2026

Local Code of Governance

CAMBRIDGE
CITY COUNCIL

Local Code of Corporate Governance

Good governance

Good governance is about how the Council ensures that it is doing the right things, in the right way, for the communities it serves, in a timely, inclusive, open, honest and accountable manner.

A Council's Code of Corporate Governance is:

"*The system by which local authorities direct and control their functions and relate to their communities*"

Our commitment

Cambridge City Council is committed to upholding the highest possible standards of good corporate governance, believing that good governance leads to high standards of management, strong performance, effective use of resources, increased public involvement and trust in the Council and ultimately good outcomes.

Good governance flows from shared values, culture and behaviour and from systems and structures. This Code of Corporate Governance is a public statement that sets out the framework through which the Council meets its commitment to good corporate governance.

The Governance Framework comprises the systems and processes, and cultures and values, by which the Council is directed and controlled and through which it accounts to, engages with and, where appropriate, leads the community. 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 cost-effective services.

This local code of governance has been developed in accordance with and is consistent with the Delivering Good Governance in Local Government framework, which builds on the seven Principles for the Conduct of Individuals in Public Life.
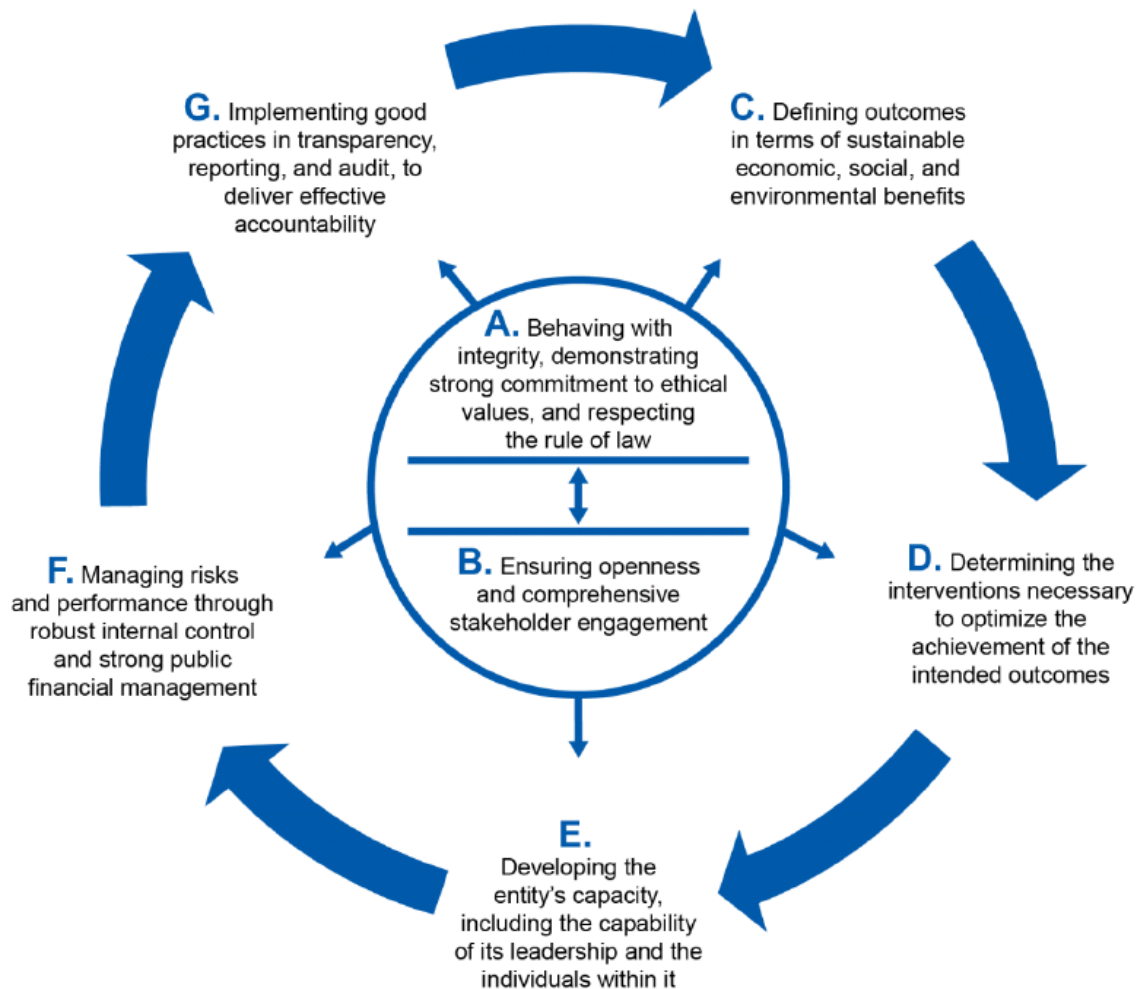
Core principles of good governance

The core governance principles of the council are:-

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

B. Ensuring openness and comprehensive stakeholder engagement.

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits.

