

Huntingdonshire District Council
Annual Governance Statement 2025/26

Scope of Responsibilities

Huntingdonshire District Council (the 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 provides value for money. 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. That duty has grown in importance with the reduction in resources being made available for Local Authorities as part of the Government's on-going austerity programme.

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

The Council has established governance arrangements which are consistent with the seven principles of the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE) Framework – Delivering Good Governance in Local Government. It has adopted a Local Code of Corporate Governance.

The Accounts and Audit Regulations (2015), as amended by the Accounts and Audit (Amendment) Regulations 2021, require the council to conduct a review, at least once a year, on the effectiveness of its system of internal control and include an Annual Governance Statement (AGS). It is subject to review by the Corporate Governance Committee when they consider both the draft and final Statements of Account and is approved by the Corporate Governance Committee in advance of them agreeing the Statement of Accounts.

The Council's financial management arrangements are largely consistent with the governance requirements of the Statement on the Role of the Chief Financial Officer in Local Government (2010). The principles being that the Chief Financial Officer:

- Is actively involved and able to bring influence on the Authority's financial strategy.
- Leads the whole Council in the delivery of good financial management.
- Directs a fit for purpose finance function.
- Is professionally qualified and suitably experienced.

Any issues identified as a significant governance issue and any progress made by management throughout the future financial year (2026/27) to address these issues will be reported regularly to the Corporate Governance Committee with an assessment made in reducing the risk as part of their governance role within the Council.

What is Governance?

Governance generally refers to the arrangements put in place to ensure that the intended outcomes are defined and achieved.

The Council approved a new local Code of Corporate Governance in April 2023. It is consistent with the seven principles set out in 'proper practice' for the public sector, namely 'Delivering Good Governance in Local Government: Framework' published by CIPFA/SOLACE¹.

The Council aims to achieve good standards of governance by:

1. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.
2. Ensuring openness and comprehensive stakeholder engagement.
3. Defining outcomes in terms of sustainable economic, social, and environmental benefits.
4. Determining the interventions necessary to optimise the achievement of the intended outcomes.
5. Developing its capacity, including the capability of its leadership and the individuals within it.
6. Managing risks and performance through robust internal control and strong public financial management.
7. Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

Appendix 1 demonstrates what the Council does to achieve these standards. The

overall aim of the local Code of Corporate Governance is to ensure that:

- resources are directed in accordance with agreed policy and according to priorities.
- there is sound and inclusive decision making.
- there is clear accountability for the use of those resources to achieve desired outcomes for service users and communities.

Underpinning the Code is the Council's commitment to equality of opportunity in its approach to policymaking, service delivery and employment.

