



# Annual Governance Statement 2023/24

## Hull City Council

Version 1.3

Drafted: June 2024

Finalisation: February 2025

Proposed review: May 2025

## **1. Scope of Responsibility**

Hull City Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards; and that public money is safeguarded and properly accounted for and used economically, efficiently and effectively.

The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the Council is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions, including arrangements for the management of risk.

The Council has adopted a Code of Corporate Governance (the Code), which is consistent with the principles of the CIPFA/SOLACE Framework: *Delivering Good Governance in Local Government (2016 Edition)*. This statement explains how the Council has complied with the Code and also meets the requirements of the Accounts and Audit Regulations 2015, regulation 6(1), which requires all relevant bodies to prepare an Annual Governance Statement.

The Council reviewed and rolled forward its Code for 2023/24. This was approved by the Audit Committee on 29 June 2023 and a copy of the Code is on our website [www.hull.gov.uk](http://www.hull.gov.uk) as part of the Committee papers.

## **2. The Purpose of the Governance Framework**

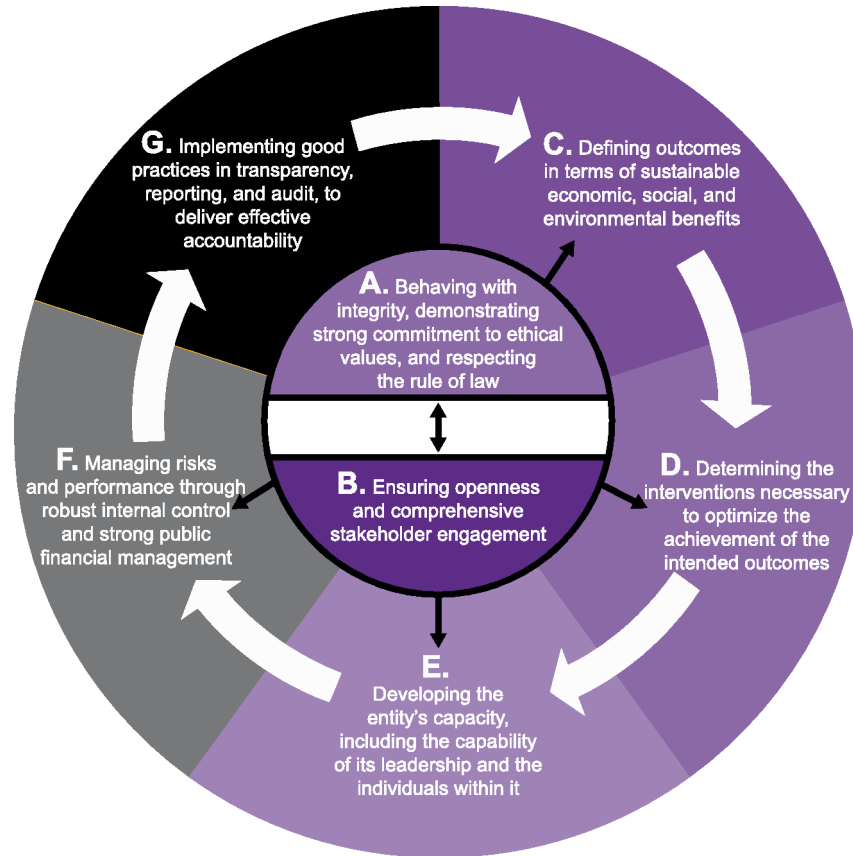
The governance framework comprises the systems and processes, and culture and values, by which the Council is directed and controlled and its activities through which it accounts to, engages with and leads its communities. It enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate services and value for money.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable and acceptable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to achievement of Council policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The governance framework has been in place within Hull City Council for the year ended 31 March 2024 and up to the date of the approval of the Statement of Accounts.

### 3. The Governance Framework

The Council's governance framework is consistent with the seven core principles of the CIPFA/SOLACE framework.



For each governance principle we have identified the sources of assurance and the governance mechanisms in place.

## ASSURANCE CYCLE

### Understand

**What are we seeking to receive assurances on?**

- Delivery against the Community Plan, the Corporate Plan and Service Plans whilst observing the governance framework
- Delivery of sustainable economic, social & environmental benefits
- Design and effectiveness of internal controls, risk management and counter fraud arrangements
- Strong commitment to ethical values
- Compliance with laws, regulation, the Council's constitution, internal strategies, policies and procedures
- Key governance tools are fit for purpose, for e.g. budget monitoring, performance and risk management
- Direction of travel of any previously identified governance issues
- Budget results, performance results and Value for Money

