

LOCAL CODE OF CORPORATE GOVERNANCE

Haringey Council
2024/25

1 Introduction to Delivering Good Governance

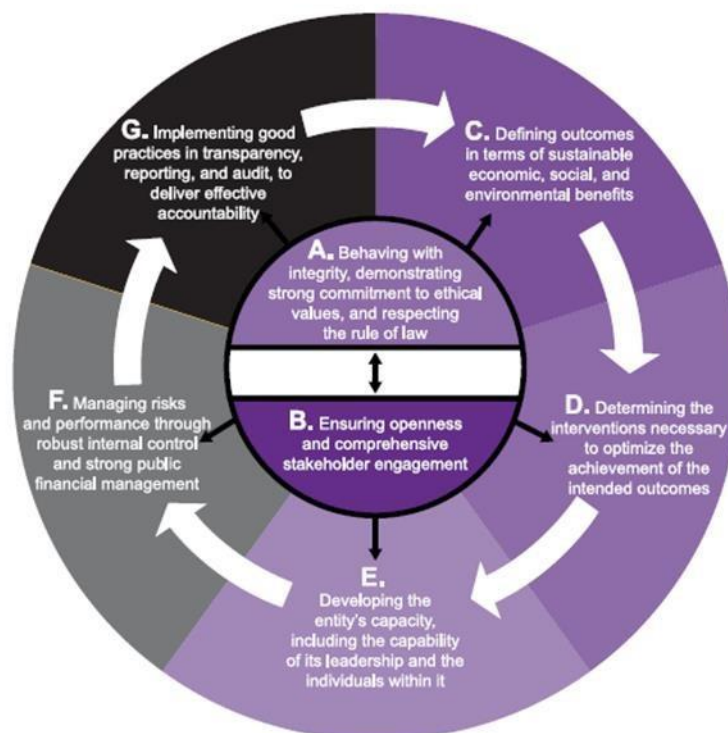
1.1 The council is committed to ensuring good governance principles and management practices are adopted in all business activities to ensure public trust. This Local Code of Governance provides a public statement that sets out the way in which the council will meet and demonstrate that commitment. It includes the political arrangements, administrative systems, policies, and processes as well as the culture and values that underpin arrangements for the effective:

- Allocation of resources in accordance with agreed policies and priorities.
- Sound, transparent, and inclusive decision making.
- Management of the organisation, performance, and accountability for the use of those resources to achieve desired outcomes for service users and communities.

1.2 *Delivering Good Governance in Local Government; Framework*, published by CIPFA, provides guidance on the standards for local authority governance in the UK. This Framework sets out seven core principles of governance as detailed in the diagram below, and illustrates that good governance is dynamic and involves continuous evaluation and review.

1.3 Haringey Council has adopted these principles of good governance and adapted its Local Code to reflect its responsibilities. This is demonstrated through the adoption, monitoring, and continued development of this document.

Achieving the Intended Outcomes While Acting in the Public Interest at all Times



- 1.4 The council's key governance areas and how it will provide assurance that it is complying with these are set out in more detail within its Governance Assurance Framework.
- 1.5 The council recognises that establishing and maintaining a culture of good governance is as important as putting in place a framework of policies and procedures. The council expects Members and officers to uphold the highest standards of ethics, conduct and behaviour, and to act with openness, integrity, and accountability in carrying out their duties.
- 1.6 This Code ensures the council is doing the right things, in the right way. Further information regarding each of the above principles and the behaviours and actions that demonstrate good governance in practice are detailed at **Appendix A**.
- 1.7 Similar and proportionate oversight and assurance reporting arrangements should also be put in place in respect of services outsourced to external suppliers, trading partnerships, shared service arrangements and arm's length bodies.

