



# **Norwich City Council**

## **Code of Corporate**

### **Governance**

### **July 2026**

## **What is corporate governance?**

Corporate governance are the arrangements we put in place to ensure we deliver the things we say we will do. It makes sure we do the right things, in the right ways, in a manner that is open and transparent. It ensures that we remain accountable for the things we do, and people can trust in our integrity. Good corporate governance helps organisations achieve high standards and the Council's financial and non-financial resources are targeted where they are most needed.

## **What does good governance mean to us?**

At Norwich City Council, one of our core aims is to ensure we are in a good place to serve the People of Norwich. To do this we will:

- Ensure the Council is on a sustainable financial footing and deliver services effectively and efficiently
- Work flexibly to serve the city better.
- Improve the way that residents can access services by embracing new technology and making it easier to do things online, while providing alternatives for those unable to do so
- Be open and transparent, with accessible data and decisions which are subject to public scrutiny
- Value, respect and listen to our employees. Ensure our workforce reflects our communities
- Preserve and strengthen confidence in the Council's governance framework, providing the foundations for a high performing Council that is compliant with its statutory obligations

## **What is the purpose of this Code of Corporate Governance?**

This Code of Corporate Governance is based upon the best practice document produced by CIPFA and SOLACE, *delivering good governance in local government*. It provides a framework for those practices authorities should have in place to ensure sound decisions are made and services are operating effectively. The CIPFA framework is based on 7 principles, which are reflected in our Code below.

As well as providing a framework through which the Council can benchmark its activities, the Code provides the opportunity to reflect and understand where our arrangements can be strengthened. Governance is a continuous learning journey; there will always be opportunities to learn, develop and improve.

The Code in turn provides a framework for our Annual Governance Statement, which reflects the work we have done in the past year to strengthen our governance arrangements, as well as areas we have recognised for further development.

## **How does this Code relate to the Council's companies and Joint Ventures?**

The Code of Practice sets the framework for the Council to seek assurance over its operations, including its wholly owned companies, subsidiary companies and Joint Ventures.

As independent bodies, the Council's companies and Joint Ventures have their own governance arrangements in place.

Between them, the Council and its companies and Joint Ventures are responsible for ensuring that:

- a) Conflicts of interest between the Council and its companies/joint ventures are identified and managed appropriately;
- b) There is clarity in regard to the responsibilities of the Council and its companies/joint ventures;
- c) Public funds provided to the companies/joint ventures by the council are subject to appropriate controls and probity;
- d) Responsibilities of the Council, discharged by the companies/joint ventures, are done so legally and safely
- e) There are appropriate mechanisms to evaluate the performance of the companies/joint ventures in delivering services entrusted to it.
- f) The Council's constitution will be updated to make provision for effective governance and management of any companies/joint ventures in which it has an interest. The update will provide comprehensive oversight of governance guidelines for all subsidiaries and explicitly reference where these policies can be found.

## **What makes up the Code of Corporate Governance**

The Code of Corporate Governance is made up of two elements:

- a) The Code itself, which evaluates the Council's corporate governance arrangements against the CIPFA Code of Practice and identifies areas for development
- b) The Council's governance framework, which draws together and maps the boards, policies and practices the Council has in place to deliver corporate governance

The Code of Corporate Governance shall be subject to an annual review process alongside the Council's Annual Governance Statement.

