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WEST OXFORDSHIRE  
DISTRICT COUNCIL

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**West Oxfordshire District Council**

**Local Code of Corporate Governance  
2026 / 2027**

# **I. Delivering Good Governance**

- I.1** Delivering Good Governance in Local Government; Framework, published by CIPFA in association with SOLACE, sets the standard for local authority governance in the UK. The concept underpinning the framework is to support local government in taking responsibility for developing and shaping an informed approach to governance, aimed at achieving the highest standards in a measured and proportionate way. The purpose of the Framework is to assist authorities individually in reviewing and accounting for their own unique approach, with the overall aim to ensure that:
- Resources are directed in accordance with agreed policy and according to priorities
  - There is sound and inclusive decision making
  - There is clear accountability for the use of those resources in order to achieve desired outcomes for service users and communities
- I.2** Governance is a term used to describe the arrangements (including political, economic, social, environmental, administrative, legal and other arrangements) put in place to ensure that the intended outcomes for stakeholders are defined and achieved.
- I.3** Good governance enables the Council to effectively achieve its intended outcomes, whilst acting in the public interest at all times.
- I.4** The Delivering Good Governance in Local Government; Framework, sets out seven core principles of governance as detailed in the diagram below. West Oxfordshire District Council is committed to these principles of good governance and confirms this through the adoption, monitoring and development of the document – The Council’s Local Code of Corporate Governance.
- I.5** Our Local Code is underpinned by the Delivering Good Governance in Local Government; Framework and is comprised of policies, procedures, behaviours and values by which the Council is controlled and governed. These key governance areas and how the Council provides assurance that is complying with these are set out in more detail within its Governance Assurance Framework.
- I.6** The Council recognises that establishing and maintaining a culture of good governance is as important as putting in place a framework of policies and procedures. The Council expects Members and Officers to uphold the highest standards of conduct and behaviour and to act with openness, integrity and accountability in carrying out their duties.
- I.7** The term ‘Council’ in this document, will also include its companies/partners that deliver services on behalf of the Council.

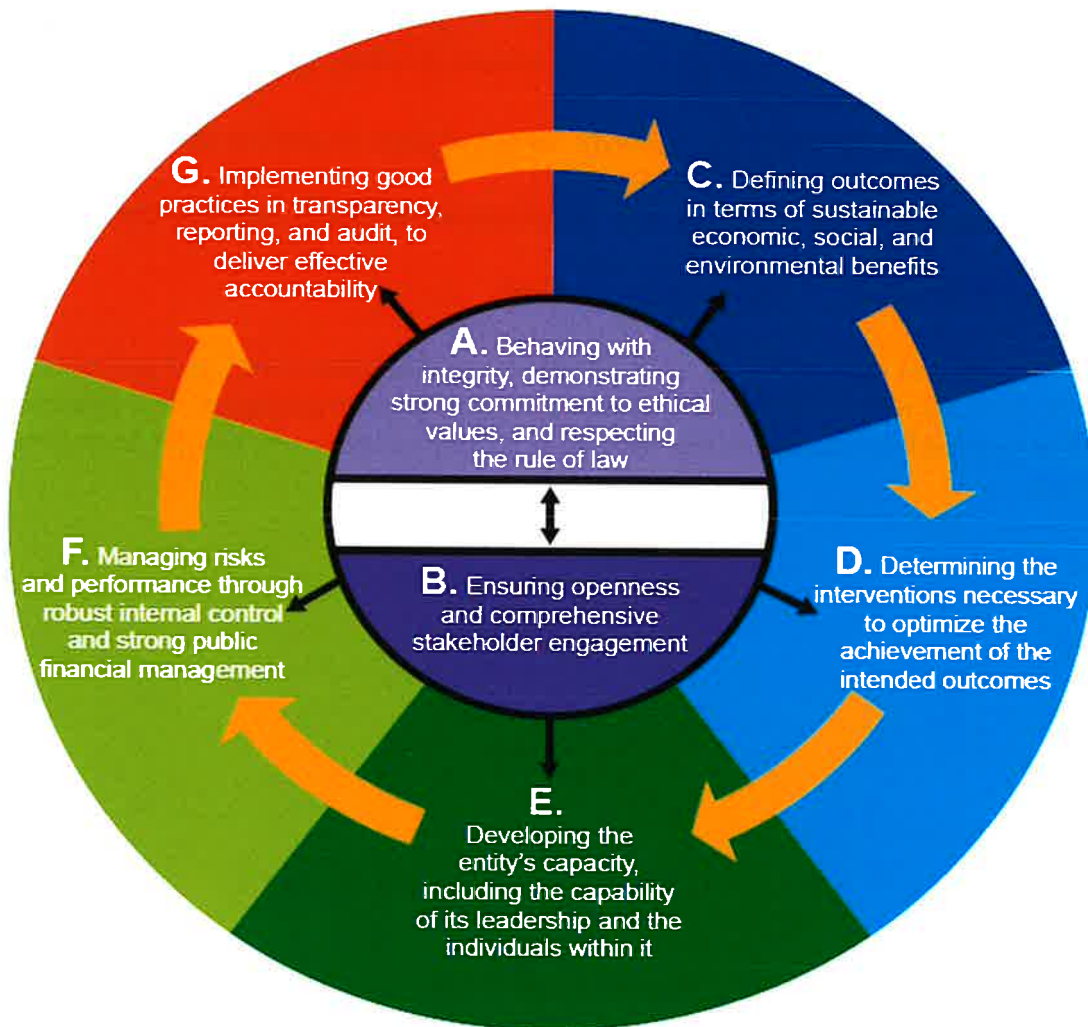
An addendum to the ‘Delivering good governance in local government: framework was published by Solace in May 2025. The application of this addendum is for annual governance statements for 2025/26 onwards. With regards to this Local Code, the new addendum recommends the following:

CIPFA and Solace recommend that authorities adopt a local code of governance which sets out their governance arrangements, showing how governance principles are put into practice at their authority. The code should:

- clearly align to the principles in Delivering Good Governance in Local Government: Framework,
- take account of the best value statutory guidance or other statutory requirements of the appropriate national government<sup>3</sup>,
- be up-to-date and reviewed regularly to ensure it takes account of changes in the authority and its environment,
- identify what arrangements the authority has put in place to achieve each principle, so it is specific to the authority,
- include values and behaviours as well as processes, as these influence the authority's culture,
- include how the code is reviewed and updated.

Where an authority does not have a local code, the annual review will need to first identify the arrangements it has put in place to meet the governance principles. This information should be to hand from earlier annual reviews, even when a local code has not been formally approved.

## Achieving the Intended Outcomes While Acting in the Public Interest at all Times



- 1.8** This diagram illustrates how the various principles for good governance in the public sector relate to each other. Principle A and B permeate the implementation of Principles C to G.
- 1.9** Further information regarding each of the above principles and the behaviours and actions that demonstrate good governance in practice are detailed in Appendix A.

## **2. Status**


- 2.1** Regulation 6(1)(a) of the Accounts and Audit Regulations 2015 require an authority to conduct a review at least once in a year of the effectiveness of its systems of internal control and include a statement reporting on the review with any published Statement of Accounts. This is known as an Annual Governance Statement.
- 2.2** The Accounts and Audit Regulations 2015 stipulate that the Annual Governance Statement must be prepared in accordance with proper practices in relation to accounts. Therefore, a local authority in England shall provide this statement in accordance with Delivering Good Governance in Local Government; Framework (2016) and this section of the Code.

### 3. Monitoring and Review

- 3.1 The Council will monitor its governance arrangements for their effectiveness in practice and will report them on a continuing basis to ensure that they are up to date. The Council's Governance Assurance Framework sets out in more detail how the Council will seek assurance on its adherence to the adopted principles of governance.
- 3.2 On an annual basis, the Chief Executive and Leader of the Council will publish an Annual Governance Statement which will:
- Assess how the Council has complied with this Code of Corporate Governance
  - Provide an opinion on the effectiveness of the Council's arrangements
  - Provide details of how continual improvement in the systems of governance will be achieved.
- 3.3 The Audit and Governance Committee considers the Annual Governance Statement before it is published as part of the Councils' financial statements.
- 3.4 The Council also produced an annual governance action plan which identifies actions for the following financial year to further improve our governance arrangements. Progress updates are reported to the Audit and Governance Committee.

### 4. Certification

- 4.1 We hereby certify our commitment to this Code of Corporate Governance and will ensure that the Council continues to review, evaluate and develop the Council's Governance arrangements to ensure continuous improvement of the Council's systems.