2 Monitoring and review

- 2.1 Regulation 6(1)(a) of the Accounts and Audit regulations 2015 (as amended) require an authority to conduct a review at least once a year of the effectiveness of its systems of internal control and include a statement reporting on the review with any published statement of Accounts. This is known as an Annual Governance Statement.
- 2.2 As such the council will monitor its governance arrangements for their effectiveness in practice and will review them on a continuing basis to ensure that they are up to date and working effectively. The council's Governance Assurance Framework sets out in more detail how the council will seek assurance on its adherence to the adopted principles of governance.
- 2.3 On an annual basis, the Chief Executive and Leader of the Council will publish an Annual Governance Statement which will:
 - Assess how the council has complied with this Code of Corporate Governance.
 - Provide an opinion on the effectiveness of the council's arrangements.
 - Provide details of how continual improvement in the systems of governance will be achieved.

3 Certification

- 3.1 We hereby certify our commitment to this Local Code of Corporate Governance and will ensure that the council continues to review, evaluate, and develop the council's governance arrangements to ensure continuous improvement of the council's systems. The Audit Committee will review the Annual Governance Statement regularly in line with its terms of reference.

Leader of the Council

Chief Executive

Date: xx 2023

Date: xx 2023

4 Governance Structure and Responsibilities

Council	<ul style="list-style-type: none"> • Consists of 57 elected members • Approves the budget and policy framework. • Approves the constitution (including standing orders and financial regulations) • Establish committees to discharge non-executive functions
Cabinet	<ul style="list-style-type: none"> • The main decision-making body of the council responsible for executive functions • Leader of the council with responsibility for executive functions and who appoints a deputy leader and cabinet members who have responsibility for portfolios
Audit Committee	<ul style="list-style-type: none"> • Provides independent assurance to the council on the adequacy and effectiveness of the governance, risk management framework an internal control environment. • Approves the local code of corporate governance, annual statement of accounts and annual governance statement • Considers the external auditor's annual letter, relevant reports and the report to those charged with governance and comments on the scope and depth of external audit work. • Approves the internal audit charter, the risk-based internal audit plan and the approach to sources of assurance. • Considers the Head of Internal Audit's Quarterly and Annual Reports. • Reviews and monitoring treasury management arrangements in accordance with Treasury Management in the Public Services.
Overview and Scrutiny Committees	<ul style="list-style-type: none"> • There is one Overview and Scrutiny committee, and four scrutiny panels (Adults and Health, Children and Young People, Climate, Community and Culture and Housing, Planning and Development) • Holds cabinet and officers to account and scrutinises performance
Head of Paid Service	<ul style="list-style-type: none"> • Overall corporate management an operational responsibility for the council (including management for all employees) • The provision of professional advice to all parties in the decision-making process and come and responsibility for a system of record keeping for all the council's decisions, representing the council on partnerships and external bodies. • The Head of Paid Service will determine how the council's functions are discharged, the number and grade officers required to discharge the functions and how officers are organised
Chief Finance Officer (s151)	<ul style="list-style-type: none"> • Accountable for developing and maintaining the council's governance, risks, and control framework. • Ensuring lawfulness and financial prudence of decision-making and the administration of financial affairs
Monitoring Officer	<ul style="list-style-type: none"> • Monitoring, reviewing, and maintaining the Constitution and showing lawfulness and fairness of decision-making. • Supporting Standards Committee, conducting investigations, and undertaking other actions in respect of matters referred to him/ her by the Standards Committee • Proper officer for access to information • Advising whether decisions are within the budget and policy framework. • Providing advice on the scope of powers and authority to take decisions, Maladministration, financial impropriety, probity and budget and policy framework issues. • Contributes to all the effective corporate management and governance of the council

Council Leadership Team

- implement the policy and budgetary framework set by the council and provides advice to cabinet and the council on the development of future policy and budgetary issues.
- Oversees the delivery of the council's corporate delivery plan and implementation of council policy

APPENDIX A - Principles, behaviours and actions that demonstrate good governance in practice at Haringey Council

Haringey Council's Local Code is based on the following principles which we are working towards with the overall aim of 'Achieving the intended outcomes while acting in the public interest at all times'

