24 there was a formal follow up presented to Audit Committee to communicate the progress with the action plans. Significant issues reported in 2022/23 are being addressed but most will remain on in 2023/24.</p> <p>q) As part of the Delivery Plan, Directors are responsible for delivering the activity against specific milestones with a responsible manager and Lead Member allocated as owners for each outcome as specified in the Corporate Delivery Plan (CDP). Outcomes, activity, and performance against all the 169 outcomes included in the CDP are formally reported to Cabinet every six months with papers published on our website. The last performance update report to Cabinet was on 12th March 2024 and papers can be found here: https://www.minutes.haringey.gov.uk/ieListMeetings.aspx?Committeeld=118</p> <p><u>Assurance and effective accountability</u></p> <p>r) 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>	

Documentation demonstrating compliance with the governance principles	Identified gaps in compliance, or further action required
s) 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.	

4. Significant governance issues

- 4.1 Following our review of governance in 2022/23, we identified some key areas where work would be undertaken in 2023/24 to ensure governance arrangements were in place and effective. An action plan was drawn up and progress as at 31 March 2024 this is set out below. The progress with regards these actions was presented to Audit Committee members in December 2023 and in addition the Audit Committee invited the relevant Assistant Director to report back.

Issue & Agreed Action/ Deadline (as at July 2023)	Progress update (as at March 2024)
<p>We need to ensure we deliver savings identified in our Medium-Term Financial Strategy (MTFS) to manage within our financial means.</p> <p>There are a number of actions planned to deliver to our Medium-Term Financial Strategy:</p> <ul style="list-style-type: none"> - • Further work underway to review 2022/23 pressures carried Forward into 2023/24 and impact of non-delivery of 2022/23 MTFS Savings; • Fortnightly Department Finance DMTs to strengthen forecasting and savings delivery monitoring/reporting; • 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 & risks, & support good quality delivery; and • Corporate Leadership Team are looking to establish a performance Corporate Leadership Team aligning the change 	<p>Finance reviewed the pressures that drove overspend in 2022/23 and this was incorporated as part of quarter one forecast. As highlighted in the quarter one report, the Adults social care pressure was apparent in the 2022/23 Provisional Outturn Report, but the temporary accommodation is an emerging pressure caused by wider economic conditions.</p> <p>The quarter two forecast overspend position of £20.9m is broadly in line with that reported in quarter one. Work continues to reduce these quarter two forecasts down and to look across the Council budgets overall for how this position can be mitigated. Part of this push includes the creation of an officer Adult's improvement board to focus and address the pressures in this Directorate.</p> <p>As usual regular budget monitoring meetings are taking place and to strengthen forecasting and savings delivery the frequency has been increased where required, determined by risk. MTFS 2022/23 audit recommendations followed up by IA and all are in progress.</p> <p>Implementation is complete of the new governance around Corporate Cross-council change portfolio.</p> <p>Corporate Leadership Team have now established a monthly performance Corporate Leadership Team aligning the change framework, Corporate Delivery Plan and budget management reporting and performance monitoring process.</p> <p>From November 2023 delivery against the Capital programme will be reported at the same meeting.</p> <p>Planned restructure of the corporate Change team to align project and programme management resources to the priority change work set out in the cross-council change portfolio.</p>

Issue & Agreed Action/ Deadline (as at July 2023)	Progress update (as at March 2024)
<p>framework and budget management reporting and decision-making process.</p> <p>Director of Finance</p> <p>31st March 2024</p>	<p>The 2024/25 Financial Planning process reviewed the 2022/23 outturn overspends and identified those thought likely to re-occur. These were incorporated into the growth projections supporting the final 2024/25 agreed budgets. Alongside this, each of the agreed savings across the 2023-2028 period were reviewed again to assess deliverability confidence. This result in the writing out of a small number of proposals.</p> <p>This significant governance issue will continue onto the 2023/24 action plan in a refreshed format following our annual review process.</p>
<p>Concerns regarding 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 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 accompanied the cabinet report, highlighting the responsible senior officer and timeframe for implementation of improvements, which will be completed within 12 months.</p>	<p>Cabinet Reports:</p> <p>https://www.minutes.haringey.gov.uk/documents/g10252/Public%20reports%20pack%2018th-Apr-2023%2018.30%20Cabinet.pdf?T=10</p> <p>https://www.minutes.haringey.gov.uk/documents/g10252/Public%20reports%20pack%2018th-Apr-2023%2018.30%20Cabinet.pdf?T=10</p> <p>Constitutional changes have been taken through the Constitutional Change working group and were taken to Full council in November 2023</p> <p>Policies and procedures are under review and will be brought through to cabinet for approval as part of the annual update, which is scheduled for July 2024.</p> <p>Audit committee report taken in March 2024, which was well received and noting to progress that has been made on the action plans.</p> <p>Recent cabinet report decision making on both disposals of 3 Shaftesbury Road (November 23) and the acquisition of 10 Gourley Street (February 24) are examples of these improved policies and practises.</p> <p>This significant governance issue will close; however, the 2023/24 action plan will contain an action regarding Council properties.</p>