Councillor Andy Graham  
**Leader of the Council**  
Date: 29.6.2026



Phil Martin  
**Chief Executive**  
Date: 29.6.2026



<b>Principles</b>	<b>Sub-Principles</b>	<b>Behaviour and actions that demonstrate good governance in practice:</b>
<p>Acting in the public interest that requires a commitment to and effective arrangements for:</p> <ul style="list-style-type: none"> <li>• Arrangements to ensure ethical conduct for both members and officers, including codes of conduct, management of conflicts of interest, declarations of gift and hospitality, training and evaluation.</li> <li>• Arrangements covering the ethical behaviour of external service providers.</li> <li>• Arrangements to support whistleblowing.</li> <li>• How compliance with laws and regulations and internal policies and procedures is ensured and arrangements to ensure expenditure is lawful.</li> <li>• How breaches of ethical arrangements, laws, regulations and procedures are addressed and learning adopted.</li> <li>• How all those in governance roles and senior managers demonstrate their leadership of an ethical culture</li> </ul>	<p><b>Respecting the rule of the law</b></p>	<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 optimize 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> <li>• Whistle blowing policy is in place that is communicated to our employees and is managed, monitored and reviewed three yearly, or as required.</li> <li>• Ensuring policies and procedures are in place, which are reviewed periodically and / or as changes are made to ensure compliance with laws, regulations and best practice.</li> </ul>
<p><b>B. Ensuring openness and comprehensive stakeholder engagement</b></p>	<p><b>Openness</b></p>	<p>Where possible:</p> <ul style="list-style-type: none"> <li>• Ensuring an open culture through demonstrating, documenting and communicating the organisation’s commitment to openness</li> </ul>



<b>Principles</b>	<b>Sub-Principles</b>	<b>Behaviour and actions that demonstrate good governance in practice:</b>
<p>Acting in the public interest that requires a commitment to and effective arrangements for:</p> <ul style="list-style-type: none"> <li>• The arrangements for consultation and engagement with citizens, service users and stakeholders and how these inform decision-making.</li> <li>• The ways in which the authority communicates with the community and stakeholders</li> </ul>	<p>Acting in the public interest that requires a commitment to and effective arrangements for:</p>	<ul style="list-style-type: none"> <li>• Implementing effective feedback mechanisms in order to demonstrate how 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 impact of decisions on future generations of tax payers and service users</li> </ul>
<p><b>C. Defining outcomes in terms of sustainable, economic, social and environmental benefits</b></p> <p>The long-term nature and impact of many of local government's responsibilities mean that it should define and plan outcomes and that these should be sustainable. Decisions should further the organisation's purpose, contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders, including citizens, service users and institutional stakeholders, is vital to the success of this process and in balancing</p>	<p><b>Defining outcomes</b></p>	<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 provide the basis for the organisation's overall strategy, planning or 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 make the best use of resources available</li> <li>• Considering and balancing the combined economic, social and environmental impact of policies and plans when taking decisions about service provision and ensuring best value and value for money for our residents.</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> </ul>
	<p><b>Sustainable, economic, social and environmental benefits</b></p>	

<b>Principles</b>	<b>Sub-Principles</b>	<b>Behaviour and actions that demonstrate good governance in practice:</b>
<p>Acting in the public interest that requires a commitment to and effective arrangements for:</p> <p>competing demands when determining priorities for the finite resources available.</p> <ul style="list-style-type: none"> <li>• How the authority establishes its vision, target outcomes, and associated long-term plans to deliver sustainable outcomes.</li> <li>• Its decision-making arrangements and how it ensures consideration and demonstration of value for money and best value.</li> <li>• Arrangements to achieve fair access to services.</li> <li>• The authority’s strategic approach to commissioning across the entity and its partnerships and collaborations</li> </ul>	<p>Acting in the public interest that requires a commitment to and effective arrangements for:</p>	<ul style="list-style-type: none"> <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</li> <li>• Ensuring strong governance arrangements are in place to commission services through our partnership organisations.</li> </ul>
<p><b>D. Determining the interventions necessary to optimise the achievement of the intended outcomes</b></p>	<p><b>Determining interventions</b></p>	<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 associated risks. Therefore, ensuring best value is achieved however services are provided</li> <li>• Considering feedback from individuals and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited</li> </ul>

<b>Principles</b>	<b>Sub-Principles</b>	<b>Behaviour and actions that demonstrate good governance in practice:</b>
<p>Acting in the public interest that requires a commitment to and effective arrangements for:</p>	<p>Local government achieves its intended outcomes by providing a mixture of legal, regulatory, and practical interventions (courses of action). Determining the right mix of these courses of action is a critically important strategic choice that local government has to make to ensure intended outcomes are achieved. They need to ensure that their defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations. Decisions made need to be reviewed frequently to ensure that achievement of outcomes is optimised.</p> <ul style="list-style-type: none"> <li>• The arrangements for medium and short-term service planning, supported by projects and programmes, to ensure alignment to the vision and objectives.</li> <li>• How budgets and resource strategies align to the delivery of objectives.</li> <li>• How the authority uses self-assessment and continuous</li> </ul>	<p>resources available including people, skills, land and assets and bearing in mind future impacts</p> <ul style="list-style-type: none"> <li>• Establishing and implementing robust planning and control cycles that cover strategic and operational plans, projects, programmes, 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 goods and services 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 KPIs are monitored, managed and reported with effective scrutiny and challenge.</li> <li>• Ensuring capacity exists to generate the information required to review service quality regularly</li> <li>• Preparing budgets in accordance with objectives, strategies and the medium term financial strategy</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> <li>• Having processes and procedures in place for procurements of goods and services that are compliant with legislation and help achieve social value.</li> </ul>
<p>Local government achieves its intended outcomes by providing a mixture of legal, regulatory, and practical interventions (courses of action). Determining the right mix of these courses of action is a critically important strategic choice that local government has to make to ensure intended outcomes are achieved. They need to ensure that their defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations. Decisions made need to be reviewed frequently to ensure that achievement of outcomes is optimised.</p> <ul style="list-style-type: none"> <li>• The arrangements for medium and short-term service planning, supported by projects and programmes, to ensure alignment to the vision and objectives.</li> <li>• How budgets and resource strategies align to the delivery of objectives.</li> <li>• How the authority uses self-assessment and continuous</li> </ul>	<p><b>Planning Interventions</b></p> <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 in all-inclusive, taking into account the full cost of operations over the medium and long 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</li> </ul> <p><b>Optimising achievement of intended outcomes</b></p>	<p>resources available including people, skills, land and assets and bearing in mind future impacts</p> <ul style="list-style-type: none"> <li>• Establishing and implementing robust planning and control cycles that cover strategic and operational plans, projects, programmes, 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 goods and services 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 KPIs are monitored, managed and reported with effective scrutiny and challenge.</li> <li>• Ensuring capacity exists to generate the information required to review service quality regularly</li> <li>• Preparing budgets in accordance with objectives, strategies and the medium term financial strategy</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> <li>• Having processes and procedures in place for procurements of goods and services that are compliant with legislation and help achieve social value.</li> <li>• Ensuring the medium-term financial strategy integrates and balances service priorities, affordability and other resource constraints</li> <li>• Ensuring the budgeting process in all-inclusive, taking into account the full cost of operations over the medium and long 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</li> </ul>

<b>Principles</b>	<b>Sub-Principles</b>	<b>Behaviour and actions that demonstrate good governance in practice:</b>
<p>Acting in the public interest that requires a commitment to and effective arrangements for:</p> <p>improvement to achieve value for money.</p> <ul style="list-style-type: none"> <li>• The authority's performance management arrangements to ensure continued alignment to its objectives.</li> <li>• Arrangements for the achievement of social value in commissioning, procurement and contracting</li> </ul>	<p><b>Developing the entity's capacity, including the capability of its leadership and the individuals within it</b></p> <p>Local government needs appropriate structures and leadership, as well as people with the right skills, appropriate qualifications and mind-set, to operate efficiently and effectively and achieve intended outcomes within the specified periods. A local government organisation must ensure that it has both the capacity to fulfil its own mandate and to make certain that there are policies in place to guarantee that its management has the</p>	<p>external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage.</p> <ul style="list-style-type: none"> <li>• Ensuring we have processes in place to assess our performance including lessons learnt to ensure continuous improvement and value for money.</li> </ul>
<p><b>E. Developing the entity's capacity, including the capability of its leadership and the individuals within it</b></p> <p>Local government needs appropriate structures and leadership, as well as people with the right skills, appropriate qualifications and mind-set, to operate efficiently and effectively and achieve intended outcomes within the specified periods. A local government organisation must ensure that it has both the capacity to fulfil its own mandate and to make certain that there are policies in place to guarantee that its management has the</p>	<p><b>Developing the entity's capacity</b></p> <p><b>Developing the capability of the entity's leadership and other individuals</b></p>	<ul style="list-style-type: none"> <li>• Reviewing operations, performance and 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 determine how resources are allocated so that defined outcomes are achieved effectively and efficiently</li> <li>• Recognising the benefits of partnerships and collaborative working where added value can be achieved</li> <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 Senior Leadership Team have clearly defined and distinctive leadership roles within a structure whereby the corporate team lead in implementing strategy and managing the delivery of services</li> </ul>