Principles	Sub-principles	
Acting in the public interest requires a commitment to and effective arrangements for:		Haringey's commitment to achieving good governance in practice includes:
A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of the law	A1 - Behaving with integrity	<ul style="list-style-type: none"> ▪ We will have a Council Member's Code of Conduct, which sets out clear expectations and is built on the Seven Principles of Public Life. ▪ We will have an Officer's Code of Conduct, which sets out clear expectations and is built on the Seven Principles of Public Life. ▪ We will have strong Haringey commitments and behaviours which underpins everything we do. ▪ We will have an Anti-Fraud and Corruption Strategy in place, including a whistle-blowing, and anti-bribery and anti-money laundering policies. ▪ We will ensure staff are aware of the strategy and policies and know how to access them. ▪ We will encourage, support and protect staff to speak up if they encounter wrongdoing. ▪ We will maintain a members' complaints process.
	A2 - Demonstrating strong commitment to ethical values	<ul style="list-style-type: none"> ▪ We will operate a Standards Committee, which champions high standards of ethical governance from ethical Members. ▪ We will provide corporate training and induction programmes to ensure that Members and Officers receive appropriate training to assist them in effectively executing their duties and understand the standards of behaviour expected of them. ▪ We will operate effective and transparent procedures for declaration of interests, gifts and hospitality for Members and Officers. ▪ We will publish Members' declarations on the Council's website - declarations at meetings and Register of Interests can be found under each Councillor on the 'Your Councillors' page.

Principles	Sub-principles	
Acting in the public interest requires a commitment to and effective arrangements for:		Haringey's commitment to achieving good governance in practice includes:
		<ul style="list-style-type: none"> ▪ We will operate procurement policies to ensure that commitment to our social values and integrity is delivered by external suppliers delivering services on our behalf and ensure that we follow compliance with legislation, realise value for money and public accountability. ▪ We will encourage the public to easily raise concerns about Member and Officer behaviour.
	A3 - Respecting the rule of law	<ul style="list-style-type: none"> ▪ We will appoint a Monitoring Officer (Assistant Director for Legal & Governance) who will be a member of the Council Leadership Team (CLT) and ensures that decisions are taken in a lawful and fair way, ensures procedures are followed and that all applicable statutes and regulations are complied with. ▪ We will put in place measures to address breaches of our legal and regulatory powers. The Council's Monitoring Officer (the Assistant Director for Legal & Governance) has statutory reporting duties in respect of unlawful decision making and maladministration. Similarly, the Chief Finance Officer (the Director of Finance) has statutory reporting duties in respect of unlawful and financially imprudent decision making. ▪ We will a appoint Statutory Officers that have the skills, resources and support necessary to perform effectively in their roles. These include: <ul style="list-style-type: none"> ○ Head of Paid Service (Chief Executive) ○ Monitoring Officer (the Assistant Director for Legal & Governance) ○ Chief Finance Officer (Director of Finance) ▪ We will support all Council and Cabinet meetings by attendance of relevant statutory officers to ensure law and regulations are not breached. ▪ We will make sure that all 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.

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B. Ensuring openness and comprehensive stakeholder engagement	B1 - Openness	<ul style="list-style-type: none"> ▪ We will ensure that decisions taken by Council (the meeting attended by all Councillors), as well as those taken by Committees or by the Executive are recorded on our website, alongside the reasons and the evidence considered. ▪ We will publish notification online of the intention to take the most significant executive decisions in our Forward Plan. ▪ We will allow attendance at the majority of decision making meetings and provide recordings of these. ▪ We will allow the use of social media and filming at public meetings. ▪ We will have a Scheme of Delegation to provide a clear transparent, effective, and accountable decision-making process. ▪ We will have in place a Member's Code of Conduct, which sets out clear expectations and is built on the Seven Principles of Public Life. ▪ We will have an Officer Code of Conduct, which sets out clear expectations and is built on the Seven Principles of Public Life. ▪ We will consult and engage to inform the best interventions or courses of action. ▪ We will maintain arrangements for responding to complaints and Members' Enquiries.
	B2 - Engaging comprehensively with institutional stakeholders	<ul style="list-style-type: none"> ▪ We will develop and maintain relationships with leaders of other organisations across the private, public and voluntary sector contributing to the vision for Haringey and the Corporate Delivery Plan. ▪ We will maintain a register of our significant partnerships to assess the level of assurance for the governance arrangements of each partnership and highlight areas where improvements may be required to further strengthen these arrangements. ▪ We will have effective monitoring of the performance and outcomes delivered through the companies, Joint Ventures and charities which the Council is a party to.