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

| Sub Principles                                       | Demonstrating good governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | How the Council complies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Areas for development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| Behaving with integrity                              | <ul style="list-style-type: none"> <li>Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation</li> <li>Ensuring members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles)</li> <li>Leading by example and using these standard operating principles or values as a framework for decision making and other actions</li> <li>Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively</li> </ul> | <ul style="list-style-type: none"> <li>The Council's constitution sets out the rules that the Council, its staff and Councillors follow</li> <li>The constitution includes codes of conduct for both Councillors and staff</li> <li>The Council has adopted procedures for dealing with conduct issues raised in relation to Councillors and there are similarly procedures in relation to issues raised relating to staff.</li> <li>The Council's Standards Committee meets regularly where Code of Conduct issues are reviewed</li> <li>The Council has reviewed its whistleblowing, anti-fraud and anti-money laundering policies.</li> <li>The Council has a register of key policy documents which identifies when these require review.</li> <li>Training is carried out for new and existing councillors on the Code of Conduct and other ethical matters.</li> </ul> | <ul style="list-style-type: none"> <li>The proposals for local government reorganisation across Norfolk continue to develop. The Council is maintaining a programme of support for councillors and employees to manage transition arrangements and ensure continuity of governance and service delivery.</li> <li>The Council will continue to monitor and implement emerging legislation, including: <ul style="list-style-type: none"> <li>The Procurement Act 2023 (in force from February 2025), ensuring compliance with new procurement procedures, transparency requirements and contract management obligations.</li> <li>The Levelling Up and Regeneration Act 2023, particularly in relation to planning reform, infrastructure levy provisions and updated plan-making requirements.</li> <li>Developments relating to standards and ethical governance, including any updates to the local government ethical framework.</li> <li>The evolving position on</li> </ul> </li> </ul> |
| Demonstrating strong commitment to democratic values | <ul style="list-style-type: none"> <li>Seeking to establish, monitor and maintain the organisation's ethical standards and performance</li> <li>Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation</li> <li>Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>The Council provides ongoing training to Councillors and staff on a wide range of ethical matters</li> <li>Contract Standing Orders have been reviewed and will be monitored to</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

| Sub Principles             | Demonstrating good governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | How the Council complies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Areas for development                                                                                                                                                                                                                                                                                                                                                    |
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|                            | <ul style="list-style-type: none"> <li>Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with high ethical standards expected by the organisation</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>ensure that robust procurement and contract management processes are in place.</p> <ul style="list-style-type: none"> <li>Through the Scheme of Delegation officers will actively recognise the limits of lawful activity placed on them but also strive to utilise their powers to the full benefit of their communities.</li> <li>Officers will observe all specific legislative requirements placed upon the Council as well as the requirements of general law, and in particular integrate the key principles of administrative law – rationality, legality and natural justice into the procedures and decision making.</li> <li>Committee forward plans, agendas, reports (including implications from specialist advice as part of a Pre-Committee Approvals and Sign-off Sheet process, decisions taken and declaration of interests) are posted on the Council's website in a timely fashion.</li> <li>The Council has a comprehensive Equalities and Diversity Policy, which sets out the Councils' commitment to promoting equality and diversity, including through its role as an employer and a provider of services to the public.</li> <li>We have put in place effective systems to protect the rights of staff. We ensure that policies for whistleblowing which are accessible</li> </ul> | <p>remote and hybrid meetings, noting ongoing national consideration but no permanent statutory change to date.</p> <ul style="list-style-type: none"> <li>The Council will continue to review its Constitution, Scheme of Delegation and governance arrangements to ensure they remain fit for purpose in a changing legislative and organisational context.</li> </ul> |
| Respecting the rule of law | <ul style="list-style-type: none"> <li>Ensuring members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations</li> <li>Creating the conditions to ensure that the statutory officers, other key post holders and members are able to fulfil their responsibilities in accordance with legislative and regulatory requirements</li> <li>Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders</li> <li>Dealing with breaches of legal and regulatory provisions effectively</li> <li>Ensuring corruption and misuse of power are dealt with effectively</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                          |

| Sub Principles | Demonstrating good governance | How the Council complies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Areas for development |
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|                |                               | <p>to staff and those contracting with the Councils, and arrangements for the support of whistle-blowers, are in place.</p> <ul style="list-style-type: none"> <li>Established systems are in place for reporting compliments, comments and complaints, which help us improve service delivery and relationships to our customers.</li> <li>We will publish an Annual Governance Statement, signed by the Chief Executive and Leader of the Council to confirm that we are satisfied that we have effective governance arrangements in place.</li> </ul> |                       |