D. Determining the interventions necessary to optimize the achievement of the intended outcomes.

E. Developing the entity's capacity, including the capability of its leadership and the individuals within it.

F. Managing risks and performance through robust internal control and strong public financial management.

G. Implementing good practices in transparency, reporting, and audit, to deliver effective accountability.

Applying the core principles of good governance

This document describes how the Council achieves the seven principles of good governance and describes how the Council's corporate governance arrangements will be monitored and reviewed.

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

G. Implementing good practices in transparency, reporting, and audit, to deliver effective accountability

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits

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

B. Ensuring openness and comprehensive stakeholder engagement

D. Determining the interventions necessary to optimize the achievement of the intended outcomes

F. Managing risks and performance through robust internal control and strong public financial management

E. Developing the entity's capacity, including the capability of its leadership and the individuals within it

This Code takes each of the principles of good governance in turn and sets out the systems, processes and principles the Council has put in place to ensure good corporate governance.

The Code will be reviewed annually through the Annual Governance Statement process, which will identify the actions to be taken to enhance the code or address any limitations with in it.

Principle A – Behaving with Integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

Supporting Principles:	
• Behaving with integrity	
• Demonstrating strong commitment to ethical values	
• Respecting the rule of law	
How does the Council achieve this?	**Supporting examples**
1	The Council expects the authority's leadership – both Members and Officers - to create a climate of openness, support and respect and to uphold the Council's values. The Council operates within the legal framework for local councils complying with its statutory duties and making the most of its powers to meet the needs of the District and its residents.	Constitution
2	Standards of conduct and personal behaviour are set out in the Employee Code of Conduct, the Member Code of Conduct and in the Member/ Officer protocol.	Employee Code of Conduct Member Code of Conduct Member/Officer Protocol
3	An up-to-date register of Member and Officer Senior Officer Interests is maintained. The underlying principles which underpin the Codes of Conduct build upon the Seven Principles of Public Life (the Nolan Principles).	Register of Interests
4	The Council has put in place procedures for considering complaints so that members of the public can express dissatisfaction with Council services and their concerns can be monitored and addressed. The Council has appointed an "independent person" to support this, in accordance with the requirements of the Localism Act, 2011.	Complaints Procedure and website
5	We publish an Annual Complaints report analysing trends in complaints against the Council and what has been done to address them.	Complaints – Annual Report
6	The Local Government and Social Care Ombudsman provides an annual summary of statistics on their decisions and provides feedback to help Councils help improve service delivery.	Local Government Ombudsman Letter

7	The Council's Civic Affairs and Audit Committee fulfils the core functions of an Audit Committee. The Committee is responsible for constitutional issues and ensures that the constitution is monitored and updated when required. The terms of reference of the Civic Affairs and Audit cCommittee include responsibility for advising on the Council's ethical framework and the promotion of openness, accountability and probity to ensure the highest standards of conduct.	Terms of Reference for Civic Affairs and Audit Committee
8	The Council maintains a Whistleblowing policy to enable confidential reporting of suspected breaches of the Employee Code of Conduct or unethical behaviour. We also maintain a Prevention of Fraud and Corruption Policy. Both policies are reviewed by the Civic Affairs and Audit Committee.	Whistleblowing Policy Prevention of Fraud & Corruption Policy
09	The Council's standing orders and financial regulations put in place processes designed to ensure that Members and employees of the authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders.	Financial Regulations
10	The Head of Legal Practice is the Council's Monitoring Officer, responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with. Their role is set out in the Constitution.	Monitoring Officer Role Description
11	The Council ensures that Statutory Officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the Council.	Professional Qualifications and training
12	The Council has a clear Procurement Strategy designed to meet the Council's wider objectives and Contract Procedures Rules designed to deliver robust and fair procurement processes.	Procurement Strategy

Principle B - Ensuring openness and comprehensive stakeholder engagement

	Supporting Principles
	• Openness
	• Engaging comprehensively with Institutional stakeholders
	• Engaging stakeholders effectively, including citizens and service users

