

TAMWORTH BOROUGH COUNCIL

CODE OF CORPORATE GOVERNANCE 2025/2026

Introduction

Good Governance comprises the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved.

The International Framework: Good Governance in the Public Sector (CIPFA/IFAC, 2014) (the “International Framework”), states that:

To deliver good governance in the public sector, both governing bodies and individuals working for public sector entities must try to achieve their entity’s objectives while acting in the public interest at all times.

Acting in the public interest implies primary consideration of the benefits for society, which should result in positive outcomes for service users and other stakeholders.

Our Commitment

The Council is committed to upholding the highest possible standards of good corporate governance, as good governance leads to high standards of management, strong performance, effective use of resources, increased public involvement and trust in the Council and ultimately good results.

Good governance flows from shared values, culture and behaviour and from sound systems and structures. This Code of Corporate Governance is a public statement which sets out the framework through which the Council meets its commitment to good corporate governance and is based on the following principles;

- Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of the law.
- Ensuring openness and comprehensive stakeholder engagement.
- Defining outcomes in terms of sustainable economic, social, and environmental benefits.
- Determining the interventions necessary to optimise the achievement of the intended outcomes.
- Developing the entity’s capacity of its leadership and the individuals within it.
- Managing risks and performance through robust internal control and strong public financial management.
- Implementing good practices in transparency, reporting, and audit, to deliver effective accountability.

This Code describes how the Council demonstrates its commitment to these seven principles and indicates what the Council has completed to achieve the commitment. It shows our own governance structure underpinned by the principles and demonstrated how we operate effectively.

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

Supporting Principle	Ensuring members and officers behave with integrity and lead culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation.
What Assurance Do We Want	Codes of Conduct. Individual sign off with regard to compliance with Codes. Induction for new members and staff on standard of behaviours expected. Performance appraisals.
What Assurance Do We Get	<p>There is a Members' Code of Conduct which forms part of the Constitution and is approved on an annual basis. Each member is required to sign two copies of the Code, retain one for themselves and one is held by Democratic Services. The Code of Conduct for employees is also in the Constitution. Members are required to sign up to the Code of Conduct at the time they are elected to office. The Code of Conduct for officers is issued to employees on an annual basis.</p> <p>There is a protocol for Member/Officer relations detailed in the Constitution.</p> <p>The Constitution details Rules of Procedures for Committee meetings. Codes and protocols are also included in the Gifts & Hospitality Policy and Register of Interests.</p> <p>Key Officers and Members are required to complete an annual disclosure regarding any related party interests as part of the annual statement of accounts process.</p> <p>There are a set of mandatory training requirements for all officers, which are delivered by either e-learning or face to face sessions.</p> <p>There is an officer code of conduct.</p> <p>Members have at least one training event each year which relates to Conduct. They have access to the Monitoring Officer at all times.</p> <p>Other protocols relating to Pre-Election, Member involvement in Commercial Transactions, use of Council facilities, printing and postage, Dealing with Planning Matters and Monitoring Officer Protocol are all in place.</p> <p>The Audit and Governance Committee remit includes review of Standards of Conduct for Members as required by the Localism Act 2011 – reports are produced to the Audit and Governance Committee.</p> <p>There is a Chief Officer conduct committee and a Statutory Officer conduct committee.</p> <p>There is an E-induction programme in place which all new members of staff must complete.</p> <p>A members' induction programme is in place for newly elected members, with training including social media training.</p> <p>A personal development review process is in place, which incorporates an assessment of employees core</p>

	values and behaviours.
What is missing	Nothing identified.
Supporting Principle	Ensuring members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles).
What Assurance Do We Want	Communicating shared values with members, staff, the community and partners.
What Assurance Do We Get	<p>The Members Code of Conduct is built upon the Seven Principles of Public Life. The Code of Conduct is included in the Constitution.</p> <p>The Corporate Plan sets out the vision and priorities for the Council. Every Corporate Plan is developed through extensive consultation with residents, businesses, partners, staff and community organisations and represent both the Council’s ambitions for the borough; and commitment to addressing the challenges of the local area. The year 2025/26 was the first year of the Council’s new 2025-30 Corporate Plan, ‘Building a Better Tamworth’.</p> <p>To help elected members set the council budget and priorities, every year we consult residents, businesses and the voluntary sector on spending and savings options in line with the council priorities. We also conduct a survey to hear what people think about Tamworth as a place to live.</p> <p>In the survey we ask questions about:</p> <ul style="list-style-type: none"> • What Tamworth is like as a place to live. • Satisfaction with council services. • How people are informed about the work of the council and contacting the council. • Thoughts on council priorities. • Council income and spending options. • How we handle complaints. <p>During 2025/26 Members also held a series of ‘Let’s Talk Tamworth’ engagement events at various locations across the borough to engage with members of the public.</p>

