

Horsham District Council

Annual Governance Statement 2024 - 2025

1. SCOPE OF RESPONSIBILITY

Horsham District Council conducts its business in accordance with the law, regulations and proper standards and it protects public money from waste, extravagance, or misappropriation. The Council has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way it provides its services, focusing on economy, efficiency, and effectiveness.

Horsham District Council approved and adopted a Local Code of Corporate Governance on 22 March 2017. This is consistent with the principles of the Chartered Institute of Public Finance and Accountancy (CIPFA), and Society of Local Authority Chief Executives (SOLACE) Framework for Delivering Good Governance in Local Government. Residents and businesses can find a copy of the Local Code on our [website](#). This statement explains how Horsham District Council complied with the Code during 2024/25 and how it meets the requirements of regulation 6(1)(b), the Accounts and Audit (England) regulations 2015 that require all relevant bodies to prepare an Annual Governance Statement.

2. THE GOVERNANCE ASSURANCE FRAMEWORK

Horsham District Council has a Governance Assurance Framework (Appendix C) in place for the year ended 31 March 2025 and up to the date of the approval of the Annual Report and Statement of Accounts for the 2024/25 financial year.

The Council's Governance Framework explains how the Council controls and manages its services and strategies to deliver the Council's aims and objectives.

The core principles of the Council's Governance Framework are:

A: Integrity; Ethical Values; the Rule of Law.

B: Openness; engaging with institutional stakeholders; engaging with individual citizens and service users.

C: Defining Outcomes including sustainable, economic, social, and environmental benefits.

D: Determining and planning interventions; to ensure delivery of intended outcomes.

E: Developing the capacity through leadership and other individuals.

F: Managing data, risks, and performance; robust internal control; strong public financial management.

G: Delivering accountability through good practice in transparency, reporting and audit.

3. CORPORATE GOVERNANCE, VISION AND OBJECTIVES

The Council's Council Plan outlines the Council's vision, aims and objectives and aligns these with its Governance Assurance Framework. The Council approved its Council Plan on 11 October 2023 and covers the period 2023 - 2027.

- The Council aims to deliver high quality services that meet the needs of the local community. This is set out in the Council Plan for Horsham which is the core of the Council's purpose and vision and defines the Council's key priorities and strategic aims.

- The Council Plan is underpinned by an Annual Plan and is supported by the Medium-Term Financial Strategy and the Council's annual budget to ensure the implications on the Council's finances are considered when the objectives are set.
- Departmental strategies and service plans are developed which support the delivery of the Council Plan, by identifying how each department contributes to the delivery of the overall aims and objectives of the Council.
- The Council's performance management framework includes Key Performance Indicators associated with the Council Plan. Performance on a basket of key corporate indicators is reported to the Senior Leadership Team, the Cabinet Leads and to the Overview and Scrutiny Committee.
- Every report submitted to the Cabinet or regulatory committees outlines how the recommended action helps to achieve one or more of the Council Plan priorities.

4. MEMBERS AND OFFICERS WORKING TOGETHER

The Council's Constitution gives guidance on the roles and responsibilities of Members, the Chief Executive and Chief Officers. The Governance Committee leads on changes to the Constitution including the scheme of delegation.

The Leader, Cabinet Members, and Chairmen and Vice Chairmen of standing committees receive briefings from senior management on a regular basis and Members receive training as part of the induction process.

A full review of governance arrangements at the Council was reported to Full Council on 27 April 2016. The Governance Review focused on ensuring Horsham District Council has the most suitable and effective governance arrangements. The Council continues to operate the Cabinet Executive Model supported by four Policy Development Advisory Groups. The Governance Committee completed a further review of the Constitution during 2018/19 with a particular focus on the effectiveness of planning and decision making. This was reported to Council in April 2019. During 2020/21 the Governance Committee completed a review of the role of the Policy Development Advisory Groups. A Governance Peer Review was undertaken in January and February 2024, and the results has been fed into the 2024/25 action plan for implementation. A follow up review was held on 4 December 2024. A full review of the constitution has been led by the Monitoring Officer during 2024/25, culminating in a revised constitution that will take effect in 2025/26. In addition, throughout all this, the operation of the Constitution has been under constant review by the Monitoring Officer in consultation with the Governance Committee to ensure that its aims and principles are given full effect.