Issue & Agreed Action/ Deadline (as at July 2023)	Progress update (as at March 2024)
<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 ten 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>Director of Placemaking and Housing</p> <p>31st March 2024</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</p>	<p>The Council self-referred to the Regulator of Social Housing (The Regulator) in January 2023 following an external health check of our health and safety compliance where we identified a potential failure to meet our statutory health and safety requirements. The external health check found a number of areas of non-compliance, with several key recommendations made, particularly around overdue fire risk actions and electrical safety.</p> <p>A report was presented to Cabinet in April 2023 detailing the reasons why the Council was in breach of the Homes Standard, and the Council's Improvement Plan to address and</p>

Issue & Agreed Action/ Deadline (as at July 2023)	Progress update (as at March 2024)																																																								
<p>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 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>resolve the issues raised. This report described the additional step of entering into a Voluntary Undertaking – statutory health and safety with the RSH to further demonstrate the Council’s commitment to ensuring that we are working openly and transparently with the Regulator with the aim of achieving full compliance and discharge of the Notice.</p> <p>On 11 July 2023 Cabinet approved the details of the Voluntary Undertaking as required under Section 125 of the Housing and Regeneration Act 2008 allowing a social housing provider to present to the RSH a Voluntary Undertaking.</p> <p>The table below shows the compliance position against the ‘big six’ health and safety indicators as of January 2024:</p> <table><tr><th>Ref</th><th>Compliance Area</th><th>Percentage Compliance</th><th>No. of Properties Affected</th><th>Frequency</th><th>No. Complying</th><th>Percentage Compliance last reported</th><th>Trend since previous report</th></tr><tr><td>1.</td><td>Fire Risk Assessments (12-month rolling)</td><td>100.00%</td><td>1,617</td><td>Variable</td><td>1,617</td><td>99.81%</td><td>↑</td></tr><tr><td>2.</td><td>Gas Safety (LGSR) Domestic (GN, SH, HOS & PSL)</td><td>99.89%</td><td>14,585</td><td>Annual</td><td>14,569</td><td>99.94%</td><td>↓</td></tr><tr><td>3.</td><td>Electrical (EICR) (Domestic & Communal)</td><td>98.51%</td><td>15,812</td><td>5-yearly</td><td>15,280</td><td>95.95%</td><td>↑</td></tr><tr><td>4.</td><td>Asbestos Reinspections (Communal)</td><td>100.00%</td><td>1,174</td><td>Variable</td><td>1,174</td><td>99.91%</td><td>↑</td></tr><tr><td>5.</td><td>Passenger Lift Inspections (LOLER)</td><td>100.00%</td><td>148</td><td>Biannual</td><td>148</td><td>100.00%</td><td>↔</td></tr><tr><td>6.</td><td>Water Hygiene (L8) Risk Assessments</td><td>100.00%</td><td>383</td><td>Biennial</td><td>383</td><td>100.00%</td><td>↔</td></tr></table> <p>Between December 2022 when the Pennington Choices external health check of health and safety compliance was carried out, and January 2024, the following improvements in the compliance position had been achieved:</p> <p>Fire risk assessments (FRAs):</p>	Ref	Compliance Area	Percentage Compliance	No. of Properties Affected	Frequency	No. Complying	Percentage Compliance last reported	Trend since previous report	1.	Fire Risk Assessments (12-month rolling)	100.00%	1,617	Variable	1,617	99.81%	↑	2.	Gas Safety (LGSR) Domestic (GN, SH, HOS & PSL)	99.89%	14,585	Annual	14,569	99.94%	↓	3.	Electrical (EICR) (Domestic & Communal)	98.51%	15,812	5-yearly	15,280	95.95%	↑	4.	Asbestos Reinspections (Communal)	100.00%	1,174	Variable	1,174	99.91%	↑	5.	Passenger Lift Inspections (LOLER)	100.00%	148	Biannual	148	100.00%	↔	6.	Water Hygiene (L8) Risk Assessments	100.00%	383	Biennial	383	100.00%	↔
Ref	Compliance Area	Percentage Compliance	No. of Properties Affected	Frequency	No. Complying	Percentage Compliance last reported	Trend since previous report																																																		
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Issue & Agreed Action/ Deadline (as at July 2023)	Progress update (as at March 2024)			
<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> <p>Director of Placemaking and Housing</p> <p>31st March 2025</p>	<p>December 22 – 26 properties non-compliant January 24 – All properties compliant. Gas safety: December 22 all properties compliant January 24 - 16 properties were non-compliant due to access. Three have since been completed through subsequent contact with the tenants. Eleven have been accessed by forced entry following Court action. Two are scheduled for Court hearings on 1st March 2024 have been overdue for 5 days.</p> <p>Asbestos re-inspections: December 22 - 92 properties non-compliant January 24 – All properties compliant.</p> <p>Electrical Inspection Condition Reports (EICRs) - See table below.</p>			
		Penningtons health check Dec 22	22/12/ 2023	05/01/2024
	Total properties requiring EICR		15023	15023
	Total properties with a EICR <5-years		14382	14410
	Total number of properties without a current EICR >5-years	8,282	641	613
	Break down by age			