### Plan

**What sources of assurance do we require?**

- Management assurances in respect of compliance with laws and regulations, corporate strategies, policies, plans and arrangements e.g. Constitution, Financial Monitoring and Reporting, Performance Monitoring and Reporting, Risk Management
- Statutory Officers
- Key partner assurances in respect of their governance arrangements
- Internal Audit Plan, Reports and Opinion
- Non-Executive Committees e.g. Audit Committee, Overview and Scrutiny Commissions
- External Bodies and Inspectorates e.g. External Audit, Ofsted, Care Quality Commission, Ombudsman etc.
- Schools

### Do

**How we will arrange ourselves to receive adequate assurances.**

- Corporate Strategy Team
- Assistant Directors
- Council
- Cabinet
- Cabinet Sub-Committees:
  - Executive Commissioning Committee
  - Trustee Committee
- Area Committees – developing a shared vision for each of three areas of the city
- Hull Health and Care Joint Committee -Through which decisions are made together with the primary organisations delivering Health and Care in the city
- Hull and East Yorkshire Joint Committee through which decisions are made together with the Executive of East Riding of Yorkshire Council upon shared Regeneration initiatives
- Humber Leaders Board which provides shared governance of pan-Humber legacy funding
- Regulatory Committees (Planning and Licensing)

### Review

**How we know that we are effective.**

- Review sources of assurance identified at the planning phase
- Ensure sources of assurance have delivered against their plans at the necessary quality
- Review Code of Corporate Governance for compliance with best practice
- Review internal reports that provide further insight such as: financial monitoring, performance monitoring, risk management, internal audit, Overview and Scrutiny Commission and Audit Committee reports.
- Review interim and annual external reports/letters from External Auditor, Ofsted, CQC and other inspection regimes
- Annual Review of the Business Plans of In house Companies
- Accountable Body role for the Hull and EY Joint Committee making decisions through delegated formal decision records taking into account advice from the Business and Skills Hub
- Constitutional Review

## ASSURANCE CYCLE

### Understand

What are we seeking to receive assurances on?

### Plan

What sources of assurance do we require?

### Do

How we will arrange ourselves to receive adequate assurances.

- Scrutiny Committees
- Governance Committees: (Audit and Appointments)
- Health and Wellbeing Board
- Partnership/Delivery Boards,
  - Children, Young People and Families Board
  - The Children Service Improvement Board
  - Hull Children Safeguarding Partnership
- Consultation Boards
  - Eg Business Engagement Board, Skills Partnership, Project Boards

### Review

How we know that we are effective.

- Highlight areas of weakness

**Principle A - Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.**

Sub principles	Demonstrated by	
Behaving with integrity	<p>The Council’s leadership sets a tone for the organisation by creating a climate of openness, support and respect. Appropriate policies and processes are in place to embed the principles.</p> <ul style="list-style-type: none"> <li>• Constitution</li> <li>• Councillors’ Code of Conduct</li> <li>• Code of Conduct for Employees</li> <li>• Protocol for Councillor and Officer relationships</li> <li>• Corporate Equality Policy</li> <li>• Register of Interests</li> <li>• Gifts and Hospitality Policy</li> <li>• Role of the Monitoring Officer and Independent Person in reviewing Member behaviour.</li> </ul>	<p><u>Examples of good governance:-</u></p> <p>All relevant codes and policies are periodically reviewed and there are established processes in place to respond to breaches. These include effective disciplinary, grievance, anti-fraud, complaints and whistleblowing procedures.</p> <p>The Council undertakes staff opinion surveys which ask questions around Council priorities, behaviours relating to equalities and learning opportunities.</p>
Demonstrating strong commitment to ethical values	<p>The following corporate values are in place for both the council and its staff; and they are embedded in codes of conduct for members and staff:</p> <ul style="list-style-type: none"> <li>• <i>Open and honest communication.</i></li> <li>• <i>Putting people and communities at the heart of everything we do.</i></li> <li>• <i>Ensuring people are treated equally and difference is valued.</i></li> <li>• <i>Valuing and investing in people as the Council’s key resource.</i></li> <li>• <i>Encouraging local democracy and public accountability.</i></li> <li>• <i>Being responsive to changing aspirations, priorities and opportunities.</i></li> <li>• <i>Striving for excellence.</i></li> <li>• <i>Concentrating on outcomes.</i></li> <li>• <i>Contributing to and taking an interest in all new initiatives within the city.</i></li> </ul>	<p>There is a well-established pre-decision scrutiny process including input of Legal and Finance officers, to ensure the Council’s Key Decisions are consulted upon and made in accordance with the decision making principles within the Constitution and the rule of law.</p>
Respecting the rule of law	<p>The Council has an agreed Constitution which sets out how the Council operates, how decisions are made and the procedures which are followed to ensure these are within the law, efficient, transparent and accountable to local people.</p>	

