

Appendix A 2025 -2026 AGS

Evidence Chart AGS Principles 2025 -2026

Ref	Principle A – Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	Evidence
PA1	The city council promotes high standards of ethical behaviour by developing, maintaining and monitoring a Code of Conduct for Members of the city council. The Code of Conduct clearly sets out the standards expected for elected Councillors to ensure they operate in a clear, transparent manner and treat each other, and members of the public, with respect and courtesy. The Code and the city council’s policies and procedures are communicated via corporate induction sessions and are available on the city council’s internet and intranet site.	article-16-employee-code-of-conduct-constitution-version-81-final.docx
PA2	The Codes of Conduct for Members and city council employees include the requirement to disclose interests (including statutory Disclosable Pecuniary Interests) and to declare gifts and hospitality. The Members Gifts and Hospitality Register is available on the city council’s website on the Transparency pages	Councillors’ Register of Interests
PA3	Comprising of nine councillors, allocated on the basis of the political composition of the council, the city council’s Audit Committee is responsible for helping Members to adhere to the Members Code of Conduct and promoting other elements of sound ethical behaviour. The Audit Committee membership now incorporates a independent member in line with recognised best practice	Committee details - Audit Committee - Nottingham City Council
PA4	The council has adopted a combined Commercial and Procurement Strategy for 2025 - 2029. The Strategy which supports Procurement and Commercial Services sets out the approach the council is taking to achieve best value through the use of professional and Commercial & Procurement Strategy 23 Ref How we can demonstrate that the city council meets this principle Evidence “commercially confident” resources as well as the use of technology, innovation, best practice and procedures. There is a professional Shareholder Unit that provides support to Council Owned Entities.	Commercial and procurement strategy 2025-29
PA5	The city council has an established corporate compliments, comments and complaints process. In the event that the procedure is exhausted, the Ombudsman is the appropriate body to consider and the Council’s response.	Have your say - hys policy and procedure
PA6	The city council has a Counter-Fraud Strategy as well as a Confidential Reporting (Whistleblowing) Procedure - revised in April 2026 -to ensure that members and employees of the authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders. The Audit Committee receives regular update reports outlining progress in implementing key anti-fraud actions to protect the city council’s interests.	Whistleblowing Policy and Procedure.pdf

	Principle B – Ensuring openness and comprehensive stakeholder engagement	
PB1	The city council publishes decisions on its website; on this page you can find a record of executive and non-executive decisions made under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations	Record of decisions
PB2	The city council is committed to openness and transparency. Meeting items are only discussed in private if they absolutely cannot be discussed in any other way and a relevant exemption is applied.	Council meetings and decisions
PB3	The city council places communications at the centre of all that it does. The communications strategy which is underpinned by the city council’s vision sets out an approach which aims to improve communications with local people as well as a number of key stakeholders across the city through a series of pre-agreed campaigns. This approach proactively supports engaging local people and stakeholders in democracy and city council services in a number of ways across a number of digital and more traditional channels.	Communications strategy
PB4	<p>The City Council is committed to using customer insight as a mechanism for improving service delivery. Recent work has been undertaken to improve the complaints process, delivering a strengthened framework to ensure compliance with the Local Government and Social Care Ombudsman’s new Complaint Handling Code issued in February 24, with an expectation that councils adopt the code into working practices by April 2026, requiring Councils to view complaints as an opportunity to learn and improve.</p> <p>For 23/24 the Council received 5869 complaints, 52 complaints (0.9%) progressed to stage 2 demonstrating overwhelming majority of complaints resolved at early stages.</p> <p>The Council performs well with a low number of investigations to be reviewed by the Ombudsman and has continued to achieve 100% satisfactory compliance with their recommendations. There was an increase in the number of detailed LGO investigations, 10 in comparison to 2022/23 and the number of upheld complaints has increased by 2 from the previous year to 100%, reflecting 3 upheld complaints per 100000 residents and less than 0.002% of total complaints received. The 2024/25 report will be produced in due course Engagement and Consultation This function is managed by a dedicated resource, the Research, Engagement and Consultation Team. Consultation processes adhere to the Gunning Principles and meet Equalities Act and GDPR requirements and are designed to be accessible to both digital and non-digital audiences. Consultation on MTFP and budget proposals is carried out annually in line with our statutory duty, and findings used to inform final decision making.</p> <p>Corporate-wide and service level consultations are shared publicly via our Engage Hub portal. As part of Improvement Plan instruction 1.4 an enhanced programme of citizen feedback initiatives is being put in place. This includes a perception tracker tool for customer service users; development of the Citizens’ Panel initiative; a resident and stakeholder engagement programme for elected members and senior officers; and a refreshed framework for engagement and consultation</p>	<p>Local government ombudsman your-councils-performance-nottingham-city-council</p> <p>ncc housing annual-complaints-report-2024-25</p> <p>NCC Complaints</p> <p>ncchousing complaints</p> <p>customer-charter1</p> <p>research-engagement-consultation</p>