## Principle B - Ensuring openness and comprehensive stakeholder engagement

| Sub Principles | Demonstrating good governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | How the Council complies                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Areas for development                                                                                                                                                                                                                                          |
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| Openness       | <ul style="list-style-type: none"> <li>Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness</li> <li>Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided</li> <li>Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring</li> </ul> | <ul style="list-style-type: none"> <li>Records of Council meetings including decisions made, as well as decisions made by officers, are available on the Council's website</li> <li>The Council undertakes an open budget consultation, ensuring that all potentially interested parties have the opportunity to provide their views</li> <li>The Council uses a range of platforms to inform and engage with citizens including the quarterly Citizen magazine, website and social media</li> </ul> | <ul style="list-style-type: none"> <li>The Council is implementing enhanced transparency requirements under the Procurement Act 2023, including publication of notices across the commercial lifecycle and improved access to contract information.</li> </ul> |

| Sub Principles                                                                     | Demonstrating good governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | How the Council complies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Areas for development |
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|                                                                                    | <p>that the impact and consequences of those decisions are clear</p> <ul style="list-style-type: none"> <li>Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>The Council has developed the Get Talking Norwich platform to aid citizen participation in consultations, provide a platform for updates and seek feedback from users.</li> <li>The Council maintains a database of users who wish to be engaged in consultations on specific topics</li> <li>In relation to local planning, the Council participates in the Greater Norwich Growth Board, which supports the delivery of local planning in the Greater Norwich area through engagement with key public sector partners and the Local Enterprise Partnership. The Statement of Community Involvement explains how the Council will engage with the community in its future planning for the area.</li> <li>The Council encourages democratic engagement in its committees and decision-making meetings, and has livestreaming to support further engagement</li> <li>The Council has complaints policies in place that are consistent with relevant ombudsman frameworks</li> <li>The Council has a Freedom of Information procedure in place and seeks to publish information openly on its website wherever possible and practicable to do so.</li> <li>We will deliver effective scrutiny of the Council's business as appropriate and produce an annual report on the activities of the scrutiny function.</li> </ul> |                       |
| Engaging comprehensively with institutional stakeholders                           | <ul style="list-style-type: none"> <li>Effectively engaging with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably</li> <li>Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively</li> <li>Ensuring that partnerships are based on: - trust - a shared commitment to change - a culture that promotes and accepts challenge among partners - and that the added value of partnership working is explicit</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                       |
| Engaging stakeholders effectively, including individual citizens and service users | <ul style="list-style-type: none"> <li>Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes</li> <li>Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement</li> <li>Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of</li> </ul>           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                       |

| Sub Principles | Demonstrating good governance                                                                                                                                                                                                                                                                                                                                                                                                                         | How the Council complies                                                                                                                                                                                                                                                                                                                                                                                | Areas for development |
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|                | <p>different backgrounds including reference to future needs</p> <ul style="list-style-type: none"> <li>Implementing effective feedback mechanisms in order to demonstrate how their views have been taken into account</li> <li>Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity</li> <li>Taking account of the interests of future generations of tax payers and service users</li> </ul> | <ul style="list-style-type: none"> <li>We will ensure that the Council as a whole is open and accessible to the community, service users and staff and we are committed to openness and transparency in all dealings. We will attempt to publish all committee agenda items under “part 1” unless there is the need to preserve confidentiality where it is proper and appropriate to do so.</li> </ul> |                       |

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

| Sub Principles    | Demonstrating good governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | How the Council complies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Areas for development                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| Defining outcomes | <ul style="list-style-type: none"> <li>Having a clear vision which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provides the basis for the organisation's overall strategy, planning and other decisions</li> <li>Specifying the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer</li> <li>Delivering defined outcomes on a sustainable basis within the resources that will be available</li> <li>Identifying and managing risks to the achievement of outcomes</li> <li>Managing service users expectations effectively with regard to determining priorities and making the best use of the resources available</li> </ul> | <ul style="list-style-type: none"> <li>The Council has an agreed corporate plan which sets out its vision for the City and includes clear actions and performance indicators for how its vision will be delivered</li> <li>The Council has a range of agreed strategies and policies that support delivery of the corporate plan Economic Strategy and Environmental Strategy</li> <li>The Council's quarterly assurance reports detail how the Council is performing against its financial and non-financial targets, including an assessment of its risks to achieving outcomes</li> <li>The Council's Medium Term Financial Strategy is subject to regular review and consideration to</li> </ul> | <p>The Council is aligning its planning framework and corporate priorities with the Levelling Up and Regeneration Act 2023, including updated approaches to local plans, environmental outcomes and infrastructure delivery.</p> <ul style="list-style-type: none"> <li>Housing strategies and compliance frameworks reflect strengthened tenant safety and regulatory expectations under the Social Housing (Regulation) Act 2023, including proactive consumer standards.</li> </ul> |