<p><b>Principles</b></p>	<p><b>Sub-Principles</b></p>	<p><b>Behaviour and actions that demonstrate good governance in practice:</b></p>
<p>Acting in the public interest that requires a commitment to and effective arrangements for:</p> <p>operational capacity for the organisation as a whole. Because both individuals and the environment in which an organisation operates will change over time, there will be a continuous need to develop its capacity as well as the skills and experience of individual staff members. Leadership in local government is strengthened by the participation of people with many different types of backgrounds, reflecting the structure and diversity of communities.</p> <ul style="list-style-type: none"> <li>• Member and officer protocols and clarity over roles and responsibilities, including schemes of delegation.</li> <li>• Application of the Code of Practice on Good Governance for Local Authority Statutory Officers.</li> <li>• How financial management roles align with: – CIPFA Financial Management Code (FM Code) – CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2015), The Role</li> </ul>	<p>requires a commitment to and effective</p>	<p>and other outputs set by members and each provides a check and a balance for each other's authority</p> <ul style="list-style-type: none"> <li>• Developing the capabilities of members and senior management to achieve effective 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: ensuring members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged             <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>* 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 and development needs</li> <li>* Ensuring arrangements are in place to maintain the health and wellbeing of the workforce, for our workforce to learn and develop, and support individuals in maintaining their own physical mental wellbeing</li> </ul> </li> </ul>

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<p>Acting in the public interest that requires a commitment to and effective arrangements for:</p> <p>of the CFO in Combined Authorities (2024) or The Role of Chief Financial Officers in Policing (2021), as appropriate.</p> <ul style="list-style-type: none"> <li>• The arrangements in place for the discharge of the monitoring officer function.</li> <li>• The arrangements in place for the discharge of the head of paid service function.</li> <li>• Induction and development programmes to meet the needs of members and senior officers in relation to their strategic roles.</li> <li>• Workforce planning and organisational development.</li> </ul> <p>Arrangements for learning and development, and health and wellbeing</p>		
<p><b>F. Managing risks and performance through robust internal control and strong public financial management</b></p> <p>Local government needs to ensure that the organisations and</p>	<p><b>Managing risk</b></p>	<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>

<b>Principles</b>	<b>Sub-Principles</b>	<b>Behaviour and actions that demonstrate good governance in practice:</b>
<p>Acting in the public interest that requires a commitment to and effective arrangements for:</p> <p>governance structures that it oversees have implemented, and can sustain, an effective performance management system that facilitates effective and efficient delivery of planned services. Risk management and internal control are important integral parts of a performance management system and are crucial to the achievement of outcomes. Risk should be considered and addressed as part of all decision-making activities. A strong system of financial management is essential for the achievement of policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery and accountability. It is also essential that a culture and structure for scrutiny are in place as a key part of accountable decision making, policy making and review. A positive working culture that accepts, promotes and encourages constructive</p>	<p><b>Managing performance</b></p>	<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/and oversight function (independent of the Executive) is in place which provides 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</li> <li>• Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement</li> <li>• Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (e.g. financial statements)</li> </ul>
<p>A strong system of financial management is essential for the achievement of policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery and accountability. It is also essential that a culture and structure for scrutiny are in place as a key part of accountable decision making, policy making and review. A positive working culture that accepts, promotes and encourages constructive</p>	<p><b>Robust internal control</b></p>	<ul style="list-style-type: none"> <li>• Aligning the risk management strategy and policies on internal control with achieving objectives</li> <li>• Evaluating and monitoring risk management and internal control on a regular basis across the council, partnerships, our Teckal companies and collaborations.</li> <li>• Ensuring effective counter fraud and anti-corruption arrangements are in place</li> <li>• Ensuring effective controls are in place for Cyber, AI, Information Security, information governance, asset management and procurement / contract management.</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 and governance committee (Audit and Governance) which is independent of the executive and accountable to the council: provides a further source of effective</li> </ul>

<b>Principles</b>	<b>Sub-Principles</b>	<b>Behaviour and actions that demonstrate good governance in practice:</b>
<p>Acting in the public interest that requires a commitment to and effective arrangements for:</p> <p>challenge is critical to successful scrutiny and successful service delivery. Importantly, this culture does not happen automatically, it requires repeated public commitment from those in authority.</p>		<p>assurance regarding arrangements for managing risk and maintaining an effective control environment</p> <ul style="list-style-type: none"> <li>* That its recommendations are listened to and acted upon</li> <li>* That conforms to Global Internal Audit Standards in the UK public sector (GIAS and the Application Note) and the CIPFA Code of Practice on the Governance of Internal Audit</li> </ul> <ul style="list-style-type: none"> <li>• Arrangements are in place for overview and scrutiny</li> </ul>
<ul style="list-style-type: none"> <li>• Risk management policy, strategy and arrangements for review.</li> <li>• How financial management arrangements align with the Financial Management Code.</li> <li>• Internal control arrangements including: – Cyber, AI and information security</li> </ul>	<p><b>Managing data</b></p>	<ul style="list-style-type: none"> <li>• Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data</li> <li>• Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies</li> <li>• Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring</li> </ul>
<ul style="list-style-type: none"> <li>• Assurance frameworks across the three lines. The framework should set out how the leadership team obtains its assurance, including from management, risk and compliance arrangements, and internal audit.</li> <li>• Internal audit arrangements in conformance with the Global</li> </ul>	<p><b>Strong public financial management</b></p>	<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 control</li> </ul>

<p><b>Principles</b></p>	<p><b>Sub-Principles</b></p>	<p><b>Behaviour and actions that demonstrate good governance in practice:</b></p>
<p>Acting in the public interest that requires a commitment to and effective arrangements for:</p> <p>Internal Audit Standards in the UK public sector (GIAS and the Application Note) and the CIPFA Code of Practice on the Governance of Internal Audit.</p> <ul style="list-style-type: none"> <li>• Arrangements for formal overview and scrutiny (as applicable).</li> <li>• Facilitation of internal and external challenge.</li> <li>• Undertaking the core functions of an audit committee, as identified in Audit Committees: Practical Guidance for Local Authorities and Police (CIPFA, 2022).</li> <li>• Counter fraud and anti-corruption developed and maintained in accordance with the Code of Practice on Managing the Risk of Fraud and Corruption (CIPFA, 2014).</li> <li>• Governance, risk and control arrangements across companies, partnerships, collaborations and arm's length bodies.</li> </ul>		

<b>Principles</b>	<b>Sub-Principles</b>	<b>Behaviour and actions that demonstrate good governance in practice:</b>
<p>Acting in the public interest that requires a commitment to and effective arrangements for:</p> <p><b>G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability</b></p> <p>Accountability is about ensuring that those making decisions and delivering services are answerable for them. Effective accountability is concerned not only with reporting on actions completed but also ensuring that stakeholders are able to understand and respond as the organisation plans and carries out its activities in a transparent manner. Both external and internal audit contribute to effective accountability.</p> <ul style="list-style-type: none"> <li>• Arrangements for the timely response and support to the work of external audit, internal audit and other inspection or regulatory action.</li> <li>• Approach to welcoming external challenge and implementing recommendations.</li> </ul>	<p><b>Implementing good practice in transparency</b></p> <p><b>Implementing good practices in reporting</b></p> <p><b>Assurance and effective accountability</b></p>	<ul style="list-style-type: none"> <li>• Writing and communicating reports for the public and other stakeholders in a fair, balanced and understandable style appropriate to the intended audience and ensuring 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> <li>• Reporting at least annually on performance, value for money and stewardship of resources to stakeholders in a timely and understandable way</li> <li>• Ensuring members and senior management own the results reports</li> <li>• Ensuring robust arrangements for assessing the extent to which the principles contained in this Framework have been applied and publishing the results on this assessment, including an action plan for improvement and evidence to demonstrate good governance (the Annual Governance Statement)</li> <li>• Ensuring this Framework is applied to jointly managed or shared service organisations</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> <li>• Ensuring that all recommendations for corrective actions made by internal and external audit or other inspections or regulatory action are acted upon in a timely manner.</li> <li>• Ensuring an effective internal audit service with direct access to members is in place, providing assurance with regard to governance arrangements and that recommendations are acted upon</li> <li>• Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations</li> </ul>

**APPENDIX A**

<b>Principles</b>	<b>Sub-Principles</b>	<b>Behaviour and actions that demonstrate good governance in practice:</b>
<p>Acting in the public interest that requires a commitment to and effective arrangements for:</p> <ul style="list-style-type: none"> <li>• How learning and improvement are actioned.</li> <li>• How transparency and accountability are maintained across collaborations and arm's length bodies, such as trading companies and joint ventures.</li> <li>• Accountability to the public and stakeholders is supported by clear assurance and ensures core areas are covered to enable better accountability in practice</li> </ul>	<p>Acting in the public interest that requires a commitment to and effective arrangements for:</p>	<p>Behaviour and actions that demonstrate good governance in practice:</p> <ul style="list-style-type: none"> <li>• Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement</li> <li>• Ensuring when working in partnership, arrangements for accountability and transparency are clear and the need for wider public accountability has been recognised and met</li> </ul>