During 2024/25 the Overview and Scrutiny Committee carried out its work through the whole Committee with up to three Task and Finish Groups and no standing sub-committees.

The Council participates in a number of partnerships with other local authorities. In particular Revenues and Benefits, Building Control, Internal Audit and Procurement.

5. VALUES AND HIGH STANDARDS OF BEHAVIOUR

The Council has incorporated in its Constitution a Member Code of Conduct and an Officer Code of Conduct. A register of declared interests is held for officers. All office-based officers are required to submit an annual declaration as well as all officers making declarations when needed. The extension of the officer requirement to all office-based officers was introduced in January 2020 and officers refreshed their declarations in January 2025. Additional declarations are also made by all officers working on any of the major projects.

Members' Registers are available on the Council's website. Members review their registers annually. Members ensure that if there are changes to their interests that the Monitoring Officer for the Council is notified of these changes. The Standards Committee promotes and maintains high standards of conduct by Councillors and also considers whether a complaint or allegation of misconduct by a Member should be investigated. The Council has appointed two Independent People in accordance with the Localism Act 2011. The Council has two Parish Representatives who attend the Standards Committee.

As part of an ongoing Organisational Development Programme to ensure we have employees with the right skills, behaviours and attitudes, the organisation has developed core values of 'customer focus', 'achieving excellence' and 'our people'. The performance management process for staff requires a minimum of four recorded performance and development discussions each year. A staff survey was completed in December 2024 and this will form the basis of the organisational development programme for 2025/26.

The culture of the organisation sets the foundation for the prevention of fraud and corruption by creating an environment that is based on openness and honesty in all Council activities.

The Council has the following policies and procedures in place which aim to prevent or deal with any instances of fraud, dishonesty, or malpractice.

- Counter Fraud Strategy and Framework
- Anti-Money Laundering Policy
- Whistleblowing Policy
- HR Disciplinary Policies
- Council's Equality Scheme
- Information Security Policy

The Council's IT Security Officer updated the Council's Information Security Policy during 2024/25. In February 2022, the Council obtained a significant Government grant for enhancing its cyber security measures in the light of increased risk levels following the invasion of Ukraine. We have spent the money implementing an improved backup solution for the Council's IT Systems. A phishing training exercise was undertaken in 2024.

6. TAKING INFORMED AND TRANSPARENT DECISIONS AND MANAGING RISK

The Council's Risk Management arrangements are reviewed for effectiveness by the Audit Committee to ensure the process is embedded in the culture of the Council.

All Heads of Service are responsible for implementing strategies at departmental level ensuring adequate communication, training and the assessment and monitoring of risks.

All officers are responsible for considering risk as part of everyday activities and provide input to the risk management process. Each Directorate Management Team reviews their service risks each quarter and each Project Team their Project Risks no less than once a quarter. An officer-led Risk Management Group reviews the corporate risk register quarterly before it proceeds to the Senior Leadership Team and the Audit Committee for review. Internal Audit were able to provide an opinion of Substantial Assurance over the controls in place in relation to risk management.

The Chief Internal Auditor provides an annual opinion on the Council's governance arrangements, risk management systems and the overall control environment in her end of year report to the Audit Committee.

7. CAPACITY AND CAPABILITY OF MEMBERS AND OFFICERS

Training programmes for Council employees are identified from their recorded "conversation" with their manager. All new recruits have a series of basic courses in key areas such as health and safety, data protection, IT security, Governance and GDPR which they must complete before they pass their induction, and all staff complete an annual refresher in these core subject areas.