What is missing	Nothing identified.
Supporting Principle	Leading by example and using these standard operating principles or values as a framework for decision making and other actions.
What Assurance Do We Want	Decision making practices. Declaration of interests made at meetings. Conduct at meetings in accordance with the Code of Conduct. Shared values guide decision making. Develop and maintain an effective Standards regime.
What Assurance Do We Get	Rules of procedure for Committee meetings detailed in the Constitution. Report format set out to ensure key information is provided to Members to inform decision making. Declarations of interests completed at all Council and Committee meetings and recorded on the website. Annual Declarations made by Members – Register of Interests. Nolan principles (values) detailed with the Code of Conduct. The Audit & Governance Committee takes on the role of Standards Committee and Independent Persons are utilised for Standards matters. Monitoring Officer dedicated to member issues with early intervention and resolution practised leading to good Member/Officer relationships. The Council's commitment to equality and diversity is demonstrated in policy.
What is missing	Nothing identified.

Supporting Principle	Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively.
What Assurance Do We Want	<p>Policy framework in place. Policies are routinely reviewed and all those relevant are aware of them, including for example, members of the public, employees, partners and contractors.</p> <p>Members and officers code of conduct refer to a requirement to declare interests.</p> <p>Up-to-date Registers of Interests (members and staff).</p> <p>Up-to-date register of Gifts and Hospitality.</p> <p>Whistleblowing policies are in place and protect individuals raising concerns.</p> <p>Whistleblowing policy is available to members of the public, employees, partners and contractors.</p> <p>Anti-fraud and corruption policies are in place.</p> <p>Complaints policy includes examples of how to respond to complaints about behaviour.</p> <p>Changes/improvements as a result of complaints received are acted upon.</p>
What Assurance Do We Get	<p>Policies are regularly reviewed and circulated operationally to staff by the system Astute.</p> <p>The Council's website includes information on the Council's policies.</p> <p>All staff and members are required to register their interests.</p> <p>Members interests are made public on the website.</p> <p>Gifts and hospitality register is maintained by the Monitoring Officer. Regular reminders are sent to Members and Officers on the requirement to Register Gifts & Hospitality.</p> <p>The Counter Fraud and Corruption Strategy, Anti Money Laundering Policy and the Whistleblowing Policy are reviewed and updated on a regular basis, approved by the Audit & Governance Committee and made available on the intranet.</p> <p>The Comments, Compliments and Complaints policy is regularly reviewed and is available on the website; and provides a framework that enables customers to give feedback about the council's services and to ensure fairness and consistency when acting on this feedback.</p> <p>Codes of Conduct require members and officer to declare interests.</p> <p>Committee meeting minutes detail declarations made.</p> <p>Ombudsman Investigations are reported to the Audit & Governance Committee.</p>
What is missing	Nothing identified.
Supporting Principle	Seeking to establish, monitor and maintain the organisation's ethical standards and performance.

What Assurance Do We Want	Scrutiny of ethical decision making. Championing ethical compliance at governing body level.
What Assurance Do We Get	<p>The Council has in place a Scrutiny regime in the form of Scrutiny Committees which provide effective scrutiny to the achievement of the strategic priorities and the budget. A review of the Scrutiny committee structures was carried out in 2025/26 and new Overview and Scrutiny Committees established to better align to the Corporate Plan and Council priorities.</p> <p>The Scrutiny Committees have the right to “call in” decisions made by the Executive.</p> <p>The Scrutiny Committees make use of the Forward Plan to shape projects and improve accountability and decision making.</p> <p>Agendas and minutes for each Scrutiny Committee is made available on the Council’s website.</p> <p>Each Chair of the Scrutiny Committee reports annually to Full Council.</p> <p>The role of scrutiny has been enhanced with their monitoring and scrutiny of organisational performance on a regular basis. Training will continue as required for members to improve effectiveness</p> <p>There is an Audit and Governance Committee with the roles as required by the latest CIPFA guidance and includes the Standards function.</p> <p>A Constitution Working Group, made up of cross party representatives, meets to review the Constitution. The Leader of the Council is the Governance lead in the Authority.</p> <p>Corporate Values and Behaviours are rolled out to staff.</p> <p>Every report, strategy and policy must have an associated Equality, Social Inclusion and Health Impact Assessment.</p>
What is missing	Nothing identified.
Supporting Principle	Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation’s culture and operation.
What Assurance Do We Want	Provision of ethical awareness training.