	How does the Council achieve this?	Supporting Examples
1	The Council holds its meetings, and those of its committees and working groups in public unless there are good reasons for confidentiality. The public are allowed to ask questions at all Council and committee meetings. The Council adopted legislation and best practice, and implemented software, to enable it to continue holding meetings remotely during the pandemic.	Committee Agendas Committee Forward Plan
2	The Council records the decisions of Council, Executive, Non-Executive (e.g. regulatory) functions and the review ~~deliberation of~~by the two Overview and ~~s~~Scrutiny committees (Performance, Assets and Strategy; Services, Climate and Communities). ~~A~~and the reasons for Executive and Regulatory decisions and makes ~~a~~genda papers and minutes are available on the Council's website. The Council also records and publishes on the website written questions asked at Council meetings and their answers, and oral questions and answers where these are available.	~~Agendas and Minutes of~~ Committee records ~~s~~ ~~Council Website~~
3	Officers use standard report templates for committee and executive reports to help ensure that readers are provided with information that is accurate, complete and unbiased. Reports make clear the options available so that the implications of all decisions and strategic risks can be assessed before those decisions are made.	Standard Committee Report Templates
5	The Council has ~~a~~ Joint Development Management~~Control~~ Committee~~s~~ with South Cambridgeshire District Council for decisions affecting growth sites bordering the City and South Cambridgeshire.	Joint Development ~~Control~~ Management Committee~~s~~ Terms of Reference
6	The Council seeks to encourage engagement in its work through a variety of means including public representatives on the Equalities Panel, Tenant Representatives on the Housing Advisory Board ~~Scrutiny Committee~~. It also puts resources into outreach work through its community development services and support to tenant and leaseholder representatives.	Membership and Terms of Reference of these bodies

7	The Council seeks to ensure all partnerships with which it is engaged have a set of values or criteria against which decision-making and actions can be judged. It works with those partnerships to promote open and accountable decision making and to ensure they have clear governance structures in place. It also ensures that there is clarity about the legal status of each partnership and that all representatives in the partnership have clarity about their powers to bind their own organisation to partnership decisions. The Council operates in accordance with principles of partnership working agreed with our key partner organisations.	Partnership Guidance Principles of Partnership Working
8	The Council ensures that the authority is open and accessible to the community, service users and its staff.	Customer Charter and Service Standards
9	The Council makes clear through its website and other Council publications the services that it is responsible for, how people can contact the Council and the service standards they can expect.	Council website – Our Services Council Tax Leaflet Annual Report Open Door Magazine Cambridge Matters
10	The Council promotes the role of Councillors and lets the public know who the Councillors are, what roles they have on the Council and how to contact them.	Council website - Members.
11	The Council's consultation programme ensures that the Council proactively seeks the views of a wide range of people and engages with all sections of the community effectively. This is achieved through a mix of corporate consultation initiatives with more targeted consultation on service specific issues led by relevant departments. The Council seeks to ensure all views are actively considered when making decisions, recognising that it is not always possible to reconcile conflicting viewpoints. The Council ensures it makes feedback available to consultees on the outcomes of consultation, what has changed as a result and explaining why it has made the decisions it has.	Consultation pages on website Code of Best Practice on Consultation and Community Engagement
12	The Statement of Community Involvement sets out how South Cambridgeshire District Council and Cambridge City Council will involve communities on a wide range of planning matters throughout the planning process.	Statement of Community Involvement

13	We are committed to challenging discrimination and promoting equality of opportunity in all aspects of our work. The Council undertakes Equality Impact Assessments of all major Council decisions and takes action to implement changes required, to ensure that council services and policies consider the diverse needs of its service users and citizens. It also uses research data, or other relevant data, to inform decisions about relative deprivation in the City. Our Comprehensive Equalities and Diversity Policy sets out the Council's commitment to promoting equality and diversity, including through its role as an employer and a provider of services to the public. Our Equality Value Statement sets out the responsibility of our staff. Our Single Equality Scheme sets out how the organisation will challenge discrimination and promote equal opportunities in all aspects of its work over the next 3 years We regularly monitor our progress and each year we publish an Annual Equalities Review, which sets out what we have achieved over the past twelve months to advance our equalities and diversity work. The Council's Equalities Panel (which has staff, member and public representatives) helps the Council evaluate its success in promoting diversity and meeting a broad range of needs.	Equalities and Diversity Policy Equality Value Statement Single Equality Scheme Annual Equalities Review Equality in Employment - End of Year Workforce Report Equality in Employment Workforce Report
14	The Council enters into compacts with Tenants and the Voluntary Sector agreeing ways of working with these two stakeholder groups.	Compact documents
15	The Council sets out in its collective agreements, employment policies and procedures, and terms of reference for forums and meetings involving trade unions, and how it consults with staff and Trade Unions. The Council recognises two Trade Unions. Members meet with the Trade Unions in a Joint Staff/ Employer Forum. The Leadership Team have team meetings, town halls, and there are Joint Trade Unions Group meetings.	Joint Staff/Employer Forum Terms of Reference and Agendas/Joint Trade Unions Group Agendas and Minutes. employment policies and procedures. Trade Union Facilities Agreement