	<p>for both internal and external users. The council supports several specialist forums for citizen feedback and co-design work, including those for children and young people (such as Primary Parliament, the Voices of Care group and various bespoke Child Friendly Nottingham forums) and for disabled citizens (the Disability Involvement Group). The council is strengthening its relationship with research institutions to enable greater research engagement partnership working. We are a partner in the Universities for Nottingham Co(l)laboratory community PhD programme and Nottingham Trent University MARKETs project and we are developing protocols and capacity to enhance the council's research capabilities and improve evidence-based decision making and organisational learning.</p>	
PB5	<p>The City Council Operating Plan for 2024/2025 was reported to the Executive Board in May 2024 on the delivery of the priorities and objectives. The Nottingham City Council Plan 2025-29 was presented to the Executive Board in February 2025.</p>	<p>strategic-council-plan-2023-2027</p> <p>Our Council Plan2025-29</p>
PB6	<p>The city council communicates through its website regarding the city council's vision, achievements, financial position and performance. The website has recently been redeveloped to provide the public with easier access to information and services. Various parts of the organisation use a variety of social media, including Twitter, Facebook, YouTube, google+, Pinterest and Flickr to engage and inform communities and stakeholders. The Communications Team also provides related media releases, where appropriate.</p>	<p>https://www.nottinghamcity.gov.uk/</p>
PB7	<p>Engaging with our communities is essential to ensure that we are a resident led authority. Consultation exercises are carried out as required; for example, consultation on the Budget has become a regular component of the budget setting process. Consultation meetings were held across the Medium-term Financial Strategy period to consult on the budget proposals. The city council also conducted a number of online consultations in the year.</p>	<p>Appendix 7- Budget Consultation.</p> <p>article-8-budget-and-policy-framework-constitution-version-82.</p>
PB8	<p>Enhancing the accountability for service delivery and effectiveness of other public service providers is demonstrated through the reporting mechanisms for joint arrangements, such as the Health and Well Being Board, Adult Strategic Partnership, CYS Partnership, Responsible Authorities Group and the Youth Offending Service Board, - all of whom deliver services in partnership with Nottingham ICB, Nottinghamshire Police, Probation Services and the city council. The city council works in close partnership with the Local Enterprise Partnership to develop investment and business growth across the region.</p>	<p>Health and Wellbeing Board Adults Service Strategy</p>
PB9	<p>Directors of Public Health in England have a statutory duty to produce an annual report outlining the health of their local population. The council is committed to improving the health of our city and reducing inequalities.</p>	<p>Director of Public Health Annual Report 2025/26</p>