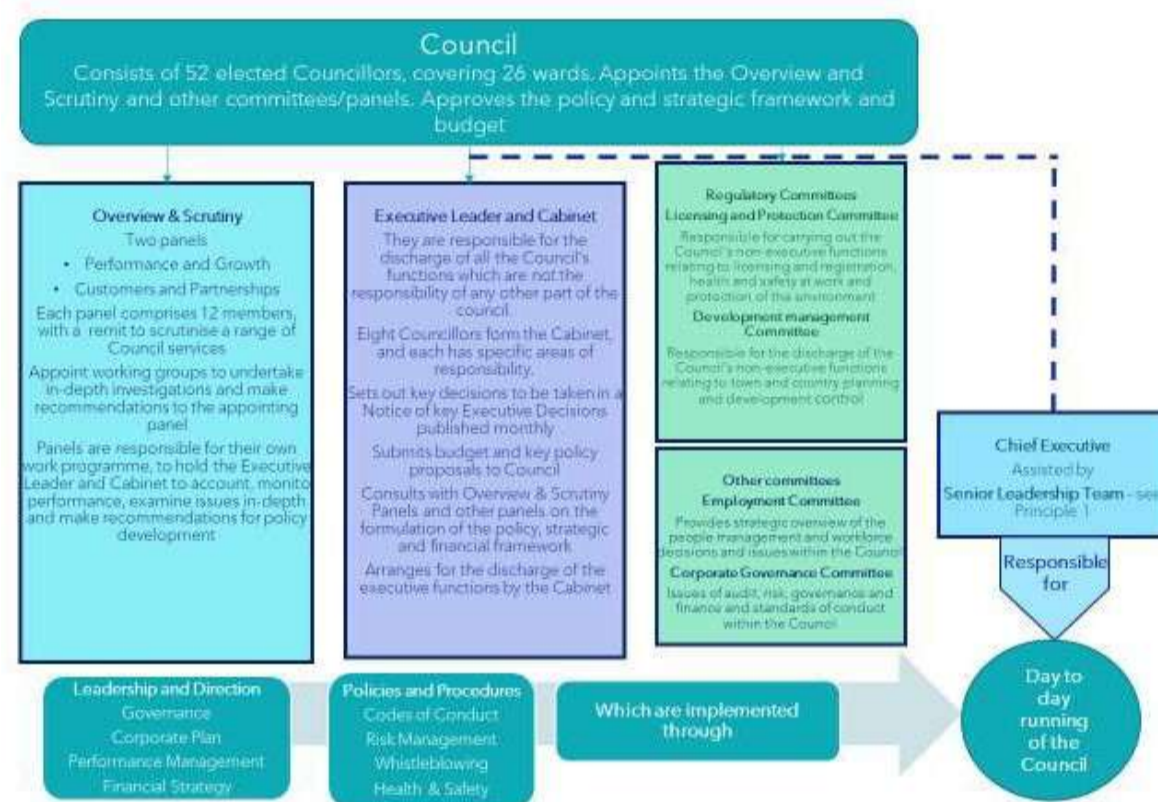
The Purpose of the Governance Framework

The governance framework comprises the systems and processes, 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 authority 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. It also enables the Council to demonstrate to the public that it has effective stewardship of the public funds it is entrusted to spend.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level consistent with the risk appetite of the Council. 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 the achievement of the Council's policies, aims and objectives, to evaluate the likelihood and potential impact of those risks being realised, and to manage them efficiently, effectively and economically.

The Council's Governance Framework

The Council's framework for Governance is set out in the Constitution, is detailed in the Local Code of Governance and can be summarised in the graphic below:



The organisation welcomed a new Risk Manager in April 2026. A draft Risk Management Strategy, originally developed by the previous postholder, has been reviewed and refined alongside the Risk Management Policy. These documents are now progressing through the formal approval process.

From later 2025 continued efforts have been made to embed risk management practices across the organisation and strengthen our risk culture. This includes the rollout of introductory risk management training for all individuals involved in the risk lifecycle, with a particular emphasis on risk owners and assignees.

The Council's strategic vision and corporate priorities are set out in the Corporate Plan 2023 - 2028. The plan is reviewed every year and taken to full Council for sign off. This is currently underway and it is expected that in July the Corporate Plan will be signed off for another year. The control environment encompasses the strategies, policies, plans, procedures, processes, structures, attitudes, and behaviours required to deliver good governance to all.

These are set out in the table below, the Governance Framework, which links areas of assurance to documented activities of process and control. Many of the key governance mechanisms remain in place and are referred to in previous statements which are available on the Council's website. The local Code of Corporate Governance, which was updated in May 2023, is also available on the website and describes in more detail the governance processes in place.

Assurance required upon	Sources of Assurance	Assurances received
<ul style="list-style-type: none"> • Delivery of Corporate Plan priorities • Services are delivered economically, efficiently & effectively • Management of risk • Financial planning and performance • Effectiveness of internal controls • Community engagement & public accountability • Shared service governance • Project management & project delivery • Procurement processes • Roles & responsibilities of Members & Officers • Standards of conduct & behaviour • Training and development of Members & Officers • Compliance with laws & regulations, internal policies & procedures 	<ul style="list-style-type: none"> • Constitution (incl. statutory officers, scheme of delegation, financial management and procurement rules) • Council, Cabinet, Committees and Panels • Corporate and service plans • Shared service joint committee • Policy framework • Risk management framework • Project management methodology • Financial Performance Monitoring Suite • Medium Term Financial Strategy • Customer Service Strategy • Consultation and Engagement Strategy • Complaints' system • Head of Paid Service, Monitoring Officer and S151 Officer • HR policies & procedures • Whistleblowing & other counter fraud arrangements • Staff and Member training • Codes of conduct • Corporate Management Team • Independent external sources • Regular monitoring of outcome measures • Monitoring of economic indicators & associated financial receipts • Effective joint working arrangements • Risk & Control Group and Board • Internal Audit • External Audit 	<ul style="list-style-type: none"> • Regular performance and financial reporting • Annual financial report • External audit reports • Internal audit reports • Officer management groups • On-going review of governance • External reviews and inspectorate reports • Customer feedback • Peer reviews • Council's democratic arrangements including scrutiny reviews and the 'audit' committee (Corporate Governance Committee) • Corporate Governance Committee annual report • Staff surveys • Community consultations • Consultants' reports • Services' reports • Risk & Control Group activity