# Annual Governance Statement

**Council**  
Leader and Chief Executive sign AGS on behalf of the Council

Audit and Governance Committee

Executive

Overview and Scrutiny Committees

Planning and Licensing Committees

Risk Management

External Audit

Internal Audit and Counter Fraud Unit

Management Annual Assurance Statements

Internal Management Arrangements

Other external assurance e.g. RIPA Inspection Ombudsman

Performance reports, risk management and external assurance



WEST OXFORDSHIRE  
DISTRICT COUNCIL

## WEST OXFORDSHIRE DISTRICT COUNCIL

Name and date of Committee	<b>AUDIT AND GOVERNANCE COMMITTEE – 25 June 2026</b>
Subject	<b>ANNUAL GOVERNANCE STATEMENT 2025/26 INCORPORATING THE ACTION PLANS FOR 2025/26 &amp; 2026/27 AND THE LOCAL CODE OF CORPORATE GOVERNANCE 2026/27</b>
Wards affected	All
Accountable member	Councillor Andy Graham, Leader of the Council Email: <a href="mailto:andy.graham@westoxon.gov.uk">andy.graham@westoxon.gov.uk</a>
Accountable officer	Andrea McCaskie, Director of Governance & Regulatory Services (Monitoring Officer) Email: <a href="mailto:andrea.mccaskie@westoxon.gov.uk">andrea.mccaskie@westoxon.gov.uk</a>
Report author	Cheryl Sloan, Executive Director, Workforce Strategy & Transformation Email: <a href="mailto:democratic.services@westoxon.gov.uk">democratic.services@westoxon.gov.uk</a>
Summary/Purpose	This report provides the Audit and Governance Committee with an updated Annual Governance Statement for 2025/26 incorporating the Annual Action Plan for 2025/26, an Annual Governance Action plan for 2026/27 and the Local Code of Corporate Governance 2026/27.
Annexes	Annex A – Annual Governance Statement 2025/2026 incorporating the Action Plan 2025/26 and Action Plan 2026/27 Annex B - Local Code of Corporate Governance 2026/27
Recommendation(s)	That the Audit and Governance Committee resolves to: <ol style="list-style-type: none"><li>1. Approve the 2025/26 Annual Governance Statement incorporating the Annual Action Plan for 2025/26 and the Action Plan 2026/27 for sign off by the Chief Executive Officer and the Leader of the Council.</li><li>2. Review and adopt the latest version of the Local Code of Corporate Governance 2026/27 for sign off by the Chief Executive Officer and the Leader of the Council.</li><li>3. Agree to receive updates on progress against the key actions in the Action Plan 2026/27 at future meetings.</li></ol>

Corporate priorities	All
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Senior Leadership Team – the Chief Executive, Director of Finance, Director of Governance and Director of Place and wider Management Team.

## 1. BACKGROUND

- 1.1 The Audit and Governance Committee is the Committee of the Council charged with overseeing governance.
- 1.2 Regulation 4 of The Accounts and Audit Regulations 2011 require the Council to produce an Annual Governance Statement (AGS), setting out the Council's governance arrangements.

## 2. ANNUAL GOVERNANCE STATEMENT 2025/26 AND ACTION PLANS 2025/26 AND 2026/27

- 2.1 The AGS is backward looking, detailing the governance arrangements which were in place for the previous financial year (2025/26). This also shows the progress which was made against the Annual Governance Action plan for 2025/26.
- 2.2 The Annual Governance Action plan, is forward looking, setting out the areas of improvement / focus for the current financial year (2026/27).
- 2.3 There are seven key actions within the 2026/27 Annual Governance Action plan, four of which have been carried over from 2025/26, these include:
- Business Continuity
  - Procurement
  - Local Government Reorganisation / Devolution
  - WODC specific policies
- 2.4 The Action Plan identifies the specific tasks that will be undertaken in the respective areas of focus and sets timescales for their completion. The Action Plan will also include a RAG rating to show whether the actions are on target (green), off target but action being taken to ensure delivery (amber) or off target and no action has yet been agreed to resolve the situation (red) or completed (grey).

**2.5** Updates on progress on the Action Plan for 2026/27 will be presented to future Audit and Governance Committee meetings.

**3. LOCAL CODE OF CORPORATE GOVERNANCE 2026/27**

**3.1** It is recommended that the Committee reviews the revised Local Code of Corporate Governance attached at Annex B showing changes including the date on the covering page and the name of the Chief Executive Officer on page 5 and agrees to adopt the attached Code.

**4. FINANCIAL IMPLICATIONS**

**4.1** There are no direct financial implications arising from this report.

**5. LEGAL IMPLICATIONS**

**5.1** There are no direct legal implications arising from this report.

**6. RISK ASSESSMENT**

**6.1** If the Council's governance arrangements are weak then Council is at risk of failing to safeguard the use of public funds. In turn this would lead to poor external assessments, damaging the reputation of the Council. The areas of focus for the 2026/27 financial year identified in the Action Plan 2026/27 provides a clear set of priorities for the continual improvement of governance and mitigation of risk.

**7. EQUALITIES IMPACT**

**7.1** An equalities impact assessment is not required for this report.

**8. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS**

**8.1** There are no climate or ecological emergency implications arising directly from this report.

**9. BACKGROUND PAPERS**

**9.1** None



## **ANNUAL GOVERNANCE STATEMENT 2025/2026**

### **I. SCOPE OF RESPONSIBILITY**

West Oxfordshire District Council ('the Council') is responsible for ensuring that:

- Its business is conducted in accordance with the law and proper standards;
- Public money is safeguarded and properly accounted for;
- Public money is used economically, efficiently and effectively; and
- There is a sound system of governance, incorporating the system of internal control

The Council has a Best Value duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging these responsibilities, the Council is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, and including arrangements for the management of risk.

In 2024/25, the Council developed and approved a Local Code of Corporate Governance ('the Code'), which was consistent with the core principles and sub-principles as set out in the CIPFA/SOLACE "Delivering Good Governance in Local Government: Framework (2016)" ('the Framework'). This statement explained how the Council has complied with the Code and also meets the requirements of Regulation 6(1)(a) of the Accounts and Audit Regulations 2015 (England) which requires the Council to conduct a review at least once a year on the effectiveness of its system of internal control and include a statement reporting on the review with any published Statement of Accounts. The Local Code of Corporate Governance was revised to include the addendum to the 'Delivering good governance in local government: framework published by Solace in May 2025. The application of this addendum is for annual governance statements for 2025/26 onwards.

With regards to this Local Code, the new addendum recommends the following: CIPFA and Solace recommend that authorities adopt a local code of governance which sets out their governance arrangements, showing how governance principles are put into practice at their authority. The code should:

- clearly align to the principles in Delivering Good Governance in Local Government: Framework;
- take account of the best value statutory guidance or other statutory requirements of the appropriate national government;
- be up-to-date and reviewed regularly to ensure it takes account of changes in the authority and its environment;
- identify what arrangements the authority has put in place to achieve each principle, so it is specific to the authority;
- include values and behaviours as well as processes, as these influence the authority's culture;
- include how the code is reviewed and updated.

In addition to this, CIPFA issued its 'Statement on the Role of the Chief Finance Officer in Local Government (2015)'. The Annual Governance Statement ('the AGS') reflects compliance with this statement for reporting purposes.

## **2. THE PURPOSE OF THE GOVERNANCE FRAMEWORK**

The governance framework comprises the systems and processes, and culture and values, by which the Council is directed and controlled including activities through which it accounts to, engages with and leads its communities. It enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The system of internal control is a significant part of the governance framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to:

- Identify and prioritise the risks to the achievement of the Council's policies, aims and objectives;
- Evaluate the likelihood of those risks occurring;
- Assess the impact should those risks occur; and
- Manage the risks efficiently, effectively and economically

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

While financial savings have been delivered over the last few years, we have identified some areas where more resources are required, so additional support has been given in some areas and further reviews are being undertaken.

During 2025-26 the residents of West Oxfordshire have continued to face the challenges presented by the cost of living crisis. The Council has adapted the delivery of its services to meet the changing needs of the residents whilst coping with the financial challenges faced by all local authorities. Single year settlements restrict our ability to confidently plan for more than one year in advance and there is continued uncertainty over the timing of funding changes, such as Business Rates reset (pushed back to April 2026), and the significant impact of the phasing out of New Homes Bonus during the year.