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

	Supporting Principles: • Defining Outcomes • Sustainable economic, social and environmental benefits	
	How does the Council achieve this?	**Supporting Examples**
1	The Council has a clear vision for the City and sets objectives to guide the Council's activities.	Vision
2	We review our objectives each year, through the Annual Statement agreed at the Annual Council meeting and the Corporate Plan.	Annual Statement
3	The Council actively considers the environmental impact of the Council's decisions. We are committed to reducing carbon emissions and climate change impacts, and promoting a high-quality, sustainable environment in the city. Our environment policy statement details a comprehensive range of actions that we will take to achieve these goals.	Environmental Policy Statement Environmental Assessment Tool for Council Policies Plans and Projects
4	Our Climate Change Strategy shares our vision for Cambridge to be net-zero carbon by 2030. It includes six key objectives to address the causes and consequences of climate change. Our Climate Change Strategy Action Plan explains how we plan to achieve this vision. Our Carbon Management Plan explains how we plan to reduce our own emissions to net zero. Our objectives depend partly on the government, industry and regulators making necessary changes.	Climate Change Strategy and Action Plan
5	The Council proactively contributes to key strategic partnerships, reflecting partnership objectives within its Corporate Plan where appropriate e.g., Health and Well-being, Greater Cambridge Partnership, and the Business Board of the Cambridgeshire and Peterborough Combined Authority (formally LEP). Updates on the work of key partnerships are reported through Council.	Strategic Partnerships
6	The Council owns significant property assets of a wide-ranging nature. Our Asset Management Plan sets out how the council will manage these properties efficiently and effectively so that they are fit for the purpose for which they are held, meeting requirements in terms of function, size, environmental performance, cost, financial return and location now and in the future.	Asset Management Plan General Fund 2023/24 to 2033/34

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

	Supporting Principles:
	• Determining Interventions
	• Planning Interventions
	• Optimising achievement of intended outcomes

	How does the Council achieve this?	**Supporting Examples**
1	The Council has a Medium-Term Financial Strategy to resource its aspirations and to assess and plan for any financial risks. The strategy is reviewed annually for both the General Fund and the Housing Revenue Account.	Medium Term Financial Strategy
2	The Council puts service to the public first. The annual business planning process is used to agree the priorities for the Council. The Corporate Plan expresses the strategic objectives for the Council for over the current financial year and beyond. Alongside each of the objectives are detailed the outcomes to be achieved and performance measures that provide evidence that the outcomes are being delivered. This information enables members and the services contributing to the delivery of the plan to be clear about the priorities for the Council and assists in decisions about where resources should be focussed.	Corporate Plan
3	Directors, and their Corporate Managers, prepare annual Strategic Delivery Plans indicating how they will meet objectives set in the Corporate Plan and setting out their priorities and work programmes for the year ahead.	Strategic Delivery Plans
4	The Council's overall spending plans are set out in an annual Budget Setting report for both revenue and capital expenditure. There are arrangements in place for regular budget monitoring and the reporting of significant variances to senior management.	Budget Setting and Variance Reports

5	The Council works to maximise its resources by delivering services as efficiently as possible, working in partnership with others and using other providers where these are the best options. We have a Transformation Programme 'Our Cambridge', which is committed to building a better, more efficient and sustainable council. We need to be an organisation that is fit for the future and operates within our budget. All councils across England face challenging financial situations and this programme aims to identify and help achieve the savings and income generation required to balance the Council's budget. This work includes introducing new ways of working and working more closely with local partners and other public sector organisations.	Transformation Programme
6	The Council has a duty and a power (both statutory and discretionary) to take action to enforce a wide range of statutes relating to: public health and safety, quality of life, anti-social behaviour, preservation of public and residential amenity, maintenance of the environment and protection of public funds. The Council maintains and publishes a Corporate Enforcement Policy. This is used as a guide when the Council acknowledges the need for firm action against those who flout the law and put consumers and others at risk.	Corporate Enforcement Policy
7	The Council has ~~established~~ a ~~Corporate~~ Programme Management Office with a Project Management Toolkit and Framework which~~to~~ sets out practical guidance for project managers and provide standardised templates for consistency across the Council.	Project Management Framework
8	Our Planning Enforcement Policy outlines the Councils performance standards and approach to the deployment of its statutory planning enforcement capabilities under the town and Country Planning Acts.	Planning Enforcement Policy

Principle E - Developing the Council's capacity, including the capability of its leadership and the individuals within it

	Supporting principles:
	• Developing the Council's capacity
	• Developing the capability of the entity's leadership and other individuals

	How does the Council achieve this?	**Supporting Examples**
1	The Council sets out a clear statement of the roles and responsibilities of Executive Members, other Members and Council Officers in its Constitution. The scheme of delegation within the Constitution makes clear which matters are reserved for collective decision-making by Council.	Constitution: Scheme of delegation
2	A Member/Officer protocol is used to aid effective communication between Officers and Members and to clarify their respective roles and appropriate ways of working. The Council's Chief Executive is its Head of Paid Service and is responsible and accountable to the authority for its operational management.	Member/Officer Protocol
3	When representing the Council on Outside Bodies working in partnerships the Council ensures that Members are clear about their roles and responsibilities, both individually and collectively, in relation to the partnerships and to the Council and are documented though Terms of Reference.	Partnership Terms of Reference
4	Our values provide us with a set of guiding principles, purpose and direction; to guide colleagues in what we stand for, our culture, what's important to us and how we do things Our behaviours help us to describe in actionable terms how we do our jobs; they are relevant, actionable, achievable for all job roles within the council. Our values and behaviours align with and support the transformational Our Cambridge programme which aims to modernise our council	Values and Behaviours

| 5 | The behaviour expected of employees is set out in the Council's competency framework and this is used as the basis for our performance appraisals.