The review of effectiveness is informed by the work of the Corporate Leadership Team, who are responsible for the development and maintenance of the governance environment, the Head of Internal Audit's annual report and comments made by the external auditors.

The Council's Local Code of Governance includes examples of how the organisation meets the principles of good governance. The Council continuously reviews how it achieves good governance; in 2023/24 this included the recruitment of two Independent Members of CGC and a review of its Terms of Reference, both of which were proposed and approved by Full Council in April 2024. Only one appointee remained as at March 2025, and they were reappointed for two more years in February 2026 by Council. Further work continues on governance, led by the Council's new Monitoring Officer who joined the Council at the end of June 2025.

The Council approved its CIPFA Code of Financial Management in December 2022. This demonstrates how the Council complies with the code to provide evidence of good financial management and also identified areas for further development. The Council remained compliant with the CIPFA code of Financial Management in 2025/26

The governance framework has been in place at the Council for the year ended 31 March 2026 and up to the date of approval of the statement of accounts.

Review of Effectiveness

The Council has a responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the Directors and Service Managers within the Council who have responsibility for the development and maintenance of the governance environment, the Annual Internal Audit Opinion, and by comments in Huntingdonshire District Council's Statement of Accounts 2024/25 made by the external auditors and other review agencies and inspectorates. During 2025/26, the work undertaken by the Internal Audit team supplemented by the engagement of RSM UK Risk Assurance Services LLP from January 2025, provided the foundation for the Annual Internal Audit Opinion.

The Council's Constitution details Directors' responsibilities for the maintenance of controls within their departments. The system of internal control is subject to regular review by Internal Audit. The work of Internal Audit, which will continue to be led by RSM throughout 2025/26, is informed by the Council's risk register, with the allocation of audit resources controlled through an annual risk-based plan, which is agreed by Corporate Governance Committee.

In addition to these arrangements the Council receives and responds to reports from other review and assurance mechanisms.

Risk Management

With regard to Risk Management, RSM conducted a review of the risk management arrangements at the Council during 2025/26. The review was advisory in nature and concluded that processes for risk identification, assessment and monitoring have significantly improved during 2025/26. A set of new management actions for improvement were agreed to further embed new processes going forward.

Looking ahead, the Council also recognises a number of emerging risks, most notably:

- The need to ensure that internal control improvements are delivered and sustained
- Ongoing embedding of strengthened risk management arrangements
- The impact of Local Government Reorganisation, which may introduce additional complexity in governance structures, decision-making and accountability arrangements

These risks will require continued focus from Members, CLT and the Corporate Governance Committee.

Governance Issues 2025/26

The Council has made significant progress in strengthening its governance framework during 2025/26, following the challenges identified in 2024/25. In particular, the appointment of RSM and the delivery of a full internal audit programme have enabled the Council to obtain a complete Head of Internal Audit Opinion for 2025/26, in compliance with the Global Internal Audit Standards.

This represents a substantial improvement from 2024/25, when a disclaimed internal audit opinion contributed to the identification by External Audit of a significant weakness in governance arrangements, specifically relating to the effectiveness of the internal audit function.

During 2025/26, the Council has taken proactive steps to address these concerns, including strengthening internal audit capacity, improving engagement with Corporate Leadership Team (CLT) and Heads of Service (HoS), and ensuring delivery of a risk-based internal audit plan.

The Annual Internal Audit Opinion for 2025/26 concludes that the Council's governance and risk management frameworks are adequate and effective, although further enhancements are required to ensure these arrangements are consistently embedded across the organisation.