## **3. THE GOVERNANCE ENVIRONMENT**

The key elements of the Council's governance arrangements are outlined in the Code. The governance framework includes arrangements for:

- Identifying and communicating the Council's vision of its purpose and intended outcomes for citizens and service users;
- Reviewing the Council's vision and its implications for the Council's governance arrangements;

- Measuring the quality of services for users, ensuring that they are delivered in accordance with the Council's priorities and ensuring that they represent the best use of resources;
- Defining and documenting the roles and responsibilities of the Executive, Non-Executive including Scrutiny and Officer functions, with clear delegation arrangements and protocols for effective communication;
- Developing, communicating and embedding codes of conduct, defining the standards of behaviour for Members and employees;
- Establishment of a Members' Constitution Working Group to review and update Financial Procedure Rules, Contract Procedure Rules, Schemes of Delegation, Codes and Protocols, which clearly define how decisions are taken and the processes and controls required to manage risks;
- Ensuring effective counter-fraud and anti-corruption arrangements are developed and maintained;
- Ensuring the Council's financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2015);
- Undertaking the core functions of an Audit and Governance Committee, as identified in CIPFA's Audit Committees: Practical Guidance for Local Authorities;
- Ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful;
- Arrangements for whistleblowing and for receiving and investigating complaints;
- Risk based Internal Audit Strategy and Annual Plan;
- Identifying the development needs of Members and Senior Officers in relation to their strategic roles, supported by the appropriate learning and development opportunities;
- Establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation;
- Incorporating good governance arrangements in respect of partnerships, including shared services and other joint working and reflecting these in the Council's overall governance arrangements;
- Reports from external bodies such as the Local Government & Social Care Ombudsman, HM Revenue & Customs, Information Commissioner, Investigatory Powers Commissioner and Planning Inspectorate.
- Overview & Scrutiny Committee represents a public forum through which Councillors can monitor the implementation of the Council's policies and the quality of its services; make recommendations on the discharge of the Council's functions and/or matters effecting the district and hold the Executive to account for their decisions and actions.

The main areas of the Council's governance framework, and the key evidence of delivery, are set out below, under the headings of the core principles and sub-principles from the CIPFA/SOLACE "Delivering Good Governance in Local Government: Framework (2016)

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

- Behaving with Integrity
- Demonstrating strong commitment to ethical values
- Respecting the rule of the law

- The roles and responsibilities of Members generally and all office holders are set out in the Council's Constitution, along with the way in which the various elements of the Council interact and complement each other. The Constitution is supported and underpinned by a separate Code of Conduct for Members and a joint Member / Officer Protocol, which sets out guidelines as to behaviour and practical issues. This is further supported by Publica's<sup>1</sup> Business Conduct rules which set out guidelines for staff on behavioural issues and the Council's Employee Code of Conduct.
- The Council's Constitution is kept under constant review. This process is overseen by the Constitution Working Group which has a busy programme of work and recommends improvements and updates to full Council. In 2025/26 full Council adopted a new Risk and Management Strategy and a more robust Risk Register, the Council's Contract Procedure Rules was amended to reflect the new Procurement Act 2023 and adopted in March 2025.
- Declarations are made at meetings by Members, where appropriate, and are recorded in the minutes of the meeting and on the Council website. The Members' Code of Conduct requires Members to complete a register of interests and these are also recorded and published on the Council website.
- Registers of interest are reviewed and updated annually by Members and published on the Council's website. All declarations received by Members are recorded by the Monitoring Officer and published on the Council website (subject to the withholding of any "sensitive interests"). Records of gifts and hospitality offered to councillors are also published to the website where these are declared by the Councillors. Regular reminders are sent to Councillors about registering interests and declaring gifts and hospitality, including at the start of the civic year and approaching the Christmas period.
- An employee declaration is completed annually by all employees. A register of gifts and hospitality is maintained by the Executive Director Workforce Strategy & Transformation – Governance & Risk and is reviewed by the Monitoring Officer.
- Policies and procedures are in place, which are reviewed periodically and / or as changes are made to ensure compliance with laws, regulations and best practice.
- All HR policies, 37 in total, have been reviewed and approved by Council via the Performance and Appointments Committee in the case of new policies or under the Chief Executives delegation where changes were made due to legal updates.
- The Monitoring Officer and Section 151 Officer report directly to the Head of Paid Service and are members of the Senior Leadership Team ('the SLT').

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<sup>1</sup> Publica Group (Support) Limited is a local authority owned company, jointly owned by Cheltenham Borough Council and Cotswold, Forest of Dean and West Oxfordshire District Councils.

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- Internal audit reviews are designed to ensure services are complying with internal and external policies and procedures / statutory legislation. Where non-compliance is identified, this is reported to the SLT and to Members via the Council's Audit & Governance Committee.
  - The Whistleblowing Policy was included within the Constitution in 2024/25 and is now managed, monitored and reviewed three yearly or as required. A counter-fraud unit working across Gloucestershire and West Oxfordshire helps to prevent and detect fraud and corrupt practices, including misuse of power. The service reports to the Audit and Governance Committee and the Public Board's Audit and Risk Assurance Committee twice a year.
  - Training is compulsory for Members exercising regulatory functions through the Development Control Committee and its Lowlands and Uplands area planning sub-committees, the Standards Sub-Committee (of the Audit and Governance Committee) and the Licensing Committee and its two sub-committees.
  - An annual summary of Member Code of Conduct Complaints is considered by the Audit and Governance Committee, most recently on 26 June 2025 and lessons learnt endorsed.
  - There are safeguards in the Constitution for handling planning and licensing applications from Members and Officers and the Probity in Planning Guidance was adopted by Council in 2024/25.
  - Meetings are minuted, with decisions and actions recorded appropriately. The Council continues to publish decisions taken by Members and Officers, in line with statutory and constitutional requirements.
  - The Council provides regular updates to Members through a programme of regular (at least monthly) member briefing sessions on key Council services and major issues affecting the district (e.g. local government reorganisation and devolution).
  - There is an annual programme of member training which is overseen by the Audit and Governance Committee each March. Members now also have access to selected courses via the Council's e-learning platform and are signposted to external training opportunities e.g. through the LGA.
  - The Communications Service remains fully mobilised to ensure communications through all our channels to support public health advice / information / messaging and Council service and support information to reach audiences externally and internally.
  - The Council has audited all its policies and holds a central register of all relevant policies including their review dates. This allows corporate oversight to ensure policies are up to date.

## **B. Ensuring openness and comprehensive stakeholder engagement**

- Openness
- Engaging comprehensively with institutional stakeholders
- Engaging with individual citizens and service users effectively

- Annual accounts are published in a timely manner to help communicate the Council's financial position and performance.
- The Council's Corporate Plan 2023 - 2027 was reviewed and adopted in January 2023. This is available on the Council website setting out the Council's vision and corporate priorities.
- A new communications protocol was approved by Council in January 2024 setting out the role of the Team and the way in which it supports the Council including during sensitive periods, such as pre-election periods, All Committee, Executive and Council reports clearly outline their purpose, so the community can understand what is trying to be achieved. Reports also address financial, legal, equalities, risk and climate and ecological implications to aid understanding of the potential impact of their recommendations. Where required, Executive reports are accompanied with a Sustainability Impact Assessment. This was introduced in summer 2025 and aims to maximise climate, environmental and socio-economic benefits in project development and decision making.
- The roles and responsibilities of the Executive, Non-Executive, Scrutiny and Officer functions are defined in the Council's Constitution.
- A Scheme of Delegation of powers to Officers is included within the Constitution.
- Communication channels for Publica and Council employees include one-to-ones and team meetings. Corporate communications include weekly update emails, an online portal and employee briefings.
- A Customer Feedback form is available publicly for handling comments, complaints and compliments and the Council's website includes different ways for customers to give feedback or access services. A customer satisfaction survey was carried out on the telephone service provided, with the Council receiving high satisfaction scores being ranked third in the country.
- A new customer complaints process was introduced in April 2025 which complies with the newly published Ombudsman Code for Complaint Handling.
- The Council maintains clear channels of communication with all sections of the community and other stakeholders, using multiple channels to reach different audiences. This includes social media, digital newsletters, email, local media, an annual all district mailout and other channels as appropriate with the aim of keeping residents informed of council activity.
- A new protocol for webcasting all Council Committee Meetings was approved in January 2024 at Full Council enabling greater transparency and community engagement in Council Meetings following the refurbishment to the Council Chamber into a multi-functional venue available for hire by the wider community. This continues to be in place.
- The ability for members of the public to ask questions at Executive, Full Council and Committee meetings.