**Principle B - Ensuring openness and comprehensive stakeholder engagement**

Sub principles	Demonstrated by	
Openness	<p>A culture of transparency, openness and honesty.</p> <ul style="list-style-type: none"> <li>• Freedom of Information Act publication scheme</li> <li>• Compliance with the Local Government Transparency Code</li> <li>• Pre-decision Scrutiny</li> <li>• Report Writer’s Guide</li> </ul>	<p><u>Examples of good governance:-</u></p> <p>The framework provides a model of good governance.</p>
Engaging comprehensively with institutional stakeholders	<p>The Council has an established structural framework for managing engagement with institutional stakeholders.</p> <p>Executive Members: The Portfolio Holder with responsibility for Public Health, Adult Social Care and the role of chair of the Health and Wellbeing Board has delegated powers in relation to Health and Social Care so that she is able to exercise decision making powers in common with health bodies at the Hull Health and Care Joint Committee. The decisions she makes, as with Cabinet decisions, are based upon reports that are subject to consultation with the Council’s Scrutiny Commission and its Cabinet, and based on Strategies developed through the Health and Wellbeing Board. Where they are Key Decisions they are publicized through the Forward Plan.</p> <p><b>Area Committees:</b> The Area Committees of the Council have been re-organised into three Areas with a strategic focus. A Head of Service and Community Manager has been allocated to support the development of a system wide model for place based delivery and an NHS ICB Director and a VCS Umbrella Organisation representative invited to attend each Area Committee and work with Council Officers to bring together common data sets to inform the development of Area Based strategies to address the challenges faced in each area of the city.</p> <p>Cross-organisational strategic system leadership: The Health and Wellbeing Board brings together democratic and officer strategic leadership across the Health and Social Care sectors in the City, to provide integrated health and care system strategic leadership at Place. The Safeguarding Boards and the Better Care Plan report into the Board.</p> <p>Hull Health and Care Partnership Joint Committee: From 1 April 2023 a Joint</p>	<p>The Council has a dedicated Information Governance Group which, amongst other things actively monitors performance on Freedom of Information requests.</p> <p>The Council publishes proposed key decisions through its CMIS website and considers the reports and supporting information proposing the making of key decisions through the relevant Scrutiny Commissions in advance of a key decision being made.</p> <p>The Council undertakes pre-decision Scrutiny of all key decisions through Scrutiny Commissions which have been aligned to the five Directorates of the Council.</p> <p>Decisions that are not classified as key decisions and supporting information are published through the Council’s CMIS website as soon as they are made and there exists an established scrutiny challenge process to ensure that the information presented is open and transparent.</p>

Sub principles	Demonstrated by	
	<p>Committee was established to translate the strategic system wide ambition at the level of place through joined up executive decision making. This has replaced the former Committee in Common structure and brings together the Executive Leadership of the Public Sector and Voluntary Sector umbrella bodies in the city building on the flexibilities in the Health and Care Act 2022 to develop shared outcomes through an alliance contractual framework.</p> <p>The Council and partner agencies are developing joint workforce development plans for key services in Adult Social Care and Children’s and Family Services within this framework working together with the support of the Voluntary Sector.</p> <p>Private Sector: Following the Hull and East Yorkshire Local Enterprise Partnership ceasing to exist, the Hull and East Yorkshire Joint Committee has been established and Business and Skills Boards are in development to provide advice from the private sector on a pan Hull and East Riding basis to help inform economic strategy for the area.</p> <p>Sub-Region: At a political level Leaders across the Humber come together in two fora:</p> <ul style="list-style-type: none"> <li>(a) An Executive Joint Committee of the Hull and East Riding Councils at which the Leaders and Deputy Leaders of the two Councils come together to establish a shared vision and strategy to promote economic growth and to plan together the scope and development of a Combined Authority for the Area, working with the Secretary of State.</li> <li>(b) a Joint Committee of Humber Executive Leaders, the Humber Leaders Board, which provides governance for Humber wide legacy programmes to be managed delivering upon Humber priorities.</li> </ul> <p>Trades Unions: The Council and Trades Unions operate within an agreed Industrial Relations Framework led by an Industrials Relations Joint Council upon which elected members, officers and employee representatives meet.</p> <p>Leisure: The Council is represented on the Active Humber County Sports Partnership which brings together partners organisations across the Humber with the aspiration to deliver an integrated leisure strategy.</p>	<p>The Council publishes through its website the governance documents in relation to its role within partner organisations.</p> <p>Area Committees bring together all local elected members together with key stakeholders in each area representing the Integrated Care Board and the Voluntary Sector to develop a shared vision and strategy for the three Areas of the City.</p> <p>The Council has developed with the City Learning Partnership which provides a forum for engagement with Multi Academy Trusts, to inform mutual resource application including the development of proposals for the Schools Forum in relation to funding decisions</p> <p>The Council has an Industrial relations framework for consultation, information and negotiation with trade unions.</p>