The Council has up-to-date job descriptions. It sets and monitors clear objectives for Officers through the annual performance review process. It agrees appropriate remuneration for officers based on an agreed framework of national and local agreements which include job evaluation.

Our all staff engagement survey, My Voice, allows everyone to give their feedback about working for Cambridge City Council. This is followed up with annual surveys to produce an overarching action plan, plus group action plans based on the survey feedback. These insights are vital to make sure the Council is a great place to work and to improve the way we support residents and the wider community of Cambridge.The Council undertakes regular staff surveys to check the wellbeing of colleagues. | Performance review Framework

My Voice Staff Engagement SurveyStaff Survey |
|---|---|---|
| 6 | Employees joining the Council are offered an induction programme and their training and development needs are reviewed regularly through the Council's annual performance review process. | Officer Induction Programme |
| 7 | The Council offers all new Members an induction programme and the opportunity to develop, with a briefing and development programme to meet their needs. The Council also provides resources for training, attending conferences/seminars and briefings in-house for all elected Members. It keeps a register of the training received by Members and involves Members in reviewing training needs and the resources available during the year.

The Council encourages and facilitates Members to have appropriate training or briefing before performing certain roles (e.g. dealing with staff recruitment or disciplinary issues, being a member of the Planning or Licensing Committees). | Member Induction Programme |
| 8 | The Council has developed Shared Services with their partners, and this helps to build resilience and expertise across partners. | Shared Services Business Cases, service plans and performance reports |

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

Supporting Principles: • Managing Risk • Managing Performance • Robust Internal Control • Managing data • Strong public financial management		
	How does the Council achieve this?	**Supporting Examples**
1	The Council has a Risk Management Strategy, supplemented by procedures and guidance. The Strategy sets a risk appetite which considers both opportunity and risk management. It maintains strategic and operational risk registers which are reviewed regularly. The Council undertakes systematic risk assessments in all areas of Council activity, including those covered by Health and Safety legislation. The Council ensures that risk management is embedded into the culture of the authority; with managers at all levels recognising that risk management is part of their job. Risk assessment is incorporated into the Council's decision making and Members are advised of the Council's risk profile at key stages.	Risk Management Strategy, Procedures and guidance
2	The Council respects the personal data of its citizens, employees, suppliers and others the Council may communicate with. We have a Data Protection Policy in line with the principles of the Data Protection legislation. The Council has an Information Governance Board, shared across the 3C ICT Council network. It is chaired by the Senior Information Risk Officers, with support from the Data Protection Officer, to help manage Information Governance Risks and develop continuous improvement through an action plan.	Information Governance Policies and Website Privacy Notice
3	The Council respects the privacy of members of the public if it has to carry out investigations under the Regulation of Investigatory Powers Act 2000 and ensures that privacy is only interfered with when the law permits and there is clear public interest justification.	Regulation of Investigatory Powers Act 2000 – Guidance
4	The Council's Chief Financial Officer and S151 Officer is responsible to the authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control. They maintain compliance with the CIPFA Role of the S151 Officer in Local Government. Delegated powers are set out in our Constitution - Article 12: Officers functions are responsibilities.	Compliance with the CIPFA Role of the S151 Officer

5	The Council develops and maintains an effective Scrutiny process to encourage constructive challenge and enhance the Council's performance.	Terms of Reference of Scrutiny Committees
6	The Council has clear protocols about Members' access to information and officer advice to enable them to perform their roles.	Constitution: Access to Meetings and Information Procedure Rules
7	The Council has emergency and business continuity plans in place, including co-ordination and joint working arrangements with partners.	Corporate Business Continuity Plan Corporate Emergency Response Plan Team Service Continuity Plans
8	The Development Management team have developed a set of online reports that track performance in real time, accessed through an internal Wiki resource. This includes the Service ISO9001 compliant protocols and procedures for the Development Management (planning application) process along with staff guidance and "how to" guidance.	Online Performance Management Framework

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

Supporting Principles: • Implementing good practice in transparency • Implementing good practices in reporting • Assurance and effective accountability	