- A report is produced quarterly regarding the performance of the Council's services and the achievement of its aims and objectives. The report is presented to the Executive, discussed at the Overview & Scrutiny Committee and published on the Council's website. The format of the report has been enhanced to provide a narrative and clearer information on Council priorities and KPI's.
- The Council publishes transparency data on its website which includes supplier payments, senior management structure charts and the Annual Pay Policy Statement. Where data is not available in the published data sets, instructions are available on how to make a Freedom of Information requests and the procedure that will be followed to answer the requests.
- A Locality Leadership Team, comprising the Head of Paid Service, the S151 Officer, Monitoring Officer, Director of Place and Publica Directors, meet monthly to discuss projects, performance and risks and reports to be brought forward to the Executive.
- A report on the Council's Strategic Partnerships is considered by Full Council annually.

### **C. Defining outcomes in terms of sustainable economic, social, and environmental benefits**

- Defining outcomes
- Sustainable economic, social and environmental benefits

- The Council's vision and corporate priorities are contained within the Council Plan 2023 - 2027 which was adopted by Council in January 2023. This sets out the high-level areas of focus, and what the Council hopes to achieve on its own or in partnership with others. These priorities are supported by the Code of Corporate Governance as good governance should underpin all the work of the Council.
- The Council introduced an updated service planning process in 2025 to start planning for the 2026/27 financial year. This process ensures all services areas have considered their activity and it is agreed with the Senior Leadership Team. These plans define the outcomes for each service area over the coming financial year
- The Council updated its project management approach in 2025, updating key project documents to ensure good project management practice. It also audited all live projects and updated the corporate reporting process. The Senior Leadership Team, Leader and Informal Executive all receive regular updates on the progress of key projects.
- An annual business planning process is also conducted by Publica, which is informed by the corporate priorities, legislation and government guidance. All the areas of focus (corporate priorities) are underpinned by the following principles:
  - Putting Residents First
  - Enabling a Good Quality of Life for All
  - Creating a Better Environment for People and Wildlife
  - Responding to the Climate and Ecological Emergency
  - Working together for West Oxfordshire
- Detailed proposals arising from the corporate priorities are individually assessed and are included within decision making reports.

- Budget Procedure Rules have been adopted to ensure full engagement in the budget cycle.
- Contract Procedure Rules have been updated and approved by Council following the implementation of the Procurement Act 2023.
- The financial implications of delivering against the Council's priorities are included within the Council's Medium Term Financial Strategy ('MTFS'), revenue budgets and capital programme. These key financial documents are updated annually during the budget setting process. Variance to budget is reported quarterly.
- As part of its MTFS the Council assesses its forecast financial position and updates its assumptions about the resources available to, and the investment needs of, the Council.
- The Council is facing continued financial pressure from general and wage inflation. These are being incorporated into subsequent iterations of the MTFS and mitigations regarding costs are being developed.
- A Transformation Group has been established to help steer the Council's response to the challenging financial environment, guide the preparation of a sustainable MTFS consistent with the Council Plan, and oversee the delivery of the Council's work programme in terms of service transformation, investment and revenue generation.

#### **D. Determining the interventions necessary to optimise the achievement of the intended outcomes**

- Determining interventions
- Planning interventions
- Optimising achievement of intended outcomes

- The Council has, with three other councils, created a company, Publica Group (Support) Ltd, to deliver more efficient and improved services. Where appropriate, processes have been or are being aligned to ensure consistency across the partner councils, without compromising local priorities. In recognition that Publica is a significant contractor of the Council, the Council monitors its performance by:
  - Considering Publica's Annual Report at Council;
  - Considering Publica's draft Business Plan annually at the Overview and Scrutiny Committees and Executive in February/March each year;
  - Requiring representatives from Publica to attend the Overview & Scrutiny Committee to support discussion on quarterly performance and other reports;
  - Receiving monthly "Keeping You Connected" updates by email from Publica to all Members;
  - Inviting Publica senior Officers to attend monthly Informal Executive meetings to discuss progress against the Business Plan and Corporate Plan
  - Creation of quarterly WODC retained Officers/Publica Executives meetings where performance and progress against Corporate Plan priorities is a key agenda item.
- A review of Publica was undertaken, and in response to this, a number of services have been transferred from Publica to direct council delivery. All other services continue to be

delivered by Publica following the Phase 2 transition which took place in July 2025 and the final Phase 3 transition on 1 April 2026.

- The Council has run a service planning process to ensure service delivery is aligned to the Council Plan and MTF5. This is part of the Corporate Planning and Performance Framework which sets out how the Council proactively manages its services and performance to ensure a high level of service delivery and progress against the Council Plan.
- In addition to the creation of Publica, the Council continues to secure savings through improved use of its assets and investments.
- The Council is also a Shareholder in Ubico, which delivers the Council's environmental services including waste and recycling collection services. The Council is focusing on ensuring effective governance arrangements are in place for this wholly owned company.
- The Council has processes in place to identify and respond to external changes, for example: changes to legislation and regulation, emerging risks and opportunities. Corporate processes such as risk management, performance management processes, budget monitoring and other management processes are designed to capture and incorporate these external factors and to enable the Council to respond appropriately.
- The strategic risk register is reviewed regularly by the Senior Leadership Team, Informal Executive, and reported to the Audit & Governance Committee. This has been reviewed to ensure all required risks are escalated and reported.
- Projects and services retain their own risk registers and should escalate any high or strategic risks to the Senior Leadership Team and Publica as appropriate for consideration. The Management Team reviews risk registers bi-monthly and escalates any emerging risks to the strategic register which is considered by Informal Executive and A&G Committee on a quarterly basis. Significant progress has been made in improving the identification and reporting of risks and improved communication and processes to ensure risks are appropriately escalated to the strategic register and visible to the Senior Leadership Team.
- Key performance indicators are measured and reported quarterly. Significant work has been undertaken to develop service performance reports which are presented to the Executive and the Overview & Scrutiny Committee.
- Budgets are prepared annually in accordance with objectives, strategies and the MTF5, following consultation with residents, Members and Officers. The budget procedures rules, contained in the Constitution, were reviewed and amended in November 2023.
- The Council has processes in place to assess its performance including lessons learnt to ensure continuous improvement and value for money.

As we move forward, we will continue to analyse the impact of the cost-of-living crisis and how that may impact our strategic priorities. The Council will continue to work with residents and local businesses to review and respond to their changing needs.

**E. Developing the entity's capacity, including the capability of its leadership and the individuals within it**

- Developing the entity's capacity
- Developing the capability of the entity's leadership and other individuals

- The Council has developed a People Strategy to ensure it has the right employees, in the right places to deliver its services and the Council Plan, building on the work delivered through Publica. It covers how the Council supports its employees, helps them develop professionally and manage performance – including developing leadership capability. In delivering against this strategy the Council is providing ILM training and Action Learning Sets to its managers to help develop management and leadership skills.
- The Constitution contains schemes of delegation for executive and non-executive (Council) functions. These are reviewed and revised as structures change.
- Financial Procedure Rules (FPR's) are in place and are currently being reviewed with an updated version presented to the Constitution Working Group and the Audit and Governance Committee, who has responsibility for the overview of the FPR's, during 2025/26 in advance of being presented to the Annual Council Meeting for adoption in May 2026.
- An induction programme is available to new employees and Members. Training is also provided for both Members and Officers on an on-going basis as appropriate and necessary. Members on certain Committees (e.g., Planning, Standards and Licensing) are required to undertake training before attending the Committee meetings, and to attend further training to remain up to date and improve their knowledge.
- Officers undertake regular 121 meetings with their line manager. As part of these 121 meetings, Officers discuss work plans/tasks and any training requirements associated with the successful delivery of the work plan. Officers are encouraged to complete Continuing Professional Development (CPD) as relevant to their professional qualifications and service areas hold budgets to ensure that training can be undertaken to maintain skills and knowledge.
- Training is also provided for Officers on an on-going basis as appropriate and necessary with CPD being undertaken by Officers accredited to professional bodies.
- The Head of Paid Service, the Section 151 Officer, the Monitoring Officer and the Leader of the Council have clear statutory responsibilities. Roles and responsibilities are contained within the Constitution along with the Member/Officer Protocol and Monitoring Officer Protocol.
- The iHasco online training facility has been further developed to create a suite of mandatory and service specific training. Selected courses can now also be accessed by Members.
- Mandatory Officer Cyber Ninja training has been undertaken with a specific tailored on-line module created for and rolled out to Members. Data Protection and cyber protection refresher training continued to be rolled out to Members during 2025/26.

- A Leadership Development Programme has been run for senior managers within Publica and the Council. All Senior Managers have received Carbon Literacy training with Silver accreditation being achieved.