Sub principles	Demonstrated by	
	<p>Culture: In the year of City of Culture two new cultural organisations were founded, Absolutely Cultured and Back to Ours, with Council sponsorship. This has complemented the existing Cultural organisations sponsored by the Council including Freedom Festival and Hull Truck. Work with the Arts Council has led to the development of three of these organisations into distinct and separate National Portfolio Organisation roles. Similarly with the support of the Arts Council the Council’s in-house company, Hull Culture and Leisure has established a distinct National Portfolio Organisation role for Museums and Libraries. Cultural partners have formed a partnership and the Council has brought internally the City of Culture legacy volunteer service with the support of external funding to ensure that it continues to support the sector.</p> <p>Voluntary sector: The Council has worked with umbrella organisations in the city to develop an integrated partnership of infrastructure organisations with the brand name “Sector Connect”. The funding for the partnership has been placed on a permanent footing through a pooled fund with the Integrated Care System and the engagement of the Community Foundation, Two Ridings, as VCS fundraiser to deliver three way sustainable funding provision. This supports the response to new citywide initiatives in the city such as “Changing Futures” (the introduction of Trauma informed practice) and the development of the Hull Health and Care Joint Committee. Importantly through the refocusing of Area Committees the umbrella organisations have been brought into those Committees to support the development of a joined up vision for each area of the city.</p> <p>Schools: A City Learning Partnership has been developed with Multi Academy Trusts operating in the city to allow for the negotiation of joint arrangements across the city that can be taken into the Schools Forum for formal agreement.</p> <p>University: A Partnership Delivery Board has been developed to provide the framework for developing joint initiatives with the University of Hull.</p>	
<p>Engaging with individual citizens and service users effectively</p>	<p>The Council ensures that clear channels of communication are in place with all sections of the community and other stakeholders, for example:-</p> <ul style="list-style-type: none"> <li>• People’s Panel</li> <li>• Enterprise Panel</li> </ul>	<p>The Council has developed an integrated suite of digital solutions to engage with its citizens including a Citizen’s Account, Consultation Platform and Communication</p>

Sub principles	Demonstrated by	
	<ul style="list-style-type: none"> <li>• Customer Feedback Policy</li> <li>• Petitions scheme</li> <li>• Tenant participation</li> <li>• Ward Forums and Area Committees</li> <li>• Council’s website</li> <li>• Young People’s Parliament and Youth Council</li> <li>• Voluntary and Community Sector.</li> </ul>	<p>Platform to support engagement with citizens and to bring together clearer data on customer service delivery across the city and support the work of Area Committees. Thus far 100,000 people have signed up to the Communication platform and 73,000 citizens have customer accounts, in a city with an electorate of circa 190,000.</p> <p>Complaints data is regularly reported to the Council's CST. A project board are leading investment in wider enhanced solutions. A suite of inter-related websites has been developed including the refreshed corporate Website supported by a Federated Search Engine that links the content of the separate targeted websites to enhance digital engagement and reduce the need to call the call centre. Calls to Council agents have fallen from 75,000/month to 25,000/month as a consequence of the implementation of the strategy over the last 5 years.</p>

**Principle C - Defining outcomes in terms of sustainable economic, social, and environmental benefits**

Sub principles	Demonstrated by	
<p>Defining outcomes</p>	<p>Focusing on the purpose of the Council and on outcomes for the community.</p> <ul style="list-style-type: none"> <li>• A new Community Strategy, named the Community Plan which has replaced the Hull City Plan</li> <li>• Health and Wellbeing Strategy</li> <li>• Economic Strategy</li> <li>• Revising the Council Plan during 2024/25 to reflect the new Community Plan</li> <li>• Development of a new Housing Strategy for the city</li> <li>• Customer insight analysis</li> <li>• Equality analysis and impact assessments</li> <li>• Service plans</li> <li>• Performance framework</li> </ul>	<p><u>Examples of good governance:-</u></p> <p>There are processes in place for these plans, and performance review mechanisms for them to be updated and priorities reviewed on a regular basis.</p> <p>Following Covid-19, the City developed a new Economic Strategy focusing on growth alongside recovery with three main areas of focus - people, place, and productivity – with recent evidence demonstrating that the City’s productivity continues to grow. Work with East Riding of Yorkshire to develop a shared vision for devolution and economic integration is now helping to set sub-regional frameworks for transport, skills, and the economy.</p>
<p>Sustainable economic, social and environmental benefits</p>	<ul style="list-style-type: none"> <li>• Service strategies and plans</li> <li>• Medium Term Financial Strategy</li> <li>• Environmental policy statement and Climate Emergency Declaration</li> <li>• Environment management system</li> <li>• Policy development guidance notes</li> <li>• Capital Programme</li> <li>• Commissioning and Procurement Policy</li> <li>• Adopted Local Plan</li> <li>• Living Wage/anti-poverty agenda.</li> <li>• Social wellbeing via public health, re quality jobs, clean air etc.</li> <li>• Focus on inclusive growth.</li> <li>• Environmental team undertakes statutory environmental health checks.</li> <li>• Commitment to sustainable procurement and fair trade.</li> <li>• Smart City Strategy</li> </ul>	<p>The Council together with partner organisations approved a new Community Strategy for the city, the ‘Community Plan’ during 2023/24 providing the framework for cross organizational working in the city. Through production of a new Corporate Plan for the city that will directly link to the six overall ambitions for the city. This will set the strategic direction and context for the Council’s policy framework over the next five years.</p> <p>Regular finance, performance and risk management reports on the overall success and challenges across the Council are provided to the Executive and Scrutiny Committees.</p>