The External Auditor's Annual Report for 2024/25 highlighted that, although the Council has effective arrangements for financial sustainability and value for money, there was a continued significant weakness in governance linked to internal audit effectiveness. The actions taken during 2025/26 represent a strong and positive response to this finding, with clear evidence of improved governance oversight and assurance activity. Conversation's with EY to date indicate that we are on track to receive a clean opinion for

2025/26.

Control Issues 2025/26

Notwithstanding the improvements noted above, the Internal Audit Opinion includes a qualified conclusion for 2025/26 in relation to internal control, reflecting the number and significance of partial and minimal assurance reviews across key operational and financial systems.

Areas receiving partial or minimal assurance include:

- Financial systems (including General Ledger and Creditor Payments)
- Procurement and contract management
- Capital programme governance
- Data quality and performance management
- Transformation programme governance
- Human resources (recruitment and retention)

These findings indicate that, while controls are generally in place, they are not consistently embedded or operating effectively across all areas, increasing the risk of control failure, inefficiency, or non-compliance.

Across the internal audit work completed in 2025/26, a number of common control themes have been identified:

- The need to review and update policies and procedures
- Inconsistent compliance with established processes
- Weaknesses in record keeping, documentation, and audit trails
- Gaps in management and performance information
- Limited training and awareness in key control areas
- Weaknesses in project governance, monitoring and oversight frameworks

In addition, whilst management has agreed actions to address all audit recommendations, progress in implementing these actions has been mixed, with a proportion of actions outstanding or in progress at year-end. Strengthening the pace and consistency of implementation will be prioritised in 2026/27 to ensure that control improvements are fully embedded.

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Progress on Governance Issues Identified in 2024/25

Area	Action Plan for improvement	Progress to March 2026	Carry forward Issue to 2026/27?
<p>Risk Management</p>	<p>The Risk Management (RM) process has been reinvigorated, with a revised RM Strategy being finalised and launched. Corporate risks within the Risk Register to be reviewed and updated. This will be followed by Service level risks within Risk Register being reviewed and updated.</p> <p>A new Risk & Controls Group has been established and a Risk & Controls Officer appointed to support Risk Management effort.</p>	<p>A new Risk Manager has been in post since April 2026. A draft Risk Management Strategy, originally developed by the previous postholder, has been reviewed and refined alongside the Risk Management Policy. These documents are now progressing through the internal approval process.</p> <p>Service-level risks are now subject to a structured review and update process. In 25/26, significant progress was made in relation to fraud risk. A comprehensive exercise was undertaken to identify, assess, and record fraud risks across all teams with the risk register. This process is nearing completion, with the final teams recording their risks.</p> <p>The current Risk Management Strategy (2023) remains in place, however, work is underway to develop a refreshed strategy, covering the 2026-2028 period. During 25/26, good progress was made in embracing a risk culture across the organization. Further activity is planned for 26/27 to ensure this is fully embedded across all areas. The Corporate Risk Register was refreshed in 2024, and regular updates have since been reported to CGC. While substantial progress has been made in relation to fraud risk, the next phase of work will focus on refreshing Service Risk Registers more broadly. This will ensure that all teams are consistently applying the full risk lifecycle across all risk categories, not solely fraud.</p>	<p>No</p>
<p>Cyber Security, new threats</p>	<p>Completion of all agreed previous cyber audit actions.</p> <p>The ICT service is progressing these actions, monitored by Corporate Leadership Team</p>	<p>Cyber Security is a continuing risk which the ICT service seeks to mitigate through effective controls and staff training</p> <p>Given the importance of this and being on the corporate risk register, RSM were commissioned to carry out Cyber-Essentials audit.</p> <p>All but 3 areas that were being assessed by RSM are now closed. Of the 3 that are open, the mitigation actions have been completed, and we are in the process of providing evidence of this.</p>	<p>No</p>