| Sub Principles                                          | Demonstrating good governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | How the Council complies                                                                                                                                                                                                                                                                                                                                                        | Areas for development |
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| Sustainable economic, social and environmental benefits | <ul style="list-style-type: none"> <li>Considering and balancing the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision</li> <li>Taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation's intended outcomes and short-term factors such as the political cycle or financial constraints</li> <li>Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs</li> <li>Ensuring fair access to services, taking full account of the access needs of disabled and vulnerable people</li> </ul> | <p>understand the Council's future resources</p> <ul style="list-style-type: none"> <li>The Council has established processes for undertaking and considering the outcomes of equality impacts when making decisions and receives an annual equality statement to evaluate its impact in improving equality</li> <li>The Council has an agreed biodiversity strategy</li> </ul> |                       |

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

| Sub Principles            | Demonstrating good governance                                                                                                                                                                                                                                                                                                                                                                                                                                 | How the Council complies                                                                                                                                                                                                                                                                                                                                               | Areas for development                                                                                                                                                                                                                                                                                    |
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| Determining Interventions | <ul style="list-style-type: none"> <li>Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore ensuring best value is achieved however services are provided</li> <li>Considering feedback from citizens and service users when making decisions about service improvements or where services</li> </ul> | <ul style="list-style-type: none"> <li>Decisions are subject to a robust review process prior to determination in line with the Council's scheme of delegation</li> <li>The Council uses set templates for report writing and decision making, which require authors to consider a range of factors including financial, legal, social and equality impacts</li> </ul> | <ul style="list-style-type: none"> <li>The Council continues to strengthen compliance with housing standards in line with the Social Housing (Regulation) Act 2023, including enhanced data assurance, tenant engagement and performance monitoring to meet consumer regulation requirements.</li> </ul> |

| Sub Principles         | Demonstrating good governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | How the Council complies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Areas for development                                                                                                                                                                                                                                                |
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|                        | are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>when making decisions and feedback from consultation undertaken.</p> <ul style="list-style-type: none"> <li>The Council has agreed corporate timetables for the reporting of performance and establishing the budget. These are widely communicated to staff</li> <li>The Future Shape Norwich Transformation Programme provides a robust platform for the appraisal of new significant projects and programmes and monitoring their delivery</li> <li>The corporate plan is used to inform Directorate Planning, with each directorate having its own plan they are expected to deliver. The Directorate Plan is channeled into individual performance targets.</li> <li>The Council has developed its approach to forming the budget, with savings and growth proposals subject to robust appraisal to ensure their feasibility</li> <li>The Council has an agreed 40 year HRA business plan</li> </ul> | <ul style="list-style-type: none"> <li>Decision-making and commissioning processes have been updated to reflect the requirements of the Procurement Act 2023, including early market engagement, transparency notices and contract performance reporting.</li> </ul> |
| Planning Interventions | <ul style="list-style-type: none"> <li>Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets</li> <li>Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered</li> <li>Considering and monitoring risks facing each partner when working collaboratively including shared risks</li> <li>Ensuring arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances</li> <li>Establishing appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured</li> <li>Ensuring capacity exists to generate the information required to review service quality regularly</li> <li>Preparing budgets in accordance with organisational objectives, strategies and the medium term financial plan</li> <li>Informing medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                      |