**Principle D - Determining the interventions necessary to optimise the achievement of the intended outcomes**

Sub principles	Demonstrated by	
<p>Determining and planning interventions</p>	<p>Published reports which communicate the Council’s activities, achievements, financial position and performance. Regular monitoring of service and financial performance during the year which determines when action is required. Interventions required are identified through these reports, as well as external sources such as scanning for new legislation and successful initiatives by our peer authorities, partners and other organisations:-</p> <ul style="list-style-type: none"> <li>• Service and budget monitoring Reports</li> <li>• Financial Statements</li> <li>• Annual Governance Statement</li> <li>• Annual Audit Report</li> <li>• Quarterly service reviews of key risks</li> <li>• Quarterly Internal Audit reports</li> <li>• Service performance reports and programme management reports for major change programmes</li> </ul> <p>Reports from external inspectorates</p>	<p><u>Examples of good governance:-</u></p> <p>All of the expected reports are produced, analysed and acted upon.</p> <p>Building on the learning from the Council’s Corporate Peer Challenge in 2018, the Council will be undertaking a review, in line with signs of good practice for continuous improvement as set out within the revised statutory Best Value Guidance (May 2024).</p> <p>External inspections are usually positive, (see Section 7) so provide assurance about service delivery and governance. Where that is not the case, clear remedial action plans are developed and monitored to ensure delivery.</p>
<p>Optimising achievement of intended outcomes</p>	<p>Community outcomes as defined in the City Plan, underpinned by the direction and shaping of council services and projects, to promote and achieve those outcomes:</p> <ul style="list-style-type: none"> <li>• Delivering Economic Growth - Energy City, Destination Hull</li> <li>• Delivering Fair Growth - a place of community and opportunity for all</li> </ul> <p>This is supported by the Corporate Plan objectives:</p> <ul style="list-style-type: none"> <li>• Deliver economic growth that works for all</li> <li>• Create inclusive, resilient and safe communities</li> <li>• Deliver organisational excellence by working in partnership</li> </ul> <p>Effective Scrutiny arrangements</p> <p>Establishing the Children and Families Improvement Board</p>	<p>Consistent unqualified (‘clean’) external audit opinions on the Council’s accounts.</p> <p>Local Government Ombudsman reports in line with or better than peer authorities.</p> <p>The Governance structures, democratic and programme, established to support devolution led through the Hull and East Riding Joint Committee provides a strong basis for sub-regional working drawing together strategies, services, and officers to work coherently towards a common vision that has provided the framework for the development of a Combined Authority.</p>

**Principle E - Developing the entity’s capacity, including the capability of its leadership and the individuals within it**

Sub principles	Demonstrated by	
<p>Developing the entity’s capacity</p>	<p>Clear vision, strategy and direction, underpinned by capable leadership and management.</p> <ul style="list-style-type: none"> <li>• Partnerships</li> <li>• Transformation Programme</li> <li>• Service Planning</li> <li>• Workforce Strategy</li> <li>• Industrial Relations Policy and framework</li> </ul>	<p><u>Examples of good governance:-</u></p> <p>A permanent Transformation Team has been in place since 2017 to assist services with major change and financial savings projects.</p> <p>There is a clear industrial relations mechanism in place.</p> <p>Member induction has been reviewed and also validated by internal audit.</p>
<p>Developing the capability of the entity’s leadership and other individuals</p>	<p>Recruitment and retention of high performing staff and providers</p> <ul style="list-style-type: none"> <li>• Member induction and development Programme</li> <li>• Cross party Committee to review and monitor Member training requirements</li> <li>• Competency Framework</li> <li>• Recruitment and selection policy</li> <li>• Employee development policy including appraisals and regular 1:1 meetings with line management</li> <li>• Prioritisation of corporate training budget</li> <li>• Availability of e-learning products aimed at building capacity and capability</li> <li>• Workforce metrics supplied to managers via Chameleon desktop portal</li> <li>• Investors in People accreditation and delivery of action plan</li> <li>• Apprenticeships</li> </ul>	<p>Leadership development remains a key priority for the council. Leadership development programmes are now available at three different levels to support leaders at the frontline right through to more senior management, and the revised approach to establishing learning needs via workshops ensures that evidence and people metrics are used to support development plans. An additional Management Trainer will focus on delivering more courses to support managers to develop their skills and to embed good governance across the Council alongside the implementation of a newly procured Enterprise Resource Planning (ERP) Platform. The Apprentice Levy continues to be used to support development across a range of subjects. The council continues to value IIP accreditation and service IIP action plans are being developed. PowerBI dashboards are now available to all managers detailing training undertaken of all their staff and of sickness absence. A workforce summary dashboard is in the final stages of development.</p>