Policies	A review and inventory of all policies and strategies has been undertaken. Further work is planned to ensure the policies are fit for purpose and accessible.	There is an ongoing, active process of reviewing all Council policies. Some are already complete, with others started or planned to start in 2026/27,	No
Wider economic environment	<p>The Council's financial robustness is closely linked with the success of the overall local economy, driven in large part to a prosperous commercial sector.</p> <p>External economic factors do directly impact on the Council's financial plans and forecasts for new homes bonus, council tax and business rates incomes, and the level of demand for our services. We take our role on supporting the conditions for stable growth very seriously.</p>	<p>We actively mitigate this risk through a combination of robust financial planning, and proactive monitoring of the economic environment and external conditions. Medium-term financial planning (MTFP) includes financial modelling and sensitivity analysis for key income streams such as business rates, council tax, and grants. This helps us to understand the potential impact of economic downturns and build appropriate contingencies and reserves to absorb volatility.</p> <p>There is also a focus on our fees and charges policy, which aims to reduce reliance on any single economic driver. This includes ensuring that budget assumptions are prudent and evidence based. Maintaining adequate levels of general balances and earmarked reserves is also critical to provide a buffer against unexpected economic shocks.</p> <p>We support business growth, local investment, and housing delivery (through planning, regeneration and partnerships), as part of our work to sustain and grow our tax base over the longer term. Working with local businesses and regional bodies helps us to anticipate emerging risks and opportunities.</p> <p>Regular in-year monitoring and reporting of income streams and demand-led services allows the Council to respond quickly to changes in economic conditions. This might include implementing corrective actions such as spending controls, revising forecasts, or adjusting delivery plans to ensure the Council remains financially resilient.</p>	No

New Issues Identified in 2025/26

Area	Action Plan for improvement	Progress to March 2026	Carry forward Issue to 2026/27?
Human Resources – Recruitment and Retention	<p>Implement a retention policy.</p> <p>Ensure contracts of new starters are signed and dated.</p> <p>Collate and report on recruitment KPIs.</p> <p>Update the Recruitment and Selection Policy.</p> <p>Ensure that Interview assessment forms and shortlisting matrixes are completed and retained.</p>	<p>Agreed with CLT that this is not required as the Workforce Strategy Action plan has superseded this.</p> <p>Complete – Doucsign was introduced in May 2026 and is used for all contracts for new staff and internal movers.</p> <p>Agreed with CLT this is not required as there are no concerns regarding recruitment.</p> <p>Complete and endorsed at Employment Committee</p> <p>Complete</p>	No
Capital Expenditure	<p>Develop a new control framework including a new bid form that will robustly and strategically review and evaluate capital bids.</p> <p>Ensure that all capital expenditure has followed the correct approval process.</p>	<p>Steps are in place to develop a new control framework which will include a new bid form and a written formal approval process. This will be implemented during 2026/27 as part of the budget setting process.</p>	Yes
Data Quality and Performance	<p>The creation of a Data Quality Framework.</p> <p>Improve the Performance Management Framework including; clearly outline the annual target setting process, clarity on document ownership and review cycles, review and update the Terms of Reference (ToR).</p>		Yes
Contract Management	<p>Formal training sessions to be held in response to the requirements of the Procurement Act 2023 which came into force in February 2025.</p> <p>Active renewal of expired contracts and updating of the contract register. Visibility of the contract register to budget holders to enable direct updates.</p>	<p>Training was delivered in spring 2025 to contract managers that outlined the needs required as part of the Procurement Act 2023.</p> <p>All contracts valued above £50k going forward from September 2025 are now being stored on the councils finance system (TechOne) and this triggers automated notifications to contract managers at specific intervals during the contract for contract meetings, review dates as well as contract expiry notifications.</p> <p>More work is being planned to role out further contract management training in 26/27.</p>	No
Procurement	<p>Update the Code of Procurement in line with the Procurement Act 2023 which came into effect in February 2025.</p> <p>Ensure consistency in following the waiver process.</p>	<p>The Code of Procurement has been re-drafted and is currently going through the governance/approval process to be implemented by Autumn 2026.</p> <p>The waiver process will align to the new Code.</p>	No
General Ledger	<p>Strengthen governance, particularly in relation to the absence of formal policies</p>	<p>A new governance and approval process will be developed during 2026/27 which will address the</p>	Yes