Issue & Agreed Action/ Deadline (as at July 2023)	Progress update (as at March 2024)			
	Total properties with a EICR >5 <10-years	4,236	563	538
	Total Properties with no current EICR or >10-years	4,046	78	75
	<p>This demonstrates an improvement of 3,698 properties with an EICR over five years old and less than 10 years old (between Dec 22 and January 23 (87%)), and an improvement of 3971 properties with an EICR over ten years old or no current EICR (98%)</p> <p>Compliance Management System Update Included in the Voluntary Undertaking with the Regulator, the Council also undertook to procure and implement a new compliance management system to improve data management & reporting. A new compliance system has been procured and FRA and EICR data has been added to the supplier's template for data loading. A test site has been created for review in February and process and workflow workshops will also commence in February. The system 'go live' is anticipated to take place in April.</p> <p>Decent homes position As of the 16th of January, the estimated number of homes made Decent in 2023/24 had risen to 1,232. Haringey has now met and exceeded the target as agreed with the Regulator for 1,000 decent homes in 2023-2024.</p> <p>Regulator engagement Since the self-referral, the Operational Director of Housing Services and Building Safety and the Director of Placemaking and Housing have been meeting monthly with the Regulator to monitor the Council's progress and provide the appropriate level of assurance that our plans are on track.</p> <p>The Regulator has stated their confidence in the Council's improvement plans and direction of travel in relation to the Voluntary Undertaking.</p>			

Issue & Agreed Action/ Deadline (as at July 2023)	Progress update (as at March 2024)
	<p>An update on progress with delivering the Voluntary Undertaking was provided to Housing, Planning and Development Scrutiny Panel on 13 March 2024. The requirement to provide an annual assurance statement as set out in the Cabinet Report Housing Services Improvement Plan and Compliance Assurance Statement on 18 April 2024 is due to be given to Cabinet in June 2024.</p>
<p>Management of Commercial Property</p> <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>Director of Placemaking and Housing</p> <p>31st March 2024</p>	<p>The 2022/23 audit plan includes an audit of this area that will again assess the efficiency and effectiveness of the control environment in this area as well as the evidence of progress regarding the specific actions raised in the last review. The fieldwork is complete, and we have received a limited assurance, which is a positive direction of travel in accordance with our improvement plan.</p> <p>https://www.minutes.haringey.gov.uk/documents/g10252/Public%20reports%20pack%2018th-Apr-2023%2018.30%20Cabinet.pdf?T=10</p> <p>https://www.minutes.haringey.gov.uk/documents/g10252/Public%20reports%20pack%2018th-Apr-2023%2018.30%20Cabinet.pdf?T=10</p> <p>We have been able to secure resources during 2022/23 to fill vacant positions, in the commercial property team, which will help us to focus on the planned further improvements in this area.</p> <p>Progress on the 10 SAMPIP 23-28 action plans is taken through our property governance process on a monthly basis and the latest version is being brought to Audit Committee in November 2023.</p> <p>A full report back to cabinet is planned for July 2024.</p> <p>This significant governance issue will close but remaining actions in this area will be captured under the new issue regarding Council property.</p>