	How does the Council achieve this?	**Supporting Examples**
1	The Council makes sure members of the public have access to information about the workings of the Council. It makes clear what information is routinely published through its Freedom of Information Publication scheme and responds promptly to requests for information. The Council publishes on its website all responses to Freedom of Information requests and has privacy notices and information-sharing agreements to ensure GDPR compliance.	Freedom Of Information, Open Data Publication Scheme Data Protection And Transparency: Annual Report Website Privacy Notice
2	Each year the Council publishes an Annual Report and Statement of Accounts giving information on the authority's vision, strategy, performance, future plans and financial statements.	Annual Report and Statement of Accounts
3	Shared services arrangements with other local authorities or partners document their governance arrangements, which are clear, open and accountable.	Shared Services Collaboration Agreements
4	The Council maintains an independent Internal Audit function, with a risk-based audit plan, designed to test regularly that the Council's policies and processes operate in practice and that the Council complies with legislation and good practice. The Chief Audit Executive produces an opinion on the Council's internal control environment and the risk management framework to meet the requirements of the ~~Global~~ ~~Public Sector~~ Internal Audit Standards in the UK Public Sector.	Risk based Internal Audit Plan and Head of Internal Audit Opinion
5	The Chief Audit Executive opinion and the Councils assurance framework is used to inform an Annual Governance Statement.	Annual Governance Statement

| 6	The Council also agrees an annual work plan with its External Auditors to test the Council's response to major legislation and the soundness of its financial and governance processes. Recommendations arising from internal and external audit and inspection processes are used to inform future decision-making.	External Audit Plan and Annual External Audit Letter
7	The Council uses an Independent Remuneration Panel to give advice on payments to Members and considers their advice when setting the Members' Allowance Scheme. The Panel's recommendations are set out in a public report to Council. The Scheme is available to view on the Council's website and is subject to regular review.	Members' Allowances Scheme and Independent Remuneration Panel reports.
8	Full Council approves the annual pay policy statement to report relevant information, such as salary and expenses, of chief officer posts and the ratio of lowest and highest paid employees.	Pay Policy Statement
9	The Development Management Team within our Greater Cambridge Shared Planning achieved accreditation with the ISO9001 (Quality Management) for the systems within our Development Management and Compliance teams.	ISO Quality Management System - Development Management

How the Council is organised

Cambridgeshire has a county council and five district councils. Cambridge is divided into 14 wards, as shown on our city and ward boundaries map. Each ward is represented on the Council by three councillors, who are elected by the local community.

Our website has information about "How the Council Works", including information about the Council, our Leadership team and Council Structure.
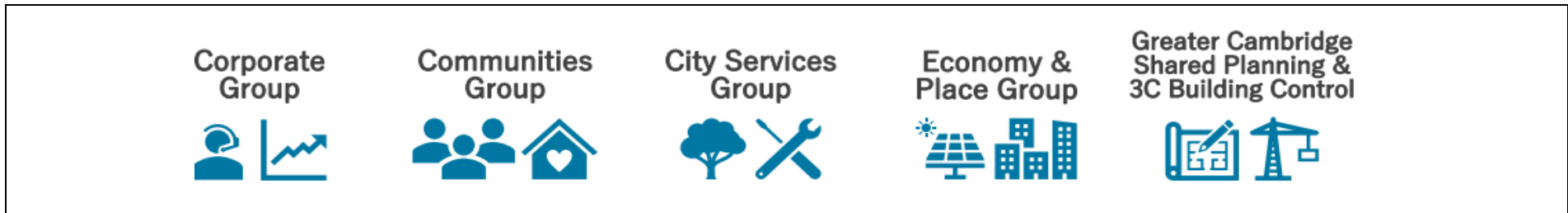
Cambridge Rich Picture

The Cambridge Rich Picture is a visual tool we have developed that represents the ambitions for the city. We created it after listening to residents, staff and partners.
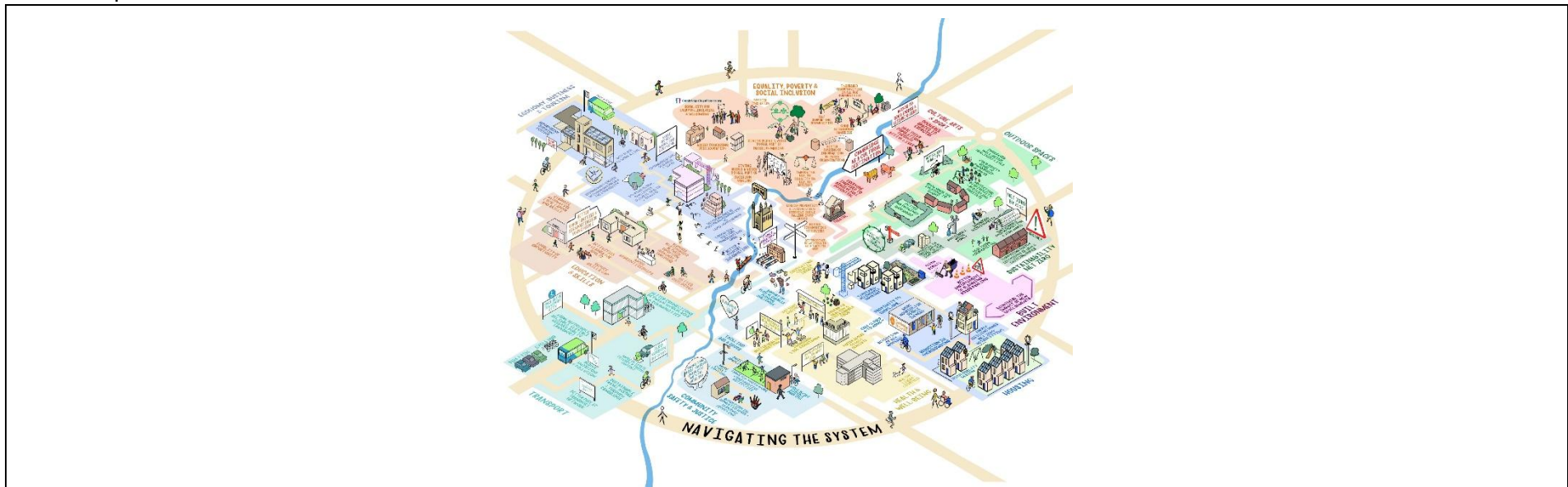
Partnerships and separate bodies