| Sub Principles                              | Demonstrating good governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | How the Council complies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Areas for development |
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| Optimising Achievement of Intended Outcomes | <ul style="list-style-type: none"> <li>Ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints</li> <li>Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term</li> <li>Ensuring the medium term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage</li> <li>Ensuring the achievement of 'social value' through service planning and commissioning. The Public Services (Social Value) Act 2012 states that this is "the additional benefit to the community...over and above the direct purchasing of goods, services and outcomes"</li> </ul> | <ul style="list-style-type: none"> <li>The Council's overall spending plans are set out in an annual Budget Setting report for both revenue and capital expenditure.</li> <li>There are arrangements in place for regular budget monitoring and the reporting of significant variances to senior management.</li> <li>The Council works to maximise its resources by delivering services as efficiently as possible, working in partnership with others and using providers where these are the best options. Periodic internal audit reviews consider the effectiveness of controls and efficiency of processes.</li> <li>The Council seeks expertise from outside the authority when it does not have the necessary skills in-house, making use of peer reviews and other mechanisms for ensuring challenge of Council services.</li> </ul> |                       |

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

| Sub Principles                   | Demonstrating good governance                                                                                                                                                                                                                                                                  | How the Council complies                                                                                                                                                                                           | Areas for development |
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| Developing the entity's capacity | <ul style="list-style-type: none"> <li>Reviewing operations, performance use of assets on a regular basis to ensure their continuing effectiveness</li> <li>Improving resource use through appropriate application of techniques such as benchmarking and other options in order to</li> </ul> | <ul style="list-style-type: none"> <li>The Council has staff performance management framework to provide a formal evaluation of performance on a 6-monthly basis, supplemented by regular 1-1 meetings.</li> </ul> |                       |

| Sub Principles                                                             | Demonstrating good governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | How the Council complies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Areas for development |
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|                                                                            | <p>determine how the authority's resources are allocated so that outcomes are achieved effectively and efficiently</p> <ul style="list-style-type: none"> <li>• Recognising the benefits of partnerships and collaborative working where added value can be achieved</li> <li>• Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>• The Constitution clearly establishes roles and responsibilities for members and levels of decision-making responsibilities</li> <li>• The Council has developed a member development programme which is reviewed on an annual basis and actively promotes national and regional development opportunities to Councillors</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                       |
| Developing the capability of the entity's leadership and other individuals | <ul style="list-style-type: none"> <li>• Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained</li> <li>• Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body</li> <li>• Ensuring the leader and the chief executive have clearly defined and distinctive leadership roles within a structure whereby the chief executive leads the authority in implementing strategy and managing the delivery of services and other outputs set by members and each provides a check and a balance for each other's authority</li> </ul> <p>Developing the capabilities of members and senior management to achieve effective shared leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by:</p> <ul style="list-style-type: none"> <li>- ensuring members and staff have access to appropriate induction tailored to their role and that ongoing training</li> </ul> | <ul style="list-style-type: none"> <li>• The Council has an e-learning system and a range of corporate development activities available to staff.</li> <li>• The Council aims to attract staff from a diverse range of backgrounds. This is subject to monitoring and reporting, as well as learning to understand how the Council can be more effective in recruiting candidates.</li> <li>• The Council has agreed a wellbeing strategy for staff. This is overseen by a wellbeing group who organize and promote events to support staff wellbeing.</li> <li>• We have set out the terms and conditions for remuneration of Members and officers and publish an Annual Pay policy statement in accordance with the requirements of the Localism Act 2011.</li> <li>• We will ensure that effective management arrangements are in place at the top of the organisation.</li> <li>• The Chief Financial Officer, who is also the Council's Section 151 Officer, is a member of the Council's</li> </ul> |                       |