#### **F. Managing risks and performance through robust internal controls and strong public financial management**

- Managing risk
- Managing performance
- Robust internal control
- Managing data
- Strong public financial management

- The Council explains and reports regularly on activities, performance and the Council's financial position through reports to its Executive and Committees. Timely, objective and understandable information about the Council's activities, achievements, performance and financial position is provided. This includes publication of:
  - Quarterly Performance Reports, publicly reported to the Executive.
  - Externally audited accounts including an Annual Governance Statement.
- The Senior Leadership Team reviews the Strategic Risk Register on a monthly basis and also presents the Strategic Risk Register to Informal Executive. The Strategic Risk Register is reported to the Audit & Governance Committee at least on a twice-yearly basis.
- Risks are identified when undertaking Internal Audit reviews and reported when necessary. The Council, through the S151 Officer, is able to flag any areas of concern to be added to the work of the Internal Audit team in the coming year.
- The work of the Internal Audit team is reviewed and challenged by both the S151 Officer and the Audit and Governance Committee.
- Performance Management measures the quality of service for users to ensure services are delivered in accordance with the Council's objectives and represent best use of resources.
- Performance is measured on a regular basis through the quarterly KPI dashboards and reported to Members and the Executive. From March 2026 the Senior Leadership Team will also be receiving monthly performance reports.
- Minutes of meetings are published and highlight the challenge made by Members to Officers and to Executive Members.
- The Internal Audit service is provided by South-West Audit Partnership Internal Audit Services ('SWAP') and is run in partnership with other local authorities.
- A risk-based Audit Plan is drafted annually following consultation with Officers, Members, SLT and the S151 Officer. The Audit Plan is approved at the Audit & Governance Committee prior to the financial year.
- Audit reports, once completed, are discussed with the service manager. Executive summaries, including findings, and progress on the Annual Plan are reported to the Audit & Governance Committee, on a quarterly basis.

- Recommendations made in audit reports are followed up 6 months after the completion of the audit and priority 1 and 2 findings are reported to the Audit & Governance Committee. Recommendations not implemented within that time scale are reported to the S151 Officer and to the Audit & Governance Committee.
- The Audit & Governance Committee's Terms of Reference are contained within the Constitution. Training is provided to Members on various aspects of the Committee's functions and responsibilities (internal audit, external audit, statement of accounts, risk, counter-fraud, treasury).
- The CIPFA self-assessment was carried out by the Audit & Governance Committee in the last quarter of 2023/24 with the results being assessed at Committee in March 2024 recommending to Council to reduce the numbers on the Committee from 15 to 11, not to appoint Executive Members, to recruit up to two IP's and produce a tailored training programme. These recommendations were agreed at the Annual Council meeting in May 2024. The Council has since successfully recruited 2 Independent Members who provide challenge and support to the Committee as non-voting members. An annual report of the work undertaken by the Committee during 2025/26 will be presented by the Chair to the Annual Council meeting.
- The Counter Fraud and Enforcement Unit supports the Council and other third parties. Where investigations identify possible improvements to the internal control framework the Counter Fraud and Enforcement Unit will liaise with the Internal Audit team to ensure the improvements are followed up and implemented by management.
- The Council's Data Protection Officer has responsibility for Data Protection policies and ensuring that Officers and Members are informed and appropriately trained. The Council has appointed the Director of Place as the SIRO. The annual report of the SIRO will be presented to the first Audit & Governance meeting in the new Municipal Year.
- The Council has invested in its cyber security capability to increase its resilience against a cyber-attack, by implementing additional security solutions, recruiting additional staff and resourcing an ongoing training programme to maintain the impact of this investment.
- Audit reviews ensure data is held securely whether electronically or hard copy.
- A review was undertaken of the Overview and Scrutiny function one-year on from the replacement of three committees with a single committee. A survey was circulated to all Members and Senior Officers and the results were reported to the Constitution Working Group and the Overview and Scrutiny Committee in spring 2025. The report identified a number of further improvements to the function and the proposal to reduce the size of the Overview and Scrutiny Committee from 24 to 15 Members was agreed at the Annual Council meeting in May 2025.
- The Independent Remuneration Panel (IRP) met in January 2025 to undertake a mid-term review of the Council's Members' Allowances Scheme 2023-27. The recommendation was considered at the full council in July 2025. Council has since asked its IRP to review the allowances for planning chairs in view of the Council agreeing to merge its two area planning sub-committees into a single district-wide sub-committee. The IRP will consider this specific request ahead of the next full review which is scheduled for Autumn 2026 so that a new members' allowances scheme can be in place for 1 April 2027.

**G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability**

- **Implementing good practice in transparency**
- **Implementing good practices in reporting**
- **Assurance and effective accountability**

- Data in respect of transparency is published on the Council's website.
- The Council's Statement of Accounts is produced and published annually in accordance with statutory legislation. Aligned with this is the production of the Annual Governance Statement which identifies how the Council has met its governance reporting obligations.
- External Audit recommendations are reported to the Audit & Governance Committee, following the completion of their annual audit process, follow-ups of recommendations are also reported.
- Internal Audit processes ensure compliance with Public Sector Internal Auditing Standards. Internal Audit recommendations are followed up and reported to the Audit & Governance Committee, further follow-up is planned if recommendations have not been actioned in full.
- The Council has a process for the receipt and processing of freedom of information requests made under the Freedom of Information Act and environmental information requests under Environmental Information Regulations. The process was reviewed in 2024/25 to improve efficiency.
- There is a presumption that all reports and the associated annexes to be considered in public meetings will be published. The Council's Legal Officer is consulted in circumstances where reports or annexes contain information which is considered to be exempt from publication.

**4. REVIEW OF EFFECTIVENESS**

The Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the senior managers, the annual opinion from the Head of Internal Audit, the Corporate Governance Group and comments made by the External Auditors and other review agencies and inspectorates.

**The Council's process for maintaining and reviewing the effectiveness of the governance framework has included the following:**

Statutory Officers, Directors, Executive Directors, Assistant Directors and Heads of Service/Business Managers are required to complete an Annual Assurance Statement at the end of the financial year. These governance declarations provide appropriate management assurance that key elements of the system of internal control are in place and are working effectively and help to identify areas for improvement.

The Senior Leadership Team (including the Chief Executive, Section 151 Officer, the Monitoring Officer and Directors) review the Strategic Risk Register on a monthly basis and Service/Project Risk Registers are maintained by each Head of Service/Business Manager.

The Projects, Governance, Performance and Risk Management Group meets monthly to discuss and action matters such as new operational policies, staff declarations of interests/gifts and hospitality, audit recommendations, cyber security and GDPR updates/breaches register and counter fraud updates along with an update from the Head of Legal.

The SWAP Assistant Director (Head of Internal Audit) provides the Audit & Governance Committee, as the Committee charged with governance, with an Annual Opinion on the control environment of the Council, which includes its governance arrangements.

Investigation of, and decisions on, allegations of failure to comply with the Members' Code of Conduct are considered and determined by the Monitoring Officer and the Standards Sub-Committee taking into account the views of the Independent Person.

The Council have three Independent Persons ('IP's') as a result of appointing an additional two IP's, under the Localism Act 2011, during 2023/24 to ensure resilience if there was an absence or conflict of interest situation.

Induction processes are provided for newly elected Members, including a comprehensive welcome pack and a welcome session which includes training on the Code of Conduct. Training will also be provided on Data Protection and Cyber Security as part of the induction process for new Members.

Training and awareness sessions are carried out for the Audit & Governance Committee in relation to Internal/External Audit functions, risk, counter fraud, the statement of accounts and treasury annually.

Bishop Fleming have been appointed, by the Public Sector Audit Appointments (PSAA), as the External Auditors for the period 2023/24 to 2027/28.

The External Auditors present regular progress reports to the Audit and Governance Committee.

The External Auditor's Annual Audit Letter and follow-up of management responses to issues raised in the Letter or other reports are overseen by the Audit & Governance Committee.

Quarterly performance reports, including the budget position, are presented to the appropriate Informal Executive, demonstrating performance management against agreed performance indicators and budgets.

The Audit & Governance Committee reviews the Annual Statement of Accounts, including the final AGS, the Capital, Investment and Treasury Management Strategies and quarterly progress reports from Internal Audit (SWAP). A Full Council approves the annual budget and reviews and approves the Capital, Investment and Treasury Management Strategies following recommendations from the Audit & Governance Committee.

Internal Audit monitors the quality and effectiveness of systems of internal control. Audit reports include an opinion that provides management with an independent judgement on the adequacy and

effectiveness of internal controls. Reports including recommendations for improvement are detailed in an action plan agreed with the relevant Director/Head of Service/Business Manager.

The Annual Internal Audit Opinion for 2024/2025, in respect of the areas reviewed during the year, was one of “Reasonable” Assurance, that there is a generally sound system of governance, risk management and control in place.

The Council’s Financial Procedure Rules and Contract Procedure Rules are kept under review and revised periodically, with new Contract Procedure Rules adopted in March 2025 and updated Financial Procedure Rules recommended for adoption in May 2026.

Other explicit review/assurance mechanisms, such as the Annual Report from the Local Government & Local Care Ombudsman and reports from SWAP or Bishop Fleming are also reviewed.