Issue & Agreed Action/ Deadline (as at July 2023)	Progress update (as at March 2024)
<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. 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.</p> <p>Monitoring Officer</p> <p>31st March 2024</p>	<p>All of the recommendations of the Mazars audit have now been completed and moved to 'business as usual' activities.</p> <p>We recognised the lack of strategic resource working in this area, and additional resources have been allocated. The Head of Information Governance joined the team in November 2023 and the IG Officer post was filled in January. The team is now at full strength.</p> <p>Information Governance is included on the Corporate Risk Register which is owned by Corporate Leadership Team.</p> <p>In January we agreed to an audit of our data protection compliance by the Information Commissioner's Office, and this took place in May. We expect to receive the audit report and recommendations in June.</p> <p>The profile of Information Governance will be maintained via Quarterly reports to the Corporate Leadership Team.</p> <p>This significant governance issue remains relevant for 2023/24 with a refreshed action plan.</p>
<p>Improve our delivery of Leisure Services</p> <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>At its meeting on 11th July 2023, the Cabinet determined that the Council should bring the leisure services contract to an end. Fusion Lifestyle was advised of that decision formally by way of a letter from the Assistant Director Direct Services on Friday 4th August 2023, further to prior informal conversations between Fusion representatives and Council officers. In his capacity as 'Authorised Officer' for the Council for that contract, the Head of Parks and Leisure formally wrote to Fusion Lifestyle on 3rd October 2023, invoking a 12-month voluntary termination of the contract.</p>

Issue & Agreed Action/ Deadline (as at July 2023)	Progress update (as at March 2024)
<p>Director of Environment and Resident Experience</p> <p>31st March 2024</p>	<p>The Leisure Management Repurposing Working Group, chaired by the Assistant Director Direct Services and drawing resources from services across the Council (including the Head of Place as project manager), explored alternative leisure service provision in the future. The Working Group identified a clear picture of what the future operating costs will be for different service delivery models and, guided by the Leisure Management Strategic Working Group chaired by the Director of Environment and Resident Experience, presented its findings to Cabinet on 5th December 2023 and recommended an insourced model for the future. The decision was called in, but Overview and Scrutiny Committee decided at its meeting on 3rd January 2024 that the Cabinet decision to insource was appropriately and correctly taken.</p> <p>The low voltage electrical system at Tottenham Green was brought back into operation in March 2023. After redecoration and restoration of various systems that were dependent on the low voltage electrical system, the 'dry side' of the Tottenham Green leisure facility, Marcus Garvey Library, the Customer Service Centre and the nursery/creche were all re-opened in April 2023.</p> <p>The Working Group oversaw the restoration by specialist contractors of the high voltage electrical system at Tottenham Green so that the systems driving the pools' mechanical systems could be tested, repaired, and recommissioned. Tottenham Green was closed for three days in November 2023, allowing the high voltage system to be brought back into commission. Work then proceeded on bringing the teaching pool back into use in January 2024 and the main pool usable again in the February 2024 half-term.</p> <p>The Group progressed a survey to better understand the needs of the community and aid the creation of a broader 'wellbeing' service for residents across the borough from the existing leisure facilities. The survey yielded over 1,450 responses and the detail of this will be worked through in the early stages of 2024/25, in tandem with mobilisation for the leisure service insourcing with effect from 2nd October 2024, including capital investment at the three leisure centres.</p> <p>This significant Governance issue has been closed.</p>

- 4.2 We have identified the following significant governance issues during 2023/24, and reiterated those identified in prior years that remain open for monitoring. 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
<p>We need to ensure we deliver savings identified in our Medium-Term Financial Strategy (MTFS) to manage within our financial means and embed change in following transformation of our services, including schools.</p> <p>Further implement effective governance of health and social care integration and reforms.</p>	<p>The Councils MTFS will be identified annually as an issue. In 2023/24 strengthened governance was established relating to budgetary control, monitoring and oversight of savings delivery was embedded focussing on the highest risk areas.</p> <p>A focused 'budget week' takes place in June to bring the Senior Leadership Team together to focus on challenges and opportunities.</p> <p>This will now also need to consider the implications of the provisional 2023/24 outturn overspend and in particular spend that is likely to continue into 2024/25 and potentially beyond.</p> <p>Continued good working relationships between Corporate Leadership Team and Cabinet will be crucial in successfully delivering the agreed MTFS and formulating the 2025/26 Budget and 2025-2030 MTFS.</p> <p>A redesigned Corporate Project Management Office now supports delivery of the Category AA/A projects, to which many savings or required income streams are linked.</p> <p>During 2023/24 the financial position with regards the Local Authority Schools in the Borough has become an increased area of financial risk to the Council. There will therefore be focus on this for 2024/25 from a Governance perspective.</p> <p>The financial partnership between the Council and the Health Sector is another area identified in 2023/24 for strengthened collaboration to drive out outcomes.</p>	Director of Finance (s151)	March 2025