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	B3 - Engaging with individual citizens and service users effectively	<ul style="list-style-type: none"> ▪ We will use appropriate methods to engage and consult to ensure the reach is as broad and inclusive as possible, including but not limited to community engagement, formal consultation, and working with residents and service users to design services that best meet their needs. ▪ We will actively seek our residents' engagement and input at the before proposal stage in our work and reshaping of service, the Haringey Deal. ▪ We will work with Voluntary, Community and Social Enterprise (VCSE) organisations to assist in effective engagement with Haringey's diverse communities within neighbourhoods and communities of identity groups. ▪ Maintain effective channels for dialogue and debate with residents, including via different social media platforms. ▪ Maintain effective complaints and compliments handling and monitoring procedures, so that we can identify where improvements in service delivery are needed and learn effectively from the complaints that we have received including feedback from the Ombudsman. ▪ Maintain effective Members Enquiries process.
C. Defining outcomes in terms of sustainable economic, social, and environmental benefits	C1 - Defining outcomes	<ul style="list-style-type: none"> ▪ We will maintain a current Corporate Delivery Plan which sets out the priorities which the Council will focus on to play its part in delivering the vision for the borough. ▪ We will ensure that outcomes are focused on achieving delivery of the overall vision for the Haringey Council. ▪ We will engage and consult with residents, partners and other key stakeholders when designing key strategies and the Corporate Delivery Plan. ▪ We will put the Corporate Delivery Plan priorities at the heart of our budget, business planning, and service planning processes. ▪ We will maintain and review a capital programme setting out the Council's longer term investment requirements linked to policy objectives.

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		<ul style="list-style-type: none"> ▪ We will commit to service managers, ensuring that Service Plans are clearly communicated to all staff, so that they understand the role that they will play in delivering the Corporate Plan priorities. ▪ We will consult with the businesses and residents of Haringey in the design of our budget proposals to understand their priorities, and to be transparent about financial limitations. ▪ We will develop a Medium-Term Financial Strategy which sets out financial assumptions and provides a set of goals for financial decision making for the planning period ahead.
	<p>C2 - Sustainable economic, social, and environmental benefits</p>	<ul style="list-style-type: none"> ▪ We will consider the full combined economic, social and environmental implications of our decisions through, for example, data analysis and consultation with affected parties so that our decisions advance the achievement of the Council's vision. ▪ We will set out the impact a decision will have on the Corporate Delivery Plan outcomes and include both an Equality Impact Assessment and an impact analysis of the project, policy or programme on carbon emissions reduction and adapt to climate change in any reports which recommend a decision. ▪ We will maintain up to date plans to address climate change and provide regular online progress updates on delivery. This includes progress towards becoming a Net Zero Carbon Borough by 2041 and Net Zero Carbon Council by 2027. ▪ We will provide political leadership on our equality, diversity, and inclusion (EDI) priorities at Lead Member level, and senior officer leadership (CLT) level. ▪ We will ensure that services are clear about their role in meeting the Public Sector Equality Duty (S149 of the Equality Act 2010). ▪ We will commit to progressing EDI for our workforce, informed by our Employee Network Groups and the represented Trade Unions.