## 5. REVIEW OF GOVERNANCE ACTION PLAN FOR 2025/2026

In preparing the previous AGS for 2024/25 and reviewing the effectiveness of the governance arrangements as part of our continuous improvement approach, a number of areas were identified where the Council needed to focus attention and improve arrangements over the financial year 2025/26. These areas of work were planned to strengthen the control framework and are set out in the table below and were due to be completed by 31/03/26.

	<b>Key Area of Focus</b>	<b>Planned Actions</b>	<b>Update</b>	<b>Responsible Officer / Date</b>	<b>Status</b>
1	New service delivery models	<ul style="list-style-type: none"> <li>To complete the phase 2 transition of services</li> <li>To ensure new services are embedded into the WODC culture</li> </ul>	<ul style="list-style-type: none"> <li>Phase 2 transition was completed 1 July 2025. Where gaps in the structure existed on transfer, recruitment has been completed.</li> <li>Work on our People and Culture strategy has been concluded with our values and behaviours agreed and signed off at an all staff briefing in Dec 2025.</li> </ul>	CEO 31/03/2026	Complete
2	Council Constitution	<ul style="list-style-type: none"> <li>Undertake a full review of the Council's Constitution and Scheme of Delegation to reflect the new service delivery model following phase 2 transfer of services</li> </ul>	<ul style="list-style-type: none"> <li>Update has been completed following phase 2 in year revisions approved by Council via Constitution Working Group.</li> </ul>	DG 31/03/2026	Complete
3	Business Continuity	<ul style="list-style-type: none"> <li>Further develop business continuity plans to ensure they are robust and fit for purpose under the new service delivery model</li> </ul>	<ul style="list-style-type: none"> <li>A new Business Impact Assessment (BIA) Tool is currently tested and has been rolled out across the council.</li> </ul>	Executive Director Gov 31/03/2026	On Going Carry Forward

		<ul style="list-style-type: none"> <li>To test the business-critical Business Continuity Plans</li> </ul>	<ul style="list-style-type: none"> <li>Meetings have been setup with the various services, commencing with the higher-risk / critical services first.</li> <li>The BIA's have been completed by services and these will then inform the BCP.</li> <li>This action will roll forward into next financial year. Good progress is being made on the new process, and whilst this is being implemented, existing BCPs continue to be reviewed.</li> </ul>		
4	Procurement	<ul style="list-style-type: none"> <li>To ensure officers are trained and competent in the new Procurement Act 2023</li> <li>To develop a toolkit for use by officers who undertake procurement</li> </ul>	<ul style="list-style-type: none"> <li>Training undertaken in person and toolkits have been produced and are available for use.</li> </ul>	BP Proc 31/03/2026	Complete
5	LGR / Devolution	<ul style="list-style-type: none"> <li>To ensure WODC and our partner organisations are prepared / ready in advance of LGR / Devolution</li> <li>To place our employees in the best position possible, through training, development and support.</li> <li>To ensure WODC are in the best financial position possible pre and post LGR / Devolution.</li> </ul>	<ul style="list-style-type: none"> <li>Three Unitary Proposals were submitted to government on 28 November 2025</li> <li>The Government will make a decision in Summer 2026 on which proposal best meets their criteria, with a government run consultation held in the early part of 2026.</li> <li>Work is underway with Publica to consider potential options</li> </ul>	CEO 31/03/2026	Ongoing Carry Forward

			<ul style="list-style-type: none"> <li>to ensure employees and services are protected.</li> <li>Training, development and support is being put in place for our employees and partner employees.</li> <li>This action will roll forward into the next financial year.</li> </ul>		
6	Service Plans	<ul style="list-style-type: none"> <li>To have service plans in place for all business areas, delivered directly by the council and its partners</li> </ul>	<ul style="list-style-type: none"> <li>A revised service plan template for 26/27 was approved and work was undertaken to populate the service plans for 26/27 with the process completed resulting in Plans in place across WODC and Publica that have been reviewed by the SLT in early 2026.</li> </ul>	Service / Business Managers 31/3/2026	Complete
7	Financial Management	<ul style="list-style-type: none"> <li>The Financial Procedure Rules are currently in the process of being reviewed in advance of being submitted to the Constitution Working Group (CWG) and Council for approval later in the year</li> </ul>	<ul style="list-style-type: none"> <li>The Financial Procedure Rules and processes have been reviewed in advance of being submitted to the Constitution Working Group (CWG) and Audit &amp; Governance Committee and then onto Annual Council for approval</li> </ul>	CFO 31/03/2026	Complete
8	WODC specific policies	<ul style="list-style-type: none"> <li>To ensure all WODC specific policies are up to date and comply with relevant legislation</li> <li>To produce new policies and procedures where required.</li> </ul>	<ul style="list-style-type: none"> <li>33 HR Policies have been reviewed along with other WODC Policies following a Corporate Policy Audit and the</li> </ul>	Service / Business Managers 31/03/2026	Ongoing Carry Forward

			<p>creation of a Policy Development Framework</p> <ul style="list-style-type: none"><li>• New corporate policy register tracks all policies and gives oversight.</li></ul>		
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6. In preparing this statement for 2025/26 and reviewing the effectiveness of the governance arrangements as part of our continuous improvement approach, a number of areas have been identified where the Council needs to focus attention and improve arrangements over the next financial year 2026/27. These areas of work are planned to strengthen the control framework and are set out in the table below and due to be completed by 31/03/27.

**Notes and key**

Each action in the plan is marked with a 'traffic light' as follows:

<b>Green</b>	On target
<b>Amber</b>	Off target but action being taken to ensure delivery (where this results in a reviewed target date, this is made clear in the table)
<b>Red</b>	Off target and no action has yet been agreed to resolve the situation
<b>Complete</b>	Action has been completed

**Completed** actions are marked as such in the 'Date' column and are shaded grey

This action plan contains actions from the Annual Governance Statement 2025/26 which are coordinated and monitored by the WODC Senior Leadership Team.

**Key to officers:**

**Accountable officer (AO)**

**CEO** - Chief Executive: **Phil Martin**

**CFO** - Chief Finance (S.151) Officer: **Madhu Richards**

**DG** – Director of Governance: **Andrea McCaskie**

**HoC** – Head of Communications & Corporate Strategy: **Mark Pritchard**

**Publica Responsible officer (RO)**

**Risk&Gov** - Risk and Governance Officer: **Sandrine Mangin**

**EDCS** – Exec Director, Corporate Services: **Claire Locke**

**ADWS** – Exec Director Workforce Strategy & Transformation: **Cheryl Sloan**

	<b>Key Area of Focus</b>	<b>Planned Actions</b>	<b>Update</b>	<b>Responsible Officer / Date</b>	<b>Status</b>
1	Council Constitution	<ul style="list-style-type: none"> <li>To keep the Council's Constitution under regular review and update it as necessary to reflect legislative changes, best practice and agreed governance arrangements, ensuring it remains current, accessible and supports effective decision making bringing any changes to the constitution working group.</li> </ul>		DG 31/03/2027	
2	Business Continuity	<ul style="list-style-type: none"> <li>Complete the new BIA and Business Continuity Process for all Council and Publica services</li> <li>Test the business-critical Business Continuity Plans</li> </ul>		EDCS 31/03/2027	
3	LGR / Devolution	<ul style="list-style-type: none"> <li>To ensure WODC and our partner organisations are prepared / ready in advance of LGR / Devolution</li> <li>To place our employees in the best position possible, through training, development and support and HR practices.</li> <li>To ensure WODC are in the best financial position possible pre and post LGR / Devolution.</li> </ul>		CEO 31/03/2027	

4	WODC Legacy	<ul style="list-style-type: none"> <li>To celebrate the achievements of WODC ahead of LGR <ul style="list-style-type: none"> <li>To collate a history of deliverables by WODC which can be celebrated by residents and employees</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	HoC 31/03/2027	
5	Procurement	<ul style="list-style-type: none"> <li>Fraud Toolkit to be developed</li> <li>Regular communication programme to keep employees informed</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	CFEU 31/03/2027	
6	Community Governance Review (CGR)	<ul style="list-style-type: none"> <li>To consider undertaking a CGR focused on the civic boundaries of Carterton and Witney noting that any changes will not take effect until after the May 2027 elections</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	DG 31/03/2027	
7	WODC Specific Policies	<ul style="list-style-type: none"> <li>To ensure all WODC specific policies are up to date and comply with relevant legislation</li> <li>To produce new policies and procedures where required.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	31/03/2027 Service Business Managers	

## 7. APPROVAL OF LEADER AND CHIEF EXECUTIVE

We have been advised on the implications of the result of the review of the effectiveness of the governance framework and that the arrangements continue to be regarded as fit for purpose in accordance with the governance framework.

**Signed on behalf of West Oxfordshire District Council:**



**Andy Graham  
Leader of the Council**

**Date:** 29.6.2026  
**(END)**



**Phil Martin  
Chief Executive**

**Date:** 29.6.2026