Issue	Action	Responsibility	Due date
<p>We need to continue to embed the planned improvements across strategic and operational Asset Management which include fully embedding robust management of our operational and Commercial Properties.</p>	<p>The council's adopted Strategic Asset Management and Property Improvement Plan (SAMPIP) 2023-28 contains 10 Action plans, based on the SAMPIP objectives.</p> <p>There are ten Strategic Asset Management Performance Improvement Plans are monitored through Monday.com as part of day-to-day operational performance.</p> <p>Action plan progress and activity is monitored regularly at Capital Projects and Property (CPP) Heads of Service meetings and Senior Management Team meetings.</p> <p>Progress is then taken through our property governance process on a monthly basis.</p> <p>The transformational nature of this work means the Corporate Property Model, which is fundamental to the implementation of the action plans; is part of the councils change programme, reported monthly and to Corporate Leadership Team on a quarterly basis.</p> <p>Internal Audit resources are allocated to monitor and report independently on progress.</p> <p>An annual update of the progress against the SAMPIP action plans is taken to cabinet.</p> <p>As part of the above annual reporting, the SAMPIP is also reviewed at Directorate and corporate audit committees throughout the year.</p>	<p>Director of Placemaking and Housing</p>	<p>March 2025</p>

Issue	Action	Responsibility	Due date
<p>Following our self-referral to regulator we continue with our Housing Improvement Programme to deliver improvements in the delivery of our housing service and implement recommendations to address weaknesses in our management systems, including Health and Safety risks in Council owned residential properties that deliver improvements to housing for tenants and meets the requirements of the Social Housing Regulator including safe housing.</p>	<p>This issue was identified in 2022/23 and the due date set was March 2025, the progress made regarding the statutory compliance failings is noted above, and as expected the wider Housing Improvement Programme continues into 2024/25 and beyond.</p> <p>The project is classified as Category 'A', so monitoring and reporting goes to Corporate Leadership Team via the Corporate Project Office in addition to the local oversight within Placemaking and Housing.</p> <p>Annual Update to Cabinet June 2024.</p> <p>Audit Committee periodically request updates and assurances from the Operational Director for Housing, relating to risk and control due to historic limited assurance audit reports. Internal Audit resources have been allocated in 2024/25 to provide independent assurance to Senior Leaders and Members as part of the 2024/25 Audit Plan.</p>	<p>Director of Placemaking & Housing</p>	<p>March 2025</p>
<p>Due to the high levels of FOI, SARs that are not completed in time and feedback from Ombudsman we need to continue to strengthen our information governance arrangements.</p>	<p>We have an internal self-assessment that is maintained and has evolved since the independent work by Mazars in 2021/22.</p> <p>We have an improvement action plan that is tracked, and progress reported to the Information Governance Board.</p> <p>As part of last year's improvements, we strengthened the arrangements over the Information Governance Board and this new regime will fully embed in 2024.</p> <p>The Information Commissioner have inspected in May 2024, and this will generate new actions to be incorporated into existing actions plans.</p>	<p>Monitoring Officer</p>	<p>March 2025</p>

Issue	Action	Responsibility	Due date
	This Corporate Risk area is owned at Corporate Leadership Team and progress to complete the approved improvement plans is monitored there.		
The range of skills and experience required to fulfil our duties has become increasingly challenging over time, particularly within some professions. The Council needs to have a high-performing workforce that delivers great services by attracting, developing, and retaining talent that delivers quality public services whilst making the best possible use of public money.	<p>New Workforce Development Strategy 2024 has been to cabinet for discussion Informal cabinet in early June and Cabinet approval, likely on 18 June. Launch will be raised in budget week and will be launched by the Human Resources Business Partners shortly after.</p> <p>New approach to Manager training being designed - in progress pilot to launch July 24.</p> <p>Review of the use of Agency Workers use is ongoing and there is an accelerated recruitment protocol in place.</p> <p>Restructures and Focused Recruitment Campaigns - high volumes across directorates and recruitment campaigns arranged as required.</p>	Director of Culture Strategy & Engagement	March 2025
The Council has recognised weaknesses with regards procurement and contract management arrangements in recent years, some incidences of Fraud have occurred in 2023/24 and there has been new regulatory requirements applied from 2023.	<p>The Council has reviewed its procurement operating model and is embedding a new staffing structure, policies, and procedures along with a new technology platform in 2024.</p> <p>This is a significant change programme that continues into the new financial year 2024/25 with wide reaching impact on the governance framework centrally and across directorates.</p> <p>The project is classified as Category 'A', so monitoring and reporting goes to Corporate Leadership Team via the Corporate Project Office.</p>	Director of Finance	March 2025