Principles	Sub-principles	
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		<ul style="list-style-type: none"> ▪ We will strive to enact plans and strategies by engaging with our stakeholders to boost productivity in the borough, reduce poverty and create an economy that is inclusive and benefits everyone. ▪ We will have a set of social value priorities and an approach for promoting social value, particularly through our procurement. We will continually look to refine and update our approach, introducing innovations where possible.
D. Determining the interventions necessary to optimise the achievement of the intended outcomes	D1 - Determining interventions	<ul style="list-style-type: none"> ▪ We will provide decision makers with accurate, relevant and timely performance information and intelligence to support them with objective and rigorous analysis of options, covering intended outcomes, financial impact and associated risks informing efficient service delivery. ▪ We will ensure any cabinet reports, where a decision is required to be taken, have legal, finance and procurement comments provided, thus ensuring that relevant implications have been considered. ▪ We will seek to continuously enhance the insights made available to decision makers, for example by delivering improvement programmes focusing on key areas such as Property and Housing. ▪ We will seek continuous feedback from residents and those who use our services both in planning service changes and improvements, for example through surveys, consultations or bespoke feedback gathering. ▪ We will have effective delegation of decision making to officers so that they can deal with the day-to-day running of services without the need to constantly refer matters back to elected Members. Details of what decisions are taken in this way are included in the Scheme of Delegation in the Council's Constitution.
	D2 - Planning interventions	<ul style="list-style-type: none"> ▪ We will plan our activity at a strategic level through our budget and business planning cycle, in consultation with internal and external stakeholders, to ensure services delivered across

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		<p>different parts of the organisations and partners complement each other and avoid duplication.</p> <ul style="list-style-type: none"> ▪ We will have consistent and effective service planning, with each service completing an individual service plan. Services will ensure that their priorities and activities set out in their service plan all contribute towards delivery of our Corporate Delivery Plan, and that there is also a focus on continuous improvement. ▪ We will consider risks in all of our strategic planning and mitigate and monitor these risks. ▪ We will have in place appropriate key performance indicators (KPIs) and review these quarterly to measure quality and progress. ▪ We will have in place a Business Continuity framework to ensure the resilience of the organisation to any eventuality and to help ensure continuity of service to our key customers.
	D3 - Optimising achievement of intended outcomes	<ul style="list-style-type: none"> ▪ We will integrate and balance our service priorities, affordability, and other resource constraints, considering the full cost of operations over the medium and longer term, including both revenue and capital spend budgets. This includes producing a medium-term financial plan. ▪ Develop and maintain a programme and project function to deliver identified savings. ▪ We will take an integrated approach to the deployment of revenue and capital spend, aligned to delivery of the Council priorities. ▪ We will look to achieve social value through all procurement and consider this at pre-tender and tender stage to ensure that appropriate desirable outcomes can be offered by suppliers in their tender

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E. Developing the entity's capacity, including the capability of its leadership and the individuals within it	E1 - Developing the entity's capacity	<ul style="list-style-type: none"> ▪ We will have a Workforce Development Plan in place which support staff to develop the skills and behaviours to enable us to effectively deliver against our Corporate Delivery Plan, and to continue to transform our culture. ▪ We will enact our Equality, Diversity and Inclusion (EDI) Action Plan, which aim to create a more inclusive Council, where our workforce fully reflects the rich diversity and talent of the communities we serve at all levels. ▪ We will deliver change programmes which will continue to reshape how services are delivered internally and externally, using new technologies, ways of working and new delivery models. ▪ We will implement a quarterly review of progress against the capital programme and change programme ▪ We will manage our assets well and will have an Asset Management Plan in place. ▪ We will review and report on medium-term financial plan regularly to monitor resources against priorities and services. ▪ We will review operations, performance and use of assets on a regular basis. ▪ We will work closely with partners and the community to provide best outcomes for residents and the borough.
	E2 - Developing the capability of the entity's leadership and other individuals	<ul style="list-style-type: none"> ▪ We will have a clear Protocol on Member / Officer Relations, ▪ We will have a clear Protocol on Decision Making. ▪ We will provide newly elected Council Members with an induction into the work of the Council and their role as a local member. ▪ We will provide ongoing elected Member development and training, including briefings by officers into any new developments which affect their role.