Principle C – Defining Outcomes in terms of sustainable economic, social, and environmental benefit		
PC1	<p>The Council plan covers the years 2025-2029 with a vision to make Nottingham a flourishing, inclusive, and sustainable city where residents thrive. A renewed council where Nottingham strengthens its core and becomes a national leader in financial stewardship, innovation, and community health and wellbeing . The Improvement Plan was developed in close liaison with Commissioners and agreed with them on 8th July 2024 The Plan also received political support and approval at the Council’s Executive Board on 16th July 2024. Work continued through 2025 to 2026 in the improvement Plan. At an Extraordinary Meeting of City Council on 5th August 2024, Councillors formally approved the Plan as the Council’s overarching improvement plan in response to the Commissioner-led intervention. the final Improvement board took place in February 2026.</p>	<p>Strategic Plan Our Council Plan 2025-29. NCC Improvement Plan</p>
PC2	<p>The Improvement Plan in operation during 2025 -2026 set out how the Council will address the issues and challenges and respond to the actions required by Commissioners. It is built around three aims of enabling and supporting the Council to become: • A council that delivers with clear direction and purpose • A council that is financially sustainable • A council that is well-run with effective people, processes and systems</p>	<p>nottingham-city-council-improvement-plan</p>
PC3	<p>The city council has adopted in full CIPFA’s Prudential Code for Capital Finance in Local Authorities and their Treasury Management Code of Practice. The city council receives support on all aspects of borrowing, lending and investments from a specialist provider of local government treasury and capital financing advice.</p> <p>Reserves strategy and forecasts are clearly set out in the Medium Term Financial Strategy and are monitored through the quarterly Finance updates. Opportunities for strengthening the reserves position are routinely considered as part of the account closure exercise. The revenue budget is set and is reviewed on a regular basis. As part of 2024/25 year end, all General Fund reserves that have no earmarked purposes were moved into the General Fund Unallocated Balances.</p>	<p>Treasury Management Strategy</p> <p>Capital Strategy</p> <p>Executive Board Budget and MTFS</p> <p>Capital Programme</p> <p>2025-26 Budget and Council Tax Resolution Report Final 1</p>
PC4	<p>The annual report on the Treasury Management Strategy for 2024/25, incorporating the Minimum Revenue Provision Policy Statement, Investment Strategy and Prudential and Treasury Indicators required under Part 1 of the Local Government Act 2003 was approved by city council in March 2024 (having been considered by the Audit Committee). Member awareness and engagement on Treasury Management issues is progressed through development events and regular updates.</p>	<p>Appendix 6 – Treasury Management Strategy 2025-26</p>
PC5	<p>The council has an Asset Management Plan which sets out the continuing work of Asset Maximisation and bring together the priorities for delivery for operational property, the accommodation strategies and plans and how the decisions taken to drive these also provide a greater level of opportunity for physical regeneration within the City. The Corporate Asset Management Strategy is currently under development with the view to have it approved by summer 2025.</p>	<p>corporate-asset-management-plan</p>

Principle D – Determining the interventions necessary to optimise the achievement of the intended outcomes.		
PD1	Financial and non-financial performance reports are presented on a monthly basis at Council Corporate Leadership Team Meetings (CLT) and taken to Executive Board each quarter. The content of the reports demonstrates the city council’s progress in achieving against the performance measures and budgets across city council activities and are used to highlight examples of excellence in service delivery, as well as monitoring areas requiring improvement. Reports are also provided to Overview and Scrutiny Committees for each respective service area	Public reports pack 16th-Dec-2025 Executive Board.
PD2	Progress in implementing the Improvement plan and the service plans are reported monthly to the Improvement Board, Transformation Board, F&R Board, and regularly to the Audit Committee and Council. The Council’s improvement plan progress update is also reported to the secretary of state on a regular basis by the commissioners. There have been four published letters since the Improvement Plan was established. Two refelcting 2025 - 2026 period.	Nottingham City Commissioners third report Nottingham City Commissioners fourth report
PD3	A Housing Strategy has been created to enhance Nottingham’s housing offer so that the most vulnerable people at all stages of life can live in a safe homes and quality environment. Following a review of the complaints procedure, a housing ombudsman complaint handling code has been developed (which is now cited as best practice in the industry). A tenant’s Charter and Service Standards has also been put into place in close liaison with our tenants input. The Corporate Asset Management Plan is currently under review as part of the Council’s Improvement Plan with a target completion date of October 2025.	housing-strategy-2 customer-charter
PD4	To make Nottingham a flourishing, inclusive, and sustainable city where residents thrive. A renewed council where Nottingham strengthens its core and becomes a national leader in financial stewardship, innovation, and community health and wellbeing. Our commitment is to foster a safe, resilient, and connected Nottingham, where opportunity and prosperity are accessible to all. A council that delivers for local people, leading Nottingham forward. By empowering our neighbourhoods, supporting business and driving economic growth across the region, and championing social equity, we aim to create a dynamic city that celebrates its unique heritage while embracing possibilities through partnership.	Our Council Plan 2025-29
	The council is committed to Equality and Diversity	Updated