New Members to the Council receive induction training in key areas including the Constitution, ethical governance, decision-making processes, and the Council's Code of Members' Conduct. The induction also includes an introduction to the Council's services. All new Members are allocated a 'buddy' who is a senior Council officer tasked with helping the new Members to settle into the Council. There is an ongoing training programme of Member briefings on important areas of the Council's work. There is also ongoing training covering specific issues in a variety of areas.

Following the Governance peer review in 2024, a Member Development Framework and Programme has been devised: this has been Members led and was approved by Cabinet on 19 March 2025.

8. ENGAGEMENT WITH LOCAL PEOPLE AND OTHER STAKEHOLDERS

The Council works hard to communicate its aims for the District. It conducts a wide range of service specific surveys to ascertain the views and needs of its residents. The Council consults with Parish Councils. It is a leading partner within Community Safety and Health and Wellbeing Partnerships, linking statutory and non-statutory agencies to provide a coordinated approach to delivery of the programme across the District. The Council works with voluntary and community sector partners to ensure effective provision of community engagement activities across the district. These partnerships share feedback from their own stakeholder consultations.

These groups help the Council to assess the priorities of different sections of the community that have different needs, particularly surrounding grants and funding, Parish Councils and areas that need targeted service delivery. Compliments and feedback received are monitored and a new annual report to the Overview and Scrutiny committee detailing the number, nature and the outcomes of complaints made to the Local Government & Social Care Ombudsman (LGSCO) has been introduced.

9. DETAILS OF KEY GOVERNANCE MECHANISMS

Sources of assurance received for each of the core principles are set out in the Horsham District Council's Local Code of Corporate Governance. (See Appendix B).

10. WHOLLY OWNED BODIES

The Council owns 100% of a housing company, Horsham District Homes Limited, which owns 100% shares of a holding company, Horsham District Homes (Holdings) Limited.

The Council's Director of Communities, the Head of Housing and Community Services, the Head of Property and Facilities and the Head of Finance and Performance are directors of Horsham District Homes Ltd. This company builds domestic dwellings.

The Council's Director of Communities, the Head of Property and Facilities, the Head of Housing and Community Services, and the Head of Finance and Performance are directors of Horsham District Homes (Holdings) Ltd. This company lets and operates owned or leased real estate.

The Cabinet and Full Council make decisions relating to these subsidiaries. Full Council approves funds for the companies to operate. These are loans and equity within the development company. Full Council considers any land disposals to the development company that trigger Secretary of State sign-off requirement. The Cabinet reviews each individual development business case and approves the allocation of S106 commuted sums funding to enable the property holding company to acquire the built units from the development company.

11. REVIEW OF EFFECTIVENESS OF THE GOVERNANCE FRAMEWORK

The Council's governance framework includes decision-making processes set out in the Council's Constitution, together with rules and procedures. The Council operates the Cabinet Executive Model.

Mechanisms for maintaining and reviewing the effectiveness of the Council's governance arrangements throughout the year are in place and include:

- The Council comprises 48 Members and, as a whole takes decisions on budget and policy framework matters as defined by the Constitution, including deciding on the aims and objectives of the Council as set out in the Corporate Plan and other decisions that are reserved in law to be taken only by the Council.
- The Overview and Scrutiny Committee is able to scrutinise the decisions of the Cabinet and maintains an overview of Council activities which includes monitoring performance management.
- The Cabinet is ultimately responsible for considering overall financial and performance management.
- Annually the Standards Committee considers a report providing an overview of complaints made against the Council to the Local Government and Social Care Ombudsman. From March 2024 this report will be considered by the Overview and Scrutiny committee.
- The Governance Committee meets as and when required and reviews governance with regard to the reviewing and revising of the Council's Constitution.
- The Audit Committee meets quarterly to review the Council's risk management and control arrangements. It also reviews the Council's Treasury Management and Investment Strategies and has delegated authority to review and approve the

statutory financial statements and consider reports from the Council's external auditors.