Issue	Action	Responsibility	Due date
	Audit Committee periodically request updates and assurances from the Chief Procurement Officer, relating to risk and control due to historic limited assurance audit reports. Internal Audit resources have been allocated in 2024/25 to provide independent assurance to Senior Leaders and Members as part of the 2024/25 Audit Plan.		

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 2023/24. Their comments on the key governance issues are as follows:
- Director of Finance: Delivery of the agreed savings programme continues to be one of the Council's main critical issues given the immediate and on-going implications of falling short. Any gap in delivery will need to be met from an unplanned drawdown from Council reserves which the last couple of Budget reports to Full Council emphasised are already in the lower quartile nationally. The 2023/24 Budget included £17.3m of new growth for Adults, Children's, and Housing demand. The final 2022/23 outturn and Qtr1 2023/24 forecasts made clear that the growth added to Adults social care was insufficient. This was addressed during the 2024/25 financial planning process but with demand and costs outpacing available resources, budget reductions elsewhere have been the only solution. This has manifested in a saving target for 2024/25 alone of £20m. The on-going uncertainty about government funding available to the sector continues to hamper opportunities to deliver truly transformational change as these require time and resources but the forecast gap across the new MTFS period will require the Corporate Leadership Team and Cabinet to jointly own the challenges ahead and actively engage in deliverable solutions. Part of this will be delivered via the planned Budget Week in June 2024 and thought must continue to be given to the key outcomes of the recent Corporate Peer review which highlighted risks around the size of the capital programme as well as risks from the organisation trying to deliver too much. The national economic position has improved over the last year with inflation moving back close to the 2% target, expected reductions in bank base rate and falling energy costs. However, there remains significant uncertainty ahead notably the outcome

of the General Election which must take place before the end of 2024/25 financial year. Any significant revisions to Local Government funding regimes cannot be realistically expected to impact on Council budgets in the short term and therefore it will be even more critical for the Council to develop immediate and effective plans to significantly reduce its net cost base if it is to deliver a balanced budget over the course of the MTFS and ensure that it can live within its 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 2023/24. The work in strengthening the governance concerning acquisitions and disposals, Information Governance and Delivery of the Housing Improvement Plan will be reviewed again during 2024/25.
- Head of Audit and Risk Management: For the audit work completed, many 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: Pendarren House; Delivery of Leisure Services; Community Alarms and Purchase of Care Plans however in year follow up work has confirmed management action to address the identified weaknesses. Other areas for attention reported were: Housing Rents Income; Payroll; Workforce Data and Establishment Controls; Adult Social Care Waiting Lists; Haringey Learning Partnership; and Complaints and Ombudsman referrals, these areas will be followed up in 2024/25. There remain some on-going areas of concern from an audit & risk perspective where management action is on-going: the management of Council properties including Commercial Property; Procurement, Delivery of Medium-Term Financial Savings, and internal controls within the Housing Services. Two schools were assigned Limited assurance though the majority achieved a satisfactory level of assurance for 2023/24. Some audit work is in progress still, but the full outcome will be presented in the Annual Report July 2024.

- 5.3 The Head of Audit and Risk Management has also provided an Annual Audit Report and opinion for 2023/24. The report concluded that in most areas across the Council, with the exception of those areas receiving 'limited' or 'Nil' assurance are where audit actions had not been completed as planned, 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 2023/24 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 and the role of the Head of Internal Audit in public service organisations have both been incorporated into the Council's overall governance arrangements. During 2023/24, the Council can confirm that both the Chief Financial Officer and Head of Internal Audit fulfilled all the requirements set out within the CIPFA statements. 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 2024. 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: 28th May 2024



Andy Donald
Chief Executive
Date: 28th May 2024