

**FINANCE, AUDIT AND RISK COMMITTEE
WEDNESDAY, 10 JUNE 2026**

***PART 1 – PUBLIC DOCUMENT**

**TITLE OF REPORT: DRAFT ANNUAL GOVERNANCE STATEMENT 2025/26 AND
ACTION PLAN FOR 2026/27**

REPORT OF: POLICY & COMMUNITY MANAGER

EXECUTIVE MEMBER: [NON-EXECUTIVE FUNCTION]

COUNCIL PRIORITY: THRIVING COMMUNITIES; ACCESSIBLE SERVICES; RESPONSIBLE
GROWTH; SUSTAINABILITY

1. EXECUTIVE SUMMARY
1.1 For the Finance, Audit & Risk Committee to review the draft Annual Governance Statement (AGS) for the year 2025/26. The Statement reviews the Council's governance arrangements for the 2025/26 period. It also includes a proposed Action Plan to update/improve those arrangements for the next financial year (2026/27).
2. RECOMMENDATIONS
2.1. That the Committee is recommended to review and comment on the draft Annual Governance Statement and Action Plan at Appendix A.
3. REASONS FOR RECOMMENDATIONS
3.1 The Annual Governance Statement (AGS) must be considered and approved by this Committee before the approval of the Statement of Accounts under Regulation 6(4)(a) of the Accounts and Audit Regulations ('AAR') 2015/234. The Council is required to publish a draft AGS alongside publishing its draft Statement of Accounts, which it needs to do by the end of June.
3.2 The Committee is the legal body with responsibility for approval of the AGS.
3.3 Reporting the draft AGS and Action Plan at this stage provides an opportunity for the Committee to assess and comment on the draft, before it is finalised and brought back for approval.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1. There are no alternative options to be considered.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1. A copy of the draft AGS has been sent to the Shared Internal Audit Service (SIAS), the Shared Anti-Fraud Service (SAFS), and the external auditors, KPMG. Comments have been received by all three and suggestions incorporated.
- 5.2. The draft version of the AGS is attached as Appendix A.

6. FORWARD PLAN

- 6.1 This report does not contain a recommendation on a key Executive decision and has therefore not been referred to in the Forward Plan.

7. BACKGROUND

- 7.1 The Local Audit and Accountability Act 2014 ('LAAA 2014') and the Accounts and Audit Regulations 2015/234 ('AAR 2015' made under the LAAA 2014) place a requirement on NHDC, as a relevant authority, to conduct an annual review of the effectiveness of the system of internal controls and prepare an AGS.
- 7.2 This must be considered by Members of this Committee and the AGS approved under Regulation 6(4)(a) AAR 2015 in advance of the relevant authority approving the Statement of Accounts (in accordance with Regulation 9(2)(b)). The review should be undertaken as against the relevant CIPFA/ SOLACE Framework, which is the *Delivering good governance in Local Government Framework 2016 Edition* and any CIPFA/ SOLACE guidance¹.
- 7.3 CIPFA and SOLACE published an Addendum on the guidance for the framework in May 2025. The aims of the Addendum are to support good governance in the sector, reflect the changes affecting governance in local government bodies since 2016, encourage robust reviews of governance arrangements and improve accountability to stakeholders, including local communities. In line with this guidance, the addendum was considered and fully embedded when compiling the AGS for 2025/26 as set out in the Local Code of Corporate Governance for 2026, which was agreed at this committee in March 2026.
- 7.4 The draft AGS has been prepared following an in-depth review and scoring of arrangements, overseen by the Leadership Team against the Framework 2016 Principles (in accordance with the guidance²) and addendum. The review identifies details of systems and examples that meet the 2016 Principles and demonstrate how the council's governance arrangements work in practice. It scores the arrangements on the assurance level basis:
 - Full: There is a sound system of control designed to achieve the system objectives and manage the risks to achieving those objectives. No weaknesses have been identified.
 - Substantial: Whilst there is a largely sound system of control, there are some minor weaknesses, which may put a limited number of the system objectives at risk.
 - Moderate: Whilst there is basically a sound system of control, there are some areas of weakness, which may put some of the system objectives at risk.
 - Limited: There are significant weaknesses in key control areas, which put the system objectives at risk.

¹ CIPFA/SOLACE Delivering good governance in Local Government Guidance Notes for English Authorities 2016 Edition.

² As above (*ibid*)

- No: Control is weak, leaving the system open to material error or abuse.

7.5 In terms of format of the AGS, CIPFA indicate that the AGS should be a '*meaningful but brief communication*'; there is no requirement to repeat all the arrangements that have been comprehensively assessed. Nevertheless, the AGS should draw out a few key areas with reference to the 2016 Principles, identify any actions and include an overall conclusion on the arrangements. The Council's core governance arrangements are laid out in the Local Code.