| Sub Principles | Demonstrating good governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | How the Council complies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Areas for development |
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|                | <p>and development matching individual and organisational requirements is available and encouraged</p> <ul style="list-style-type: none"> <li>- ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis</li> <li>- ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external –</li> <li>- identifying and developing talent within the Council's workforce</li> <li>- developing succession planning.</li> </ul> <ul style="list-style-type: none"> <li>• Ensuring that there are structures in place to encourage public participation</li> <li>• Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections</li> <li>• Holding staff to account through regular performance reviews which take account of training or development needs</li> <li>• Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing</li> </ul> | <p>senior leadership team (ELT), with access to the Chief Executive and other members of the leadership team.</p> <ul style="list-style-type: none"> <li>• The Section 151 Officer is responsible to the Councils 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.</li> <li>• The Monitoring Officer is responsible to the Councils for ensuring that the constitution is adhered to.</li> <li>• The Councils encourage and facilitates Members to have appropriate training or briefing before performing certain roles – e.g., being a member of the Planning or Licensing Committees).</li> <li>• The Council has Job Descriptions for all its employees. We will assess the skills required by officers through the annual appraisal process and monthly 121s and address any training gaps, to enable roles to be carried out effectively.</li> <li>• The Council agrees appropriate remuneration for officers based on an agreed framework of national and local agreements which include job evaluation.</li> <li>• We will develop skills on a continuing basis to improve performance, including the ability to scrutinise and challenge and to recognise when outside expert advice is needed.</li> </ul> |                       |

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

| Sub Principle        | Demonstrating good governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | How the Council complies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Areas for development                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| Managing Risk        | <ul style="list-style-type: none"> <li>Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making</li> <li>Implementing robust and integrated risk management arrangements and ensuring that they are working effectively</li> <li>Ensuring that responsibilities for managing individual risks are clearly allocated</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>The Council has developed quarterly assurance reports which integrate financial and non-financial performance, audit outcomes and risks to give a holistic view of organisational performance.</li> <li>The Council has an agreed corporate risk strategy. Risks are communicated through the corporate and directorate level risk register. Each are reviewed on a quarterly basis at a Directorate and then corporate level.</li> </ul>                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>The Council has updated its risk management framework to reflect: <ul style="list-style-type: none"> <li>– governance risks associated with local government reorganisation</li> <li>– compliance risks under the Procurement Act 2023</li> <li>– regulatory risks arising from housing consumer standards</li> <li>– information governance risks linked to ongoing data protection reforms</li> </ul> </li> </ul> |
| Managing Performance | <ul style="list-style-type: none"> <li>Monitoring service delivery effectively including planning, specification, execution and independent post implementation review</li> <li>Making decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook</li> <li>Ensuring an effective scrutiny or oversight function is in place which encourages constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the organisation's performance and that of any organisation for which it is responsible (OR, for a committee system: Encouraging effective and constructive challenge and debate on policies and objectives to support balanced and effective decision making)</li> <li>Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement</li> </ul> | <ul style="list-style-type: none"> <li>Risk assessment is a required part of business planning and decision making and incorporated into templates. The council is also now focusing on risk appetite as part of its integrated risk management arrangements</li> <li>The Council has business continuity plans in place which are subject to periodic testing, including in respect of specific risks. This is supported by a steering group who oversee developments in business continuity and ensure they are reflected in corporate planning. Following business continuity events, review sessions are held to understand how improvements to processes can be made.</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

| Sub Principle           | Demonstrating good governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | How the Council complies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Areas for development |
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|                         | <ul style="list-style-type: none"> <li>Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (e.g. financial statements)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>The Council has undertaken a review of its project management documentation to ensure consistency and standardization of approach, risk management and reporting</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                       |
| Robust Internal Control | <ul style="list-style-type: none"> <li>Aligning the risk management strategy and policies on internal control with achieving the objectives</li> <li>Evaluating and monitoring the authority's risk management and internal control on a regular basis</li> <li>Ensuring effective counter fraud and anti-corruption arrangements are in place</li> <li>Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor</li> <li>Ensuring an audit committee or equivalent group or function which is independent of the executive and accountable to the governing body: <ul style="list-style-type: none"> <li>provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment</li> <li>that its recommendations are listened to and acted upon</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>The Council has fully transferred its internal audit service to the Eastern Internal Audit Services, to help provide long term resilience</li> <li>The Council's Internal Audit Service reports the outcome of its work to Corporate Leadership and Audit Committee. The Internal Audit Service is monitored to ensure compliance with the Public Sector Internal Audit Standards</li> <li>The Council's Scrutiny Committee establishes its own work programme annually and receives training on its role. It can elect to pre-scrutinise policies and documents, and has the right to call-in cabinet decisions. The Scrutiny Committee examines the Council's budget, corporate plan and its company business plans as a matter of course.</li> <li>The Council's Audit Committee oversees financial governance. It receives risk reports; reports from internal and external auditors and the accounts. It undertakes an annual self-assessment exercise. It has an appointed independent person to provide additional and expert oversight</li> </ul> |                       |
| Managing Data           | <ul style="list-style-type: none"> <li>Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data in line with UK GDPR and the evolving Data Protection and Digital Information legislative framework</li> <li>Strengthening data governance, including data quality, auditability and transparency,</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                       |