	<p>governing journal processing and amendments to the chart of accounts.</p> <p>Review version control, sample checks and segregation of duties.</p> <p>Incorporate payroll reconciliation into the month end check list.</p> <p>Strengthen system and assurance controls.</p> <p>Update the Financial Regulations.</p> <p>Month end checklist to be reviewed by HoF.</p>	concerns raised by RSM.	
Transformation	<p>Strengthen control design such as standardised project management processes and the creation of a project management system to aid in the PMO's oversight and Project Managers management of projects.</p> <p>Introduce a live dashboard into the project monitoring framework to aid real-time visibility of project status, progress and risks.</p> <p>Improve compliance with expected project documentation standards.</p>		Yes

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Opinion

After conducting a review of the governance arrangements across the Council and overall compliance with the Council's Code of Corporate Governance, it is noted that there is a disclaimed Internal Audit opinion for 2024/25 however there is a very clear plan of work that Internal Audit (through RSM) will carry out in to ensure that there is assurance can be obtained.

We are also satisfied that this statement allows the Council to meet the requirements of the Accounts & Audit (England) Regulations 2015, to prepare an AGS to accompany the 2025/26 Statement of Accounts.

Certification

As Leader and Chief Executive, we have been advised on the implications of the results of the review of effectiveness of the Council's governance framework, by the Corporate Governance (Audit) Committee and Cabinet.

Our overall assessment is that the AGS is a balanced reflection of the governance environment and that an adequate framework exists within Huntingdonshire District Council to ensure effective internal control is maintained. We are also satisfied that there are appropriate plans in place to address any significant governance issues and will monitor their implementation and operations as part of our next annual review.

Signed on behalf of Huntingdonshire District Council

Sarah Conboy
Executive Leader
18 June 2026

Michelle Sacks
Chief Executive
18 June 2026

Demonstrating the Principles

Principles	Council Arrangements	Supporting Examples
<p>Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law</p>	Code of Conduct for Members based upon the LGA Model Councilor Code of Conduct 2020.	See Part 5, Codes and Protocol, of the Constitution
	The seven Principles of Public Life apply to all public sector employees and members.	See Part 5, Codes and Protocol, of the Constitution
	Acceptance of code by Councilors	Signed declaration of Acceptance of Office
	Declaration of Interests, rules for declaration. Confirmation of no declarable interests at the start of each Committee meeting	Register of Interests Committee meeting notes
	Gifts & Hospitality, rules for declaration	Register of Gifts & Hospitality
	Code of Conduct Complaints Process	Annual Complaints report
	Employee Code of Conduct	Annual confirmation of the code
	Defined delegation of responsibilities to Officers	See Part 3 of the Constitution
	Appointment of Monitoring Officer to validate the Council is operating in a lawful manner	See Article 12 of the Constitution
	Whistleblowing policy to allow the reporting and investigation of breaches of Conduct or Council Policy	Whistleblowing Policy July 2024
	CIPFA Code of Financial Management	Annual review of compliance with code. Finance Regulations
	Procurement Governance Framework	Code of Procurement Contract Regulations
	The Council has adopted a series of policies that apply equally to the roles of the member and employee which includes a dignity at work policy and corporate equality policy	Constitution Regular review of policies
	Promoting an ethical culture	Council's icare values
Creation of an Assurance Board to seek assurance the Council's governance arrangements are effective and give the comfort required.	Assurance board agendas and meeting notes.	

Principles	Council Arrangements	Supporting Examples
Principle B: Ensuring openness and comprehensive stakeholder engagement	Details of Council's priority outcomes are included in the Corporate Plan	Agreed through Council and published on website
	Details of the Council's activities and achievements are included in the Annual Report	See Council meeting agendas on HDC website
	Details of the governance activities, changes and challenges are included in the Annual Governance Statement	See HDC website – Council & Democracy/Council Open data and Information/Our Policies & Procedures
	All meeting agendas, content and key decision requirements are published in advance.	See HDC website - Council & Democracy/View Upcoming Committee Meetings
	The calendar of upcoming meetings is publicly available.	See HDC website - Council & Democracy/View Upcoming Committee Meetings
	All committee meetings are streamed and can be viewed by the public (except for limited exceptions)	Streaming links available on the website
	Formal External Engagement and Communications Strategy	Reporting of Engagement and Communication activities and outcomes
	Formal Internal Engagement and Communications Strategy	Evidence of internal activities
	The Council promotes the formation of an Employee Representative Group for engagement regarding employee matter	Monthly meeting agendas and notes
	Data required by the Local Government Transparency code is published on the Council's website, and the Council has adopted a Publication Scheme setting out which information is published without requiring a Freedom of Information request.	See HDC website - Council & Democracy/Council Open Data and Information/Freedom of Information