7.6 Members are reminded that the AGS must be approved before the Statement of Accounts, and it must be published alongside them. The Council will include the 2025/26 AGS with the Statement of Accounts (as it has in previous years).

7.7 Our most recent [update on the 2025/26 AGS Action Plan](#) was presented to FAR committee in February 2026. This highlights the actions we have taken to improve our governance arrangements in this period.

7.8 The proposed Action Plan for 2026/27 is included at the end of the AGS document to update/improve those arrangements for the next financial year (2026/27).

8. RELEVANT CONSIDERATIONS

8.1. The preparation of the AGS provides the Council with an opportunity to consider the robustness of its governance and internal control arrangements. The means to do so are through the Leadership Team review, external bodies review and presentation at the Finance and Audit committee, both at draft stage and then final approval stage. It highlights areas where governance can be further improved or further reinforced.

8.2. The AGS for 2025/26 is attached at Appendix A for review and comment by the committee.

8.3. The Council will publish the approved 2025/26 AGS alongside the Statement of Accounts as it has in previous years. The draft AGS will also be published alongside the draft Statement of Accounts. Updates to the Action Plan will be reported to this Committee at future meetings.

9. LEGAL IMPLICATIONS

9.1 Under the LAAA 2014/ AAR 2015 Regulations (as amended by the Accounts and Audit (Amendment) Regulations 2024)³, the publication of unaudited accounts is 30th June 2026 whilst the statutory audit backstop date for the publication of the 2025/26 Statement of Accounts is 31st January 2027. The 2025/26 AGS should be approved by this Committee in advance of the approval of the Statement of Accounts in line with this amended timeline. Where this date for the Statement of Accounts is not achieved then the Council must publish a notice on its website stating that this is the case and the reason for the delay.

9.2 Other legal implications are set out under section 7 above.

³ [CIPFA Bulletin 18 Local audit backlog in England | CIPFA](#)

- 9.3 The Terms of Reference of this Committee under 10.1.5(i) are: “To ensure that an annual review of the effectiveness of internal controls (accounting records, supporting records and financial) systems is undertaken and this review considered before approving the Annual Governance Statement.” This review of the draft AGS therefore falls within the Committee’s remit.

10. FINANCIAL IMPLICATIONS

- 10.1 The final 2025-26 AGS will ultimately accompany the final 2025-26 Statement of Accounts. Other than this there are no financial implications arising from this report.

11. RISK IMPLICATIONS

- 11.1. Good Risk Management supports and enhances the decision-making process, increasing the likelihood of the Council meeting its objectives and enabling it to respond quickly and effectively to change. When taking decisions, risks and opportunities must be considered.
- 11.2 The process of assessing the Council’s governance arrangements enables any areas of weakness to be identified and improvement actions put in place, therefore reducing the risk to the Council.

12. EQUALITIES IMPLICATIONS

- 12.1. In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.
- 12.2 There are no direct equality implications of this report or the AGS. Where relevant the Council’s arrangements have been assessed against the 2016 Framework Principles. In respect of those arrangements, the Leadership AGS self-assessment identifies the procedures in place and any outcomes. Council reports include any equality implications and are assessed by the Policy & Strategy Team. Where appropriate an impact assessment will be undertaken, and mitigation measures identified. The Policy & Strategy Team undertake an Annual Cumulative Equality Impact Assessment and publishes it on the website.

13. SOCIAL VALUE IMPLICATIONS

- 13.1. The Social Value Act and “go local” requirements do not apply to this report.

14. ENVIRONMENTAL IMPLICATIONS

- 14.1 There are no direct environmental implications of this report for the AGS. Council reports include any environmental implications and are assessed by the Policy & Strategy Team. Where appropriate an impact assessment will be undertaken, and mitigation measures identified. The Policy & Strategy Team undertake an Annual Cumulative Environment Impact Assessment and publishes it on the website.

15. HUMAN RESOURCE IMPLICATIONS

15.1 The Organisational Values and Behaviours, Employee Handbook and policies provide further guidance on the standards we expect from our staff. The Human Resources team will support the relevant actions within the Action Plan for 2026/27.

16. APPENDICES

16.1 Appendix A – Annual Governance Statement for 2025/26.

17. CONTACT OFFICERS

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18. Contributors

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19. BACKGROUND PAPERS

19.1 The Leadership AGS self-assessment will be published on the Corporate Governance Page: <https://www.north-herts.gov.uk/home/council-performance-and-data/corporate-governance>. This also contains links to relevant background documents, reports, Policies and Guidance. The AGS also contains links to relevant documents.

19.2 [Local Code of Corporate Governance 2026](#)