Sub principles	Demonstrated by	
		<p>The council has established a Leadership Equalities Group which brings together a wide range of service leads to embed equalities within service delivery and staff management.</p> <p>The corporate Leadership Network (CST, AD's and Heads of Service) meets monthly to undertake development activities and share information.</p> <p>Relevant policies and frameworks are reviewed on appropriate timescales.</p> <p>Pay and grading continue to be reviewed to ensure the council can compete for talent with market supplements and retention payments in place where necessary.</p>

**Principle F - Managing risks and performance through robust internal control and strong public financial management**

Sub principles	Demonstrated by	
Managing risk	Service risk management processes and periodic review of council strategic risks. <ul style="list-style-type: none"> <li>• Risk Management Strategy</li> <li>• Risks are specified in all executive reports and decision records</li> <li>• Health and Safety policy framework and Management Board, including a dedicated Health &amp; Safety team to support services and audit compliance.</li> </ul>	<u>Examples of good governance:-</u> Risk and Governance workshops, first introduced in 2018/19, review the assurances in place and enabled a review of strategic risks during subsequent years.
Managing performance	Corporate performance is regularly monitored and reported to the Executive and Overview and Scrutiny Management Committee. Detailed reports on the key transformation programmes, Adult Social Care, and Children, Young People and Family Services are also considered on a regular basis.	Substantial progress in clearing high risk actions to address gaps in the internal control framework which previously impacted on the internal audit opinion.
Robust internal control	Preventative controls in place include segregation of duties, approval/authorisation processes, security of assets, reconciliations and audits. <ul style="list-style-type: none"> <li>• Financial Procedure Rules</li> <li>• Contract Procedure Rules</li> <li>• Finance, Legal and HR comments in executive reports and decision records</li> <li>• Internal Audit reports</li> </ul>	This progress is tracked and reported to the Audit Committee.  Adequate internal audit opinion since 2018/19.
Managing data	Robust Information Governance standards and training to all staff. <ul style="list-style-type: none"> <li>• Monthly meetings of the Information Governance Group at which Information Security Incidents are reviewed</li> <li>• Compliance with Data Protection Act and GDPR provisions</li> <li>• Records Management Policy</li> <li>• Public Sector Network (PSN) accreditation and Humber Information Sharing Charter to facilitate safe and lawful access to business critical data held by other public sector organisations.</li> <li>• Monthly review of information security incidents/near misses.</li> </ul>	There is a Senior Information Risk Officer of sufficient standing in the authority, who chairs an Information Governance Group that monitors and develops high standards on managing data.  Prior to Covid-19, the Council had progressively brought forward its annual accounts process in recent years, in readiness for a tighter statutory deadline.
Strong public financial management	Monthly budget monitoring reports, audited annual statement of accounts, accountable budget owners. Anti-Fraud and Corruption policy framework, ‘whistleblowing’ policy and procedures. Compliance with CIPFA Statements on the Role of the Chief Financial Officer and the Role of the Head of Internal Audit.	Following the issues raised in an inspection at another major council the Council applied the lessons learned to inform a review of its approach to providing assurance upon the management of capital projects, including the management of additional funds for capital schemes provided during the pandemic.

**Principle G - Implementing good practices in transparency, reporting, and audit to deliver effective accountability**

Sub principles	Demonstrated by	
Implementing good practice in transparency	<p>Compliance with the Local Government Transparency Code</p> <p>Robust monitoring of performance in relation to Freedom of Information (FoI) and Subject Access Requests (SARs)</p>	<p><u>Examples of good governance:-</u></p> <p>Performance in relation to FoI and SARs is robustly monitored by the Information Governance Group.</p>
Implementing good practices in reporting	<p>Comprehensive consultation process for published reports ensuring Members and senior management own the results reported.</p> <ul style="list-style-type: none"> <li>• Report Writer’s Guide</li> </ul>	<p>The requirements in the Transparency Code are met through the publication of information on the revised Council website.</p>
Assurance and effective accountability	<p>Ensuring that recommendations for corrective actions made by external audit and internal audit are acted upon.</p> <ul style="list-style-type: none"> <li>• Internal Audit update reports including reporting of progress with the implementation of previously agreed action plans.</li> <li>• External Auditor’s Annual Audit Report</li> </ul>	<p>There is an established process for audit action plans to be tracked. This involves services recording the progress, including sources of evidence, which is then validated by the auditors.</p>



## **4. Review of Effectiveness**

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The Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The Council has adopted the following methodology to review the governance framework for the purposes of this Statement.