Principles	Council Arrangements	Supporting Examples
<p>Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits</p>	<p>Details of Council's priority outcomes are included in the Corporate Plan</p>	<p>Agreed through Council and published on website</p>
	<p>A Medium Term Financial Strategy (MTFS) is prepared on an annual basis to demonstrate to the affordability of plans and expected outcomes</p>	<p>Agreed through Council and published on website</p>
	<p>Service plans are prepared on an annual basis, demonstrating links to the Council's Corporate plan and delivery of key services, and performance indicators to measure their effectiveness.</p>	<p>Annual service plans</p>
	<p>A Treasury strategy is produced on an annual basis, demonstrating compliance with the Prudential code and effective use of the Council's resources</p>	<p>Treasury Strategy presented to Council and available on the website</p>
	<p>A Commercial Investment Strategy (CIS) is in place to reduce the Council's reliance on central government funding</p>	<p>CIS approved by Council and available on the website</p>
	<p>Budget and operational performance monitoring reports are generated on a monthly basis to show achievement against published plans</p>	<p>Reports presented at monthly Corporate SLT meetings</p>
	<p>Risk registers are maintained at Service and Corporate levels to identify potential/known threats to the organisation or service, and mitigating actions put in place to reduce these.</p>	<p>Risk registers maintained within the 4Risk system, and Corporate Risk Register reported on the website.</p>
	<p>A Climate Strategy policy is being produced to define the Council's approach to minimising its environmental impact and operating in a more sustainable manner.</p>	<p>Climate Strategy 2023</p>
	<p>The Council has commenced a review of its Local Plan, considering the needs of the district over the longer term and the plans that need to be put in place to deliver the necessary infrastructure to support this.</p>	<p>Public consultation and preparation of plans</p>
	<p>The Council has an Economic Development team to attract new businesses and investment to the district. It also hosts the "Invest in Huntingdonshire", further promoting the benefits of the district.</p>	
<p>Working alongside other local government organisations, major regeneration projects are being developed the district creating sustainable social, economic and environmental benefits.</p>	<p>External funding receipts</p>	

Principles	Council Arrangements	Supporting Examples
<p>Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes</p>	<p>The Corporate plan is prepared in conjunction with the MTFs to ensure delivery plans are affordable and achievable within the funding available.</p>	<p>Plans are published on the Council's website and as part of meeting agendas</p>
	<p>Budget and operational performance monitoring reports are generated on a monthly basis to show achievement against published plans and identify where corrective actions may be needed.</p>	<p>Reports presented at monthly Corporate SLT meetings</p>
	<p>Risk registers are maintained at Service and Corporate levels to identify potential/known threats to the organisation or service, and mitigating actions put in place to reduce these.</p>	<p>Risk registers maintained within the 4Risk system, and Corporate Risk Register reported on the website.</p>
	<p>Programme boards are put in place for major activities, to monitor progress and ensure delivery plans will achieve the intended outcome.</p>	<p>Agendas and meeting notes from board meetings</p>
	<p>Significant projects are monitored through the Major Change board, with actions raised to mitigate risks of non-performance.</p>	<p>Agendas and meeting notes from board meetings</p>
	<p>The Overview and Scrutiny panels review progress on Council deliverables and are able to challenge decisions if they are not content with what is being achieved.</p>	<p>Agendas and meeting notes from committee meetings</p>
	<p>Internal Audit review of services and reporting developed through a risk based strategy, with remedial action plans recommended.</p>	<p>Internal Audit plan and strategy. 2022/23 to 2027/28.</p>