	Principle E – Developing the entity’s capacity, including the capability of its leadership and the individuals within it	
PE1	The city council participates in multiple benchmarking exercises and uses the information for financial and service quality comparisons. Learning from other entities enables the city council to achieve value for money and best practice service delivery	Benchmarking Corporate Peer Review CIPFA External Assurance review
PE2	The city council has three statutory governance officers posts with responsibility for governance	Chief Executive Officer Corporate Director Finance & Resources Director of Legal and Governance
PE3	The Constitution sets out a Scheme of Delegation, Financial Regulations and Contract Procedure Rules. The Scheme of Delegation gives officers authority to act within the policies and objectives defined by the executive and the city council as a whole The Financial Regulations underpin the effective management of the city council’s financial arrangements, and the Contract Procedure Rules govern the making of contracts for and on behalf of the city council. The city council’s Constitution sets out the framework for decision making and the formal reporting of those decisions. Decision making is underpinned by a framework of policies, plans and strategies. The Constitution is kept under review by the Director of Legal and Governance, (the city council’s Monitoring Officer). These documents are comprehensively reviewed on a regular basis with amendments being approved by full city council.	article-1-this-constitution-constitution-version-8-final gfd-g-delegations-to-officers-final article-17-financial-regulations-constitution-version-81-final
PE4	To support our elected Members, the City Council develops an annual Learning and Development Plan, accompanied by a calendar of training events and workshops. Each offering is aligned with the relevant ‘Political Skill’ areas as defined by the Local Government Association, enabling Members to easily identify opportunities that match their individual development priorities.	Councillor’s induction plan and Councillor Development Steering Group,
PE5	In compliance with the data transparency code, the city council has published its senior management structure and pay structure. The city council publishes an annual pay policy, last approved by city council in March 2026. A link in the policy directs to the location of information about member’s remuneration.	Pay Policy Statement gfd-c-members-allowances-scheme-v6
PE6	The city council recognises that its employees are central to its success. Development offer is based on addressing generic skills, including leadership development, and professional development. The employee performance framework exists to promote performance and identify development needs, linking to behavioural expectations of all staff. Staff also undertake a range of compulsory e-learning on topics such as health and safety and data protection.	E-learning Programme

Principle F – Managing risks and performance through robust internal control and strong public financial management		
PF1	<p>The Risk Policy sets out the city council’s strategy for ensuring that effective risk management is embedded within all areas of the city council’s operations. A refreshed Council’s Risk Management Strategy was signed off at CLT, F&R Board in June 2025 and presented at July Executive Board. Extensive work was undertaken during 2025/26 to strengthen risk management. We are satisfied that regular and effective reporting has been introduced. For example:</p> <ul style="list-style-type: none"> - A new, live, bespoke risk reporting dashboard was introduced for officers. Arrangements for quality assurance checks on information on the dashboard were introduced. - A New Risk Accountability Framework RACI setting out roles and responsibilities was adopted, as was a new Risk Management Strategy - Decision making papers to members were enhanced to include “Risk Impacts” alongside financial and legal impacts - Risk management training was provided to senior leaders - Officer sessions were held to identify and agree risk appetite. Findings are now being shared with members for consideration. <p>The Audit Committee received updates on risk register refreshes twice in 2025/26 - once in September and once in March. This included an overview of Red RAG rated risks; closed risks; and horizon scanning</p>	<p>Risk Management Strategy</p> <p>Strategic Risk Register</p>
PF2	<p>The city council’s Financial Management arrangements conform to the governance requirements of the CIPFA statement on the role of the Chief Financial Officer in Local Government (2016). Information on the financial performance of the city council provided to budget managers and senior officers is well presented, timely, complete and accurate. Real time desk top budget information is available to budget holders across the city council via Oracle Fusion.</p>	<p>final-statement-of-accounts</p> <p>Treasury Management Strategy 2025-26</p>
PF3	<p>The city council’s policies and staff training programme promote compliance with information legislation. To support this, data protection e-learning courses have been further updated, Training for senior managers is complete and relevant policies are in place in line with current legislation. We comply with standards for public sector data handling and security and have achieved Public Services Network certification every year since its launch. The city council has met the standards required by the new NHS Data Security and Protection Toolkit.</p>	<p>Data Protection Policy (Internal only)</p> <p>Data Sharing Policy (Internal only)</p> <p>Information Governance Policy (Internal only)</p>
PF4	<p>The city council’s review of the effectiveness of the system of internal control is informed by:</p> <ul style="list-style-type: none"> • Head of Internal Audit based on management information, performance information, officer assurance statements and Scrutiny reports • The work undertaken by Internal Audit during the year. • The work undertaken by the External Auditor reported in their annual audit and inspection letter. 	<p>Internal Audit Annual Plan</p> <p>Internal Audit Annual Report and Conclusion 2025-26</p>