| Sub Principle                      | Demonstrating good governance                                                                                                                                                                                                                                                                                                                                                                                                                                 | How the Council complies                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Areas for development |
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|                                    | <p>to support regulatory compliance and decision-making</p> <ul style="list-style-type: none"> <li>• Maintaining robust cybersecurity and resilience arrangements in line with national guidance</li> <li>• Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies</li> </ul> <p>Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring</p> | <ul style="list-style-type: none"> <li>• The Council has established a Treasury Management committee to provide specific oversight to treasury strategy and performance</li> <li>• The Executive Leadership Team and Assurance Board receives quarterly reports on compliance with information governance standards and monthly reports on handling of complaints and FOI requests</li> <li>• The Council has secured its compliance with the PSN information security standards.</li> </ul> |                       |
| Strong public financial management | <ul style="list-style-type: none"> <li>• Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance</li> <li>• Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls</li> </ul>                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                       |

## Principle G – Implementing good practices in transparency, reporting and audit to effective accountability

| Sub Principle                              | Demonstrating good governance                                                                                                                                                                                                                                                                                                                                                                                                                                        | How the Council complies                                                                                                                                                                                                                                                                                                                                | Areas for development                                                                                                                                                                                                                                                                                                                            |
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| Implementing good practice in transparency | <ul style="list-style-type: none"> <li>• 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</li> <li>• Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand</li> </ul> | <ul style="list-style-type: none"> <li>• The Council has established report templates which are subject to robust review before publication</li> <li>• The Council is required to produce the annual statement of accounts and annual governance statement. Statement of accounting policies are presented to the Audit Committee to review.</li> </ul> | <ul style="list-style-type: none"> <li>• We will continue to encourage increased use of electronic means to access committee meetings including papers and the Council's youtube channel</li> <li>• The Council complies with enhanced transparency and reporting requirements introduced through the Procurement Act 2023, including</li> </ul> |

| Sub Principle                           | Demonstrating good governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | How the Council complies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Areas for development                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| Implementing good practice in reporting | <ul style="list-style-type: none"> <li>• Reporting at least annually on performance, value for money and the stewardship of its resources</li> <li>• Ensuring members and senior management own the results</li> <li>• Ensuring robust arrangements for assessing the extent to which the principles contained in the Framework have been applied and publishing the results on this assessment including an action plan for improvement and evidence to demonstrate good governance (annual governance statement)</li> <li>• Ensuring that the Framework is applied to jointly managed or shared service organisations as appropriate</li> <li>• Ensuring the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other similar organisations</li> </ul> | <ul style="list-style-type: none"> <li>• The statement of accounts and annual governance statements sits alongside the quarterly assurance reports, which enable members and senior management to take a robust evaluation of corporate performance</li> <li>• This framework is subject to consideration by the Audit Committee, with the Annual Governance Statement serving as an demonstration of the Council's commitment to good governance</li> <li>• The Council's internal audit arrangements are outlined above. Internal Audit have direct reporting access to the Audit Committee.</li> </ul> | <p>publication of pipeline notices, contract awards and performance information.</p> <ul style="list-style-type: none"> <li>• The Council continues to strengthen oversight of its wholly owned companies, including: <ul style="list-style-type: none"> <li>– enhanced Shareholder Panel arrangements</li> <li>– clearer accountability and reporting lines</li> <li>– alignment with best practice in local authority company governance</li> </ul> </li> </ul> |
| Assurance and Effective Accountability  | <ul style="list-style-type: none"> <li>• Ensuring that recommendations for corrective action made by external audit are acted upon</li> <li>• Ensuring an effective internal audit service with direct access to members is in place which provides assurance with regard to governance arrangements and recommendations are acted upon</li> <li>• Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations</li> <li>• Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement</li> </ul>                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Compliance with the Publication Scheme as directed by the Information Commissioners Office.</li> <li>• Publication of the Council's Annual Governance Statement to accompany Council's Statement of Accounts.</li> <li>• Publication of Council's Annual External Audit Report and Letter.</li> <li>• We have established a Medium-Term Financial Strategy for business and financial planning process in order to deliver - a financial strategy ensuring sustainable finances, a robust annual budget process ensuring financial</li> </ul>                    | <p>The council has recently reviewed its open data page on its website and strengthened governance around the publication of data</p>                                                                                                                                                                                                                                                                                                                             |