Principles	Sub-principles	
Acting in the public interest requires a commitment to and effective arrangements for:		<p>Haringey's commitment to achieving good governance in practice includes:</p>
		<ul style="list-style-type: none"> ▪ We will ensure that all staff have regular one to ones with their manager, known as “My Conversation” sessions. These will include discussions on: <ul style="list-style-type: none"> ○ performance objectives and development goals ○ training and development needs ○ health and wellbeing. ▪ We will listen to the views of our staff through regular events, forums and surveys and use the learnings to inform and improve the way that we prioritise, operate, and communicate. ▪ We will run events which give all staff the opportunity to connect with priorities, and engage with the senior leadership, for example in question-and-answer sessions. ▪ We will ensure that all managers are aware of, understand and are following key corporate people management policies and processes. ▪ We will support the physical, mental, social, and financial wellbeing of our workforce. This includes having a Workforce Wellbeing Strategy and provide support and guidance on the Intranet, a 24/7 Employee Assistance Programme for staff and their families.

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Acting in the public interest requires a commitment to and effective arrangements for:		Haringey's commitment to achieving good governance in practice includes:
F. Managing risks and performance through robust internal control and strong public financial management	F1 - Managing risk	<ul style="list-style-type: none"> ▪ We will have a Risk Management Strategy in place, and operate a risk management framework that aids decision making in pursuit of the organisation's strategic objectives, protects the Council's reputation and other assets and is compliant with statutory and regulatory obligations ▪ We will keep corporate and directorate level risk registers to managed and monitor risk. ▪ We will have clear policies in place to help manage risk, in different areas, e.g. Health and Safety, Safeguarding, Anti-Corruption. ▪ Ensure that staff are regularly trained to ensure that they manage risk effectively using appropriate methodologies, including the management of safeguarding risks in line with professional standards. ▪ We will consider emerging pieces of legislation and policy changes to understand and prepare for their potential impact. ▪ We will maintain Overview and Scrutiny Committees, which hold decision makers to account and play a key role in ensuring that public services are delivered in the way that residents want. ▪ We will ensure that where appropriate officers know how to engage with and support the Overview and Scrutiny Committee.
	F2 - Managing performance	<ul style="list-style-type: none"> ▪ We will ensure that services use timely and accurate performance information and insight about service delivery, to support intervention to address any barriers to good performance. ▪ We will provide CLT with concise, clear, and integrated finance and performance reports to support effective resources allocation, and to shine a light on any challenges so that they can be addressed.

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	<p>F3 - Robust internal control</p>	<ul style="list-style-type: none"> ▪ We will maintain Overview and Scrutiny Committees, which hold decision makers to account and play a key role in ensuring that public services are delivered in the way that residents want. ▪ We will ensure that where appropriate officers know how to engage with and support the Overview and Scrutiny Committee and provide training for Committee members. ▪ Maintain a risk based programme of internal audits which are informed by the Council's risk registers. ▪ We will maintain an effective internal audit and ensure it's compliance with the Public Sector Internal Audit Standards. ▪ We will maintain an effective counter fraud service and report the outcome of its work to the Audit Committee. ▪ The Head of Audit and Risk will present a summary of all audit work annually to the Audit Committee highlighting analysis of audit work. ▪ We will ensure the Audit Committee receives an annual update on the Council's governance arrangements.
	<p>F4 - Managing data</p>	<ul style="list-style-type: none"> ▪ We will comply with data protection legislation, and ensure that data processing is carried out fairly, lawfully, and transparently. ▪ We will review and supplement our information governance policies, and keep our Record of Processing Activities under review, to ensure they remain consistent with the law, and any compliance advice and codes of practice issued from time to time by the Information Commissioner's Office (ICO). ▪ We will ensure that all valid requests from individuals to exercise the right to make a request to find out what personal data we hold on them are dealt with as quickly as possible, and by no later than the timescales allowed in the legislation.