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Principles	Council Arrangements	Supporting Examples
<p>Principle E: Developing the Council's capacity, including the capability of its leadership and the individuals within it</p>	<p>Review of the Council's assets and resources on a regular basis to ensure these remain fit for purpose and are being utilised effectively.</p>	<p>Asset inspections, proactive maintenance records</p>
	<p>Clear rules for delegation of authorities enabling decisions to be taken at the appropriate level and by individuals with the necessary knowledge.</p>	<p>The Constitution</p>
	<p>Definition of roles and responsibilities for Councilors and Offices</p>	<p>The Constitution</p>
	<p>Self assessment of skills for Committee members, with training plans for covering any deficits.</p>	<p>Skills self assessment records</p>
	<p>Use of operational and budget monitoring reports including, where effective, bench marking data so that performance trends can be noted and acted upon.</p>	<p>Reports generated and presented to Corporate SLT/committee.</p>
	<p>Developing shared services with neighboring District Councils, allowing sharing of best practices and driving financial efficiencies.</p>	<p>Shared services for ICT, Legal and Building Control.</p>
	<p>Developing the capability of staff and improving their skills through training and online coaching tools.</p>	<p>Learning and Development team</p>
	<p>Encourage transformation work to improve service delivery or the effectiveness of the Council through the "New Ideas" process and the availability of funding.</p>	<p>New Ideas process and achievements</p>
	<p>Availability of Project Management skills and decision making to lead on work to improve the Council's capacity</p>	<p>Output of the Major Change Board</p>

Principles	Council Arrangements	Supporting Examples
Principle F: Managing risks and performance through robust internal control and strong public financial management	Development of a Risk Management strategy, including indications of acceptable risk appetites.	Risk Management strategy and Corporate Risk Register
	The Council is a member of the Cambridge & Peterborough Resilience Forum, sharing knowledge and resources on Emergency Planning.	Regular reviews of Emergency Response plans and actions, testing of these and communication of updates.
	Business Continuity plans in case of disruption to services	Review and update of Business Continuity plans.
	Regular review and update of risk registers, including risk scoring and mitigating actions.	Risk registers maintained on 4Risk system
	Quarterly review and update of the Corporate risk register and mitigating actions	Risk register reviewed at Corporate SLT and reported on intranet
	Annual external audit of the Council's financials, including a review of value for money achieved.	Annual audit report to Council
	MTFS produced on an annual basis and presented to Council	See HDC website - Council & Democracy/Meetings/Council
	Quarterly Financial reporting against the approved budget presented to Council	See HDC website - Council & Democracy/Meetings/Council
	Reporting of Treasury Prudential measures to Council	See HDC website - Council & Democracy/Meetings/Council
	Use of operational and budget monitoring reports including, where effective, bench marking data so that performance trends can be noted and acted upon.	Reports generated and presented to Corporate SLT/committee.
	CIPFA Code of Financial Management implemented and maintained	Annual update of code
	Code of Procurement published	Constitution
	Internal Audit review of services and reporting developed through a risk based strategy with remedial action plans recommended	Internal Audit plan

Principles	Council Arrangements	Supporting Examples
<p>Principle G: Implementing good practices in transparency, reporting and audit to delivery effective accountability</p>	<p>Writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate.</p>	<p>Report templates and guidance</p>
	<p>Data required by the Local Government Transparency code is published on the Council's website, and the Council has adoption a Publication Scheme setting out which information is published without requiring a Freedom of Information request.</p>	<p>See HDC website - Council & Democracy/Council Open Data and Information/Freedom of Information</p>
	<p>Internal Audit review of services and reporting developed through a risk based strategy with remedial action plans recommended</p>	<p>Internal Audit plan</p>
	<p>All meeting agendas, content and key decision requirements are published in advance.</p>	<p>See HDC website - Council & Democracy/Meetings</p>
	<p>The calendar of upcoming meetings is publicly available.</p>	<p>See HDC website - Council & Democracy/Meetings</p>
	<p>All committee meetings are streamed and can be viewed by the public (except for limited exceptions)</p>	<p>Streaming links available on the website</p>
	<p>Formal External Engagement and Communications Strategy</p>	<p>Reporting of Engagement and Communication activities and outcomes</p>
	<p>All meeting agendas, content and key decision requirements are published in advance.</p>	<p>See HDC website - Council & Democracy/Meetings</p>
	<p>The calendar of upcoming meetings is publicly available.</p>	<p>See HDC website - Council & Democracy/Meetings</p>

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