| Sub Principle | Demonstrating good governance                                                                                                                                                                                        | How the Council complies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Areas for development                                                                                                                        |
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|               | <ul style="list-style-type: none"> <li>Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met</li> </ul> | <p>balance and an adequate monitoring process; all of which are subject to regular review.</p> <ul style="list-style-type: none"> <li>We have put in place effective transparent and accessible arrangements for dealing with complaints.</li> <li>We will maintain an effective scrutiny function which encourages constructive challenge and enhances the Council's performance overall.</li> <li>We will maintain an effective Audit Committee which is independent of the Cabinet and Scrutiny committee.</li> <li>We will ensure an effective internal audit function is resourced and maintained.</li> <li>The Council maintains an independent Internal Audit function, with a risk-based annual plan, designed to test regularly that the Councils' policies and procedures operate in practice and that the Councils comply with legislation and good practice.</li> <li>The Head of Internal Audit produces an annual opinion on the Council's internal control environment and the risk management framework to meet the requirements of the Public Sector Internal Audit Standards.</li> <li>The Head of Internal Audit's annual opinion is used to inform the Council's Annual Governance Statement, which is signed off by the Chief Executive and Leader after</li> </ul> | <p>A recruitment process has been undertaken to recruit two co-optees to the Audit committee with a focus on finance and risk management</p> |

| Sub Principle | Demonstrating good governance | How the Council complies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Areas for development |
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|               |                               | <p>being approved by the Audit Committee.</p> <ul style="list-style-type: none"> <li>• Recommendations arising from internal audit and external audit and inspection processes are used to inform future decision-making.</li> <li>• The following information is reported annually to Members and is available on the Councils' website: <ul style="list-style-type: none"> <li>➤ Performance in delivering the Councils' priorities</li> <li>➤ Statement of Accounts</li> <li>➤ Annual Internal Audit Report</li> <li>➤ Annual External Audit Letter</li> <li>➤ Annual Governance Statement</li> <li>➤ We have arrangements in place for whistleblowing to which staff and all those contracting with the Councils have access.</li> <li>➤ We follow the CIPFA code of practice for the Statement of Accounts which is aiming for comparability with other authorities.</li> <li>➤ We will produce clear, timely, complete and accurate information for budget holders and senior officers relating to the budgetary and financial performance of the Councils.</li> <li>➤ We will maintain effective arrangements for determining the remuneration of senior staff and publish an Annual</li> </ul> </li> </ul> |                       |

| Sub Principle | Demonstrating good governance | How the Council complies                                                                                                                                                                                                                                                                  | Areas for development |
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|               |                               | <p>Pay Policy statement in accordance with the requirements of the Localism Act 2011.</p> <ul style="list-style-type: none"> <li>➤ We have in place information management policies and processes.</li> <li>➤ The Councils have a compliments, comments and complaints policy.</li> </ul> |                       |

The Council recognises that the governance framework must remain adaptable in response to significant sector changes, including:

- potential structural reform through local government reorganisation
- increased regulatory expectations in housing and service delivery
- evolving procurement and transparency requirements
- strengthened expectations around financial sustainability and Best Value

These factors are reflected in the Council's Annual Governance Statement and ongoing governance improvement plans.

## Norwich City Council Governance Framework on a page