Principles	Sub-principles	
Acting in the public interest requires a commitment to and effective arrangements for:		Haringey's commitment to achieving good governance in practice includes:
		<ul style="list-style-type: none"> ▪ We will ensure that it is clear to all staff and Members that they are personally accountable for using the Council's information responsibly and appropriately. ▪ We will ensure that staff and Members are appropriately trained in protecting information. ▪ We will maintain our systems for data management across the organisation.
	F5 - Strong public financial Management	<ul style="list-style-type: none"> ▪ We will approach Financial Management in a way which ensures that public money is safeguarded at all times, ensuring value for money. Our approach supports both long-term achievement of objectives, and shorter term financial and operational performance. This is outlined in the Council's Medium Term Financial Strategy. ▪ We will, via Financial Regulations and through the leadership of the Director of Finance, ensure that appropriate advice is given on all financial matters, proper financial records and accounts are kept, and oversees an effective system of internal financial control. The Director of Finance ensures well developed financial management is integrated at all levels of planning and control including management of financial risks, systems, and processes. ▪ We will comply with the Financial Management Code (FM Code) which sets out the standards of financial management expected for local authorities and is designed to support good practice, and to assist local authorities in demonstrating their financial sustainability. As part of this we will carry out credible and transparent financial resilience assessments. ▪ We will ensure that the Director of Finance reports to Council on the robustness of the estimates made for the purposes of the budget calculations, and the adequacy of the proposed financial reserves. ▪ We will follow CIPFA's Prudential Code and Treasury Management Code of Practice which set out the risk framework through which the Council manages its balance sheet and makes capital investment decisions.

Principles	Sub-principles	
Acting in the public interest requires a commitment to and effective arrangements for:		Haringey's commitment to achieving good governance in practice includes:
		<ul style="list-style-type: none"> ▪ We will maintain strategies and processes detailing our approach to decision making on capital investments, and treasury management (including debt management and cash investing). ▪ We will maintain sound financial procedure rules to ensure consistency and clear financial protocols ▪ We will ensure effective anti-fraud and corruption arrangements ▪ We will ensure external auditors produce annual audit reports and the annual audit letter and report to the Audit Committee ▪ We will ensure effective information governance arrangements are in place to support compliance with existing and emerging legislation for data protection
G. Implementing good practices in transparency, reporting, and audit to deliver	G1 - Implementing good practice in transparency	<ul style="list-style-type: none"> ▪ We will publish information, including reports, in a manner which is accessible to residents and other stakeholders. ▪ We will make our website set out in a clear and easily accessible way, using infographics and plain language. ▪ We will follow the Local Government Transparency Code, which includes requirements and recommendations for local authorities to publish certain types of data.

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Acting in the public interest requires a commitment to and effective arrangements for:		Haringey's commitment to achieving good governance in practice includes:
effective accountability	G2 - Implementing good practices in reporting	<ul style="list-style-type: none"> ▪ We will make reports publicly available online, which shows the Council's progress towards its vision and priorities as set out in the Corporate Delivery Plan. ▪ We will provide integrated finance and performance monitoring information to CLT. This will enable monitoring of delivery of our Corporate Delivery Plan priorities, support effective resource allocation, and help to identify any challenges so that they can be addressed.
	G3 - Assurance and effective accountability	<ul style="list-style-type: none"> ▪ We welcome peer challenge, internal and external review and audit, and inspections from regulatory bodies, considering arising recommendations. ▪ We will monitor the implementation of internal and external audit recommendations. Assurance reports will be presented to the Audit Committee and the Council's external auditors, summarising the Council's performance in implementing recommendations effectively and within agreed timescales. ▪ We will follow the Public Sector Internal Audit Standards (PSIAS), which includes a commitment to develop audit plans which are designed to invite comment from management and the Audit Committee.