### **Management Assurance**

- A review of the adequacy of the Council's Code of Corporate Governance which entails;
  - an exercise which identifies the latest CIPFA/SOLACE guidance and compares this to the Council's Code, identifying any material differences.
  - an exercise to review the weight of evidence of compliance with the Council's Code e.g. the existence of various key policies/procedures and evidence of compliance with these.
- A review of Risk Management reporting.
- A review of the Head of Audit & Fraud's Annual Internal Audit Report.
- A review of Internal Audit report findings and recommendations.
- A review of the fraud and related investigations completed during the year by Audit & Fraud.
- Consideration of issues arising from Risk and Governance workshops.
- Consideration of issues flagged in published reports into governance failings at other organisations.
- An examination of key minutes.

### **Performance Management**

- A review of performance management reporting and outcomes.
- A review of financial management reporting and outturn.

### **External Review Assurance (further details in Section 7)**

- An examination of the various reports received during the year from the external auditor
- An examination of external inspection reports, including those carried out by Ofsted and the Care Quality Commission
- A review of complaints to the Local Government and Social Care Ombudsman
- Peer Challenge and other reviews

### Other Sources

- An examination of the work of the Audit Committee
- An examination of the Audit Committee minutes and reports including the monitoring of the implementation of any action plan to address improvements to governance arrangements that may have been identified during the previous year's review of corporate governance.
- An examination of the Overview and Scrutiny Committees minutes and Review Panel reports
- An examination of Council and Cabinet minutes

### 5. Conclusion of Review of Effectiveness

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We have been advised on the implications of the result of the review of the effectiveness of the governance framework by the Audit Committee, and that (with the exceptions noted in section 6), the arrangements continue to be regarded as fit for purpose in accordance with the governance framework.



Matt Jukes  
Chief Executive (Head of Paid Service)



Cllr Mike Ross  
Leader of the Council

## **6. Significant Governance Issues and Action Plan**

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### Financial Resilience

The external auditor's draft annual letter for 2020/21 reported a significant weakness in the Council's arrangements for financial sustainability (how the Council plans to bridge its funding gaps and identifies achievable savings). This was repeated in 2021/22 and 2022/23 findings, which were finalised within the period covered by this Statement. The concern centres on the use of short term and one-off measures to balance the financial position and the need to develop a sustainable plan to address the underlying deficit. The auditor recommended that the Council needs to develop sustainable plans to ensure services can be provided within available resources and should: undertake an assessment of the affordability of services in their current form; develop a detailed plan to address the deficit; and ensure sufficient information is provided to Members so they can monitor the delivery of planned savings.

The Council recognises the existence of the underlying deficit in the Medium Term Financial Plan (MTFP). However, the 2023/24 outturn confirmed a balanced in-year position. The 2024/25 Budget and updated MTFP also provide for a balanced position in 2024/25. The next Government Spending Review will impact from 2025/26, alongside the planned introduction of delayed national Adult Social Care Reforms and reforms to the Local Government funding and business rate mechanisms. It is anticipated that there will be sufficient certainty at that point to enable meaningful long term and detailed plans to be put in place such that the Council can eliminate its budget deficit. Regular updates of the Council's MTFP, reflecting updated in-year positions, and being considered by Cabinet and the Audit Committee from the summer of 2023, to ensure financial stability can be maintained and appropriate plans formulated over this time frame.

### Accounting Deadlines

Local authorities are required to publish draft accounts and final audited accounts in accordance with a timetable set by central government. Historically the Council has consistently met the draft accounts deadline. It has also met the final accounts deadline except in recent years when the external auditor's work has been delayed due to factors outside the Council's control (see below).

The Council had anticipated that the publication deadline for the 2022/23 draft accounts would be set at 30 June 2023, and it allocated resources to achieve that deadline. This reflected a realistic assessment of resources, the timeliness of supporting information and the fact that the external auditor had indicated he would not be seeking to commence the audit of the draft accounts until July.

Government subsequently set the deadline at 31 May 2023. Council officers considered options, such as producing the draft accounts using estimated figures to accelerate the process, but determined that the better option was to produce a robust set of accounts in accordance with its original plan. Reports in the national and professional press indicate that more than two thirds of councils nationally also missed the 31 May deadline in similar circumstances. The Council issued an appropriate delayed publication notice by 31 May and subsequently completed the draft accounts by 30 June.

After due consideration, including consultation with the external auditor and the Audit Committee, it has taken the same approach with the 2023/24 accounts. Reports in the professional press indicate that a majority of council's had again missed the 31 May deadline. Government have recently set the deadline for the 2024/25 accounts at 30 June 2025.

### Children' Services

In previous years, the Council has highlighted significant governance issues following adverse inspection outcomes in relation to Looked After Children and Special Educational Needs and Disabilities (SEND). Improvements to those services, validated by subsequent inspections and the stepping down of external intervention and monitoring, were reported in the 22/23 Annual Governance Statement. Further improvements continue to be made through existing processes and ongoing risks are managed through the Council's risk management processes. As such, while recognising that the improvements need to be continued and maintained, these matters are no longer considered to be significant governance issues.