The Council works in partnerships with several bodies, ad has two significant separate bodies:

Who	Background	Governance
Investment Partnership	The Council set up an Investment Partnership with Hill Investment Partnerships in 2017. The members agreement has the following objectives: • Investment in the development of land to create successful new places that meet both the financial objectives (primarily a revenue return) and social objectives of the Cambridge City Council (particularly housing that is affordable and is needed locally), provided always that the individual sites may be developed to meet either financial or social objectives; • Improve the use of Council assets and those of other Public Sector Bodies in the Cambridge, or Cambridge wide area; • Maximise financial return through enhanced asset value, (with reference to the first bullet above), provide a return to the Investment Partners commensurate to their investment and the level of risk in respect to such investment.	Potential sites would first need to be approved by the Executive Cllr and considered at the relevant scrutiny committee. Updates on all the Cambridge Investment Partnerships current projects are provided quarterly to the Housing Scrutiny Committee. CIP has a website: https://www.ip-cambridge.co.uk/about-us/
Cambridge City Housing Company Ltd	This was established in 2016 as a wholly owned company with Cambridge City Council as the only shareholder. The objectives of the company are to provide and manage housing that is affordable for those in housing need and any other property related activity in Cambridge and neighbouring districts, whilst also generating a financial return for the Council. The Housing Company is registered with Companies House with full accounts and Director information published on the Companies House website. The Council's published annual statement of accounts includes details of the Housing Company, reporting on the Council's relationship with the Housing Company, its financial performance and the loans between the Council and Housing Company. This provides transparency of the relationship between the two organisations.	The Council receives information on the Housing Company through its Strategy & Resources Scrutiny Committee with reports and minutes from these meetings published online through the Council's website. This Committee reviews the Housing Company's business plan and the Council's published Corporate Plan sets out the objectives, activities and people involved in management and decisions with regard to the Housing Company

Monitoring and reporting

The Council will undertake an annual review of its governance arrangements to ensure continuing compliance with best practice to provide assurance that corporate governance arrangements are adequate and operating effectively in practice. Where reviews of the corporate governance arrangements have revealed gaps, actions will be planned to enhance the governance arrangements accordingly.

The Council will prepare an Annual Governance Statement which will be submitted to the Civic Affairs and Audit Committee for consideration and will form part of the Council's annual Statement of Accounts.

The Governance Statement will include:

- an acknowledgement of responsibility for ensuring there is a sound system of governance (incorporating the system of internal control) and reference to the authority's code of governance;

- a reference to and assessment of the effectiveness of key elements of the governance framework and the role of those responsible for the development and maintenance of the governance environment;

- an opinion on the level of assurance that the governance arrangements can provide and that the arrangements continue to be regarded as fit for purpose in accordance with the governance framework;

- a reference to how issues raised in the previous year's annual governance statement have been resolved; and

- a conclusion including a commitment to monitoring implementation as part of the next annual review.

In reviewing and approving the Annual Governance Statement, members will be provided with detailed information regarding the effectiveness of the governance arrangements and system of internal control and how these address the key risks faced by the Council. Those Assurances will be available from a wide range of sources, including internal and external audit, a range of external inspectorates and managers from across the Council.

The Council will continually strive to operate an assurance framework, embedded into its business processes, that maps corporate objectives to risks, controls and assurances. This framework and regular reports on its application and effectiveness will provide members with assurances to support the Annual Governance Statement and will help members to identify whether corporate objectives and significant business risks are being properly managed.