- The role of the Director of Resources (as Chief Financial Officer) includes stewardship and probity in the use of resources and performance, extracting best value from the use of those resources. The Chief Financial Officer complies with the CIPFA Statement on the Role of the Chief Finance Officer in Local Government. This post also fulfils the statutory roles of Money Laundering Reporting Officer and Senior Information Risk Owner.
- The Head of Legal and Democratic Services (as Monitoring Officer) has a duty to ensure that operations are carried out lawfully. This post also carries out the statutory Data Protection Officer role.
- An annual internal audit plan is developed, in consultation with senior managers, which outlines the assignments to be carried out and estimated resources. The audit plan is sufficiently flexible to enable the Orbis Partnership Internal Audit team to respond to changing risks and priorities of the organisation.

12. IMPROVEMENTS DURING THE YEAR

The 2023/24 Annual Governance Statement included an action plan for 2024/25. Progress against the risks identified is reported in Appendix D. The following improvements to the Governance Framework were recognised during 2024/25:

- Wider review of the Constitution completed.
- An independent member of the Audit Committee was appointed during the year.
- Member Development Framework and Programme for 2025/26 devised.
- Key Performance Indicators improved in year and work undertaken to fully rest and align to Annual Plan in 2025/26.
- Engagement with procurement across the Council in preparation for the New Procurement Regulations
- Embedding the tracking and sign-off of Cabinet decision reports through Modern.gov. and report writing
- Embedding a culture of anti-bullying and harassment
- Raise awareness, enhance understanding, and ensure compliance with PSED (Public Sector Equality Duty)

13. MINOR GOVERNANCE ISSUES DURING THE YEAR

The minor issues identified during 2024/25 included:

- Due to an error when amending a template, the system for automated letters had not been set up correctly, resulting in a small number of letters containing additional data that was not relevant to a Benefits claimant. This was reported to the Information Commissioner's Office by the supplier and by Horsham District Council. The process was quickly amended to correct the issue. The Information Commissioner's office has confirmed no further action is required regarding Horsham District Council's compliance.
- An officer resigned before an investigation was conducted into the officer working a second job having not declared it as an interest. A subsequent investigation did not find any evidence that financial fraud had taken place.
- A management investigation was undertaken when it became apparent that an officer had established a company with another individual that could have created the perception of a conflict of interest. The investigation concluded that there had been no impact on the Council's work and noted that the company had been wound up with no activity. The officer has retrospectively declared the company as an interest on the register of officers' interests.

- A number of contracts are rolling forward requiring a full review of the procurement process. A plan is in place prioritising these based on the level of risk.
- Internal audit identified a number of issues with Alcohol Licencing following a request for review, these have been rectified.

Once found, Management investigated these issues in the normal way and took remedial action where needed.

The number of partial or minimal internal audit assurances is low. All audits are reported to the Audit Committee who review the actions proposed to resolve high priority issues.

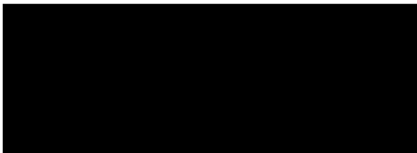
14. SIGNIFICANT GOVERNANCE ISSUES

This year there were no significant issues that needed immediate reporting to the Audit Committee.

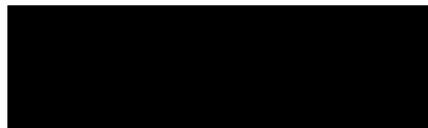
Certification

It is our opinion that Corporate Governance, along with supporting controls and procedures, remains strong for the Council and the level of non-compliance is beginning to return to normal. We have put in place an action plan to increase officer awareness and reduce the frequency of this type of issue.

Signed



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Leader of the Council



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Chief Executive

On behalf of the Members and senior officers of the Council.

This statement continues to be monitored and updated until the completion of the 2024/25 audit and changes are reported accordingly.