## **7. External Reviews**

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### External Auditor

The external auditor's opinion has been delayed in recent years due to factors outside of the Council's control. These include: Covid-19 related delays and subsequent catching up; and a national issue concerning the accounting treatment for infrastructure assets such as roads and pavements. Following clarification of that issue, the auditor issued an unqualified ('clean') audit opinion on the 2020/21 accounts on 22 March 2023.

The external auditors opinion on the 2021/22 accounts was also delayed by the same issue, and then by a further matter concerning pension fund valuations, which also affected all local authorities. Following clarification of that matter, a clean opinion was issued in December 2023. The conclusion of the audit of the 22/23 accounts was also delayed by those same issues, a clean opinion was issued in June 2024.

The auditor is no longer required to issue an audit opinion on the Council's arrangements for securing value of money (VFM), but instead produces a narrative report on three sets of criteria: financial sustainability; governance; and improvements in economy, efficiency and effectiveness, (the three E's). Following the delays with prior year audits, 2021/22 and 2022/23 narrative reports were each issued in the period covered by this statement. They raised concern about sustainable resource development, (see above re. financial resilience), whilst commenting positively on the Council's arrangements for governance and the three E's. The Council recognises the sustainability issue, which had already been identified in its strategic risk register.

### Care Quality Commission (CQC)

The Care Quality Commission (CQC) reported no inspections of Council services during 2023/24. However, a re-inspection of the Council's Shared Lives scheme is anticipated in the near future. This is in context of an unannounced inspection of the scheme in July 2022, which concluded that the service overall "requires improvement". Following that inspection, a robust improvement plan has been implemented that has focussed on the breaches that were identified by the CQC. Weekly governance meetings have taken place as well as regular highlight reports to the Adult Social Care Senior Leadership Team. Improved monitoring and auditing of the service has been implemented including remotely accessed competency testing of the shared lives carers. The recording of shared lives carer employment documentation, placement risk assessments and regular reviewing have all been strengthened and evidenced. The scheme continues to work hard on its improvement journey, aiming for "good" overall and working towards "outstanding" in the longer term.

In previous years, the CQC has concluded that services provided by 220 Preston Road, Park View, Pennine Resource Centre and the Supporting Independence Team are "good". It regularly reviews the available information to determine whether any of those establishments require re-inspection. It's most recent review, in June 2023, determined that there was no evidence to require re-inspection, and the "good" judgements therefore remain in place.

The CQC has developed a new Local Authority Assessment Framework. All local authorities should be assessed within the next two years, but Hull City Council has not yet received notification of the intention to assess.

### Office for Standards in Education, Children's Services and Skills (Ofsted)

Since the last AGS, Ofsted has continued to undertake monitoring visits in relation to services for looked after children which have consolidated the improvement journey reported in recent years.

### Housing Regulator

The Housing Regulator has introduced four Consumer Standards for Social Landlords: Safety and Quality, Transparency, Influence and Accountability, Neighbourhood and Community and Tenancy. The Council has established a Board to manage self-assessment against these standards and each standard is led by a Council Assistant Director or Head of Service bringing together stakeholders to critically assess performance and develop a roadmap to ensure sustainable compliance. The Regulator has introduced a duty to self-report under performance and the work from these sub-groups will determine any need to self-refer in advance of inspection.

### Local Government and Social Care Ombudsman (LGO)

The LGO considers complaints about council services that remain unresolved after being considered through internal procedures. They publish an annual letter reporting on the number of complaints in various categories. The Customer Feedback Team work closely with the Ombudsman Services to identify and address concerns and have implemented the revised Complaint Handling Codes. For the most serious cases they also issue Formal Maladministration Reports, which the Council is required to discuss in public. The letter received during 2023/24 continued to show only a relatively small number of cases, none of which led to a formal report.

**Appendix 1 - ASSURANCE FRAMEWORK**

<b>Corporate Arrangements</b>		
Constitution		
Policies		
Procedures		
Strategies & Plans		
Financial Monitoring & Reporting	Performance Monitoring & Reporting	Risk Management

<b>Senior Managers &amp; Partners</b>		
Corporate Strategy Team	Directors	
Assistant Directors Team	Assistant Directors	
Place Based Board Executive (Chief Executive, NHS Place Director, Chief Constable)	Wholly owned companies and other strategic partners	Schools Forum

<b>Audit &amp; Governance</b>	
Opinion on governance, risk management & controls	Monitoring Officer

<b>Non-Executive Committees</b>	
Audit Committee	Overview & Scrutiny

<b>External Bodies</b>				
External Auditors	Inspectorates	Ombudsman	Professional bodies	Other external bodies