Our assurance channels

The review of effectiveness is informed from various sources (also known as the Lines of Defense):
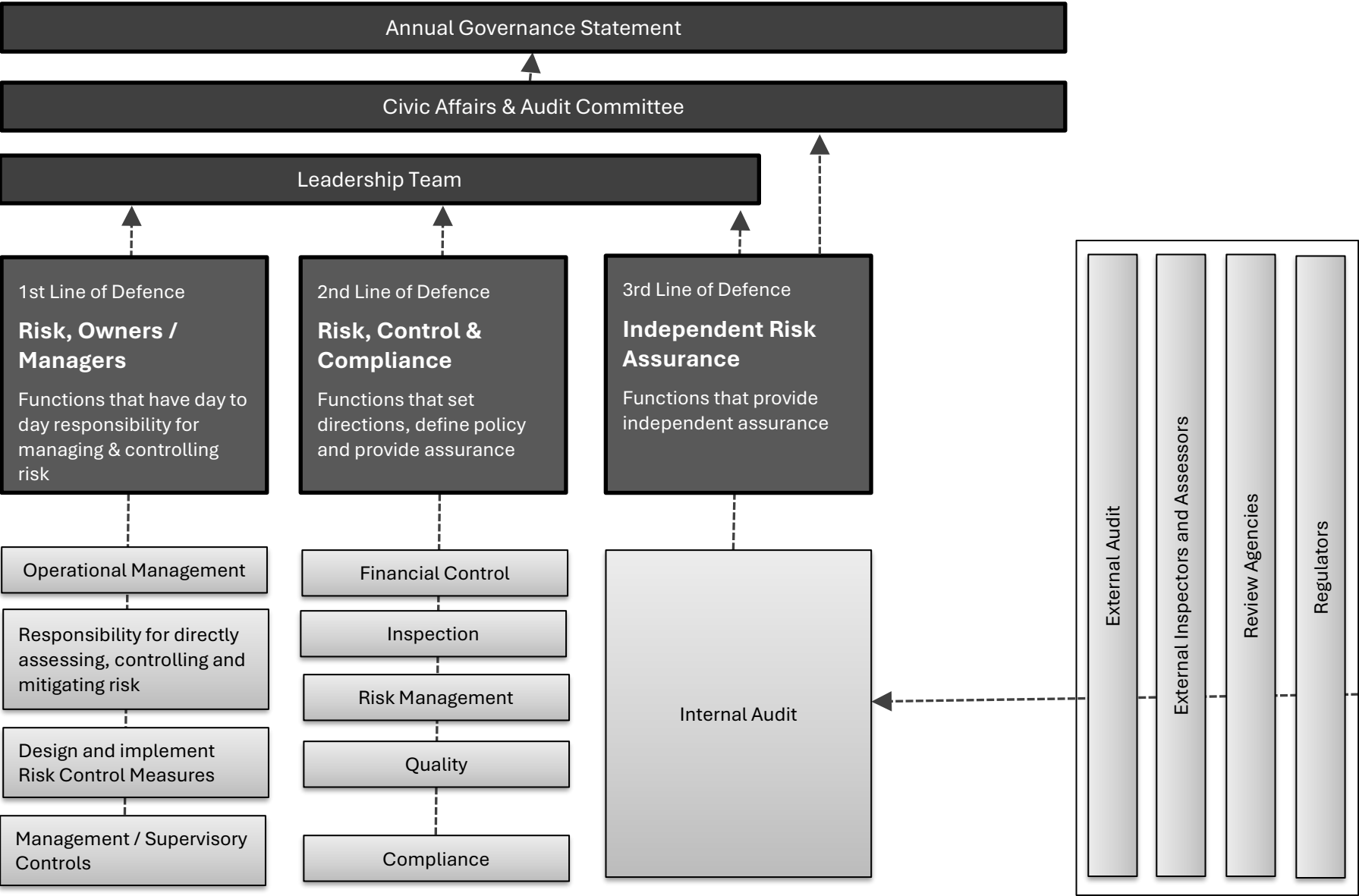
Seven principles for the conduct of individuals in public life

The governance framework is supported by the [seven Principles of Public Life](#), and apply to anyone who works as a public office-holder. This includes all those who are elected or appointed to public office, nationally and locally, and all people appointed to work in the Civil Service, local government, the police, courts and probation services, non-departmental public bodies (NDPBs), and in the health, education, social and care services. All public office-holders are both servants of the public and stewards of public resources. The principles also have application to all those in other sectors delivering public services.

Selflessness	Holders of public office should act solely in terms of the public interest.
Integrity	Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
Objectivity	Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
Accountability	Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this
Openness	Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
Honesty	Holders of public office should be truthful.
Leadership	Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

Version Control

Major recent iterations and updates are published below.

Date updated	Summary of changes
23/02/2026	Presented to Civic Affairs Committee with draft 2024/2025 AGS
12/05/2025	Presented to Civic Affairs Committee with draft 2023/2024 AGS
05/12/2024	Presented to Civic Affairs Committee with draft 2022/2023 AGS
03/11/2022	Presented to Civic Affairs Committee with draft 2021/2022 AGS