PF5

The city council has a Corporate Strategy for the prevention and detection of fraud and corruption. A key area of work continues to be Council Tax and Housing fraud. Results of fraud investigations are publicised on the internet using the city council's social media presence. The city council participates in the National Fraud Initiative (NFI), this is a biennial data matching exercise led by the Executive Board Office that matches electronic data within and between public and private sector bodies to prevent and detect fraud. Regular updates on these exercises are provided to the Audit Committee.

[counter-fraud-strategy-june-2025](#)

Principle G – Implementing good practices in transparency, reporting, and audit, to deliver effective accountability.		
PG1	In line with the Local Government Transparency Code 2015, the city council is required to publish certain types of information for transparency purposes, this information can be found on the city council's website along with monthly Transparency Reports. A record of executive decisions made under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 are published on the city council's website. Information is also provided about member's remuneration.	gfd-c-members-allowances-scheme-v6 mgplanshome
PG2	The city council operates five Overview and Scrutiny Committees that consist of Elected Members who undertake annual work programmes. Their two main functions are to hold decision makers to account and to also develop and review policy.	Overview & Scrutiny
PG3	The Statement of Accounts is published and produced in compliance with the Accounts and Audit Regulations 2015 presenting a true and fair view of the financial performance of the city council in the delivery of services to the citizens of Nottingham. The accounts are subject to independent external audit and are made available via the city council's website. This is seen as an essential feature of public accountability and stewardship as it provides an annual report on how the city council has used the public funds for which it is responsible.	statement-of-accounts financial-regulations
PG4	The Audit Committee has responsibility for conducting an annual review of the effectiveness of the governance framework, including the system of internal control. The review of effectiveness will be informed by: <ul style="list-style-type: none"> • City council officers, responsible for the development and maintenance of the governance environment • The Chief Internal Auditors, Audit and Fraud's annual report • Comments and observations made by external auditors and external review agencies and inspectors. The Committee also report on their activities to full council 	Audit Committee

PG5

The Global Internal Audit Standards (GIAS), effective from 9 January 2025, require the Chief Audit Executive (CAE) to provide an independent and objective annual opinion on the adequacy and effectiveness of the organisation's framework of governance, risk management and internal control. The Internal Audit Charter was refreshed in 2025 -2026 as part of the Internal Control and Assurance programme.

Information on the work of Internal Audit is provided to managers and senior officers and is well presented, complete and accurate. Summary reports are provided to the Audit Committee on a quarterly basis.

The annual report of the Chief Audit Executive summarises the audit work undertaken during 2025/2026. Where recommendations have been made to improve processes, these are being addressed by appropriate officers. From the work undertaken in 2025/2026 by Internal Audit, Chief Audit Executive was able to give the following assurance:

"For the financial year ended 31 March 2026, the Council's framework of governance, risk management and internal control is assessed as providing Moderate Assurance.

This conclusion means that, in my judgement, the Council has a generally sound framework of governance, risk management and internal control in place, which is operating but not yet consistently applied or fully effectively across all areas to provide full assurance. "

[Internal Audit Charter](#)

[Internal Audit Annual Plan](#)

[Internal Audit Annual Report and Conclusion 2025-26](#)