<p>What Assurance Do We Get</p>	<p>Members receive induction training which covers expected behaviours and ethics. Complaints received about Members Conduct are administered by the Monitoring Officer. Issues in relation to Members Standards of Conduct are operated in terms of the Localism Act 2011. A procedure approved by Council is in place which outlines the process to be followed in relation to complaints of members conduct. It also provides the procedure for complaints that are to be dealt with by the Audit & Governance Committee. Independent Persons are recruited to support the independence of the Standards processes.</p> <p>A training programme which this year we have reviewed and significantly updated, is in place for both Members and Staff on:</p> <ul style="list-style-type: none"> • Equality, Diversity & Inclusion • Safeguarding • Data Protection • Freedom of Information • Health and Safety • Socia Media.
<p>What is missing</p>	<p>Nothing identified.</p>
<p>Supporting Principle</p>	<p>Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values.</p>
<p>What Assurance Do We Want</p>	<p>PDR processes take account of values and ethical behaviour. Staff appointments policy. Procurement policy. Code of Conduct. Corporate Plan.</p>

What Assurance DoWe Get	<p>PDR's take into account corporate priorities. The PDR process identifies training needs required by staff for continued professional development and in order to deliver the vision and priorities of the Council.</p> <p>New and vacant post approval process in place.</p> <p>Recruitment processes are carried out by trained officers in line with the recruitment and selection policy.</p> <p>Procurement Policy in place which requires compliance standards that apply to procurement, including:</p> <ul style="list-style-type: none"> • Compliance with legislation; all procurement is undertaken in accordance with UK statutes and regulations; • Financial regulations external and internal; all procurement is undertaken in accordance with the Council's Standing Orders and Financial Regulations; • Health & Safety standards; • Environmental Impact and Sustainability; the Council aims to procure from suppliers and to use goods and services which have the least impact on the environment and minimise energy consumption whilst maintaining quality and value for money; • Equality and Diversity – the Council is committed to eliminating inequalities in all areas of activity including procurement; • Safeguarding Children & Adults at Risk of Abuse & Neglect standards. • Under the provisions of the Social Value Act, officers are required to consider social value issues in the procurement of major works or services i.e. impact on local labour, local economy/businesses, apprenticeships etc. <p>Under the requirements of the Modern Slavery Act 2015, suitability questionnaires for tenderers need to be completed to ensure that the commercial organisations confirm that they are compliant with the annual reporting requirements contained with Section 54 (transparency in supply chains etc.) of the Act.</p> <p>The Council publishes a modern slavery statement every year.</p>
What is missing	Nothing Identified.
Supporting Principle	Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with high ethical standards expected by the organisation.
What Assurance Do We Want	<p>Agreed values in partnership working:</p> <ul style="list-style-type: none"> - Statement of business ethics communicates commitment to ethical values to external suppliers. <p>Ethical values feature in contracts with external service providers. Protocols for partnership working.</p>

What Assurance Do We Get	<p>Conditions of contract provision of service details bribery and corruption. This is available on the website.</p> <p>Partnership arrangements in place, designed to help the Council work with its partners to ensure that all partnerships have good systems of governance.</p> <p>The Seven Principles of Public Life are detailed within the Counter Fraud & Corruption Policy Statement, Strategy & Guidance Notes. They are also detailed in the Members Code of Conduct. There are processes in place such as Whistleblowing procedures as a route to escalate concerns.</p>
What is missing	Nothing identified.
Supporting Principle	Ensuring members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations.
What Assurance Do We Want	Up to date legislation is detailed within the Constitution and the Council's policies and procedures. Statutory guidance is followed and detailed within the Constitution.
What Assurance Do We Get	<p>The Authority receives legal advice via the shared Legal Service of Lichfield District, South Staffordshire District and Tamworth Borough Councils. This shared arrangement was implemented during 2019/20. Monitoring Officer and Section 151 Officer roles in place – review key decisions for legal and financial compliance.</p> <p>Legal updates from officers regarding changes to legislation, regulations, codes of practice, etc. are provided. Statutory guidance is followed by all services.</p> <p>The Constitution, which includes the Scheme of Delegation to Officers is reviewed and approved annually by Full Council. Any substantial amendments required are approved by the Full Council.</p> <p>Monthly 'statutory officers' meetings are held including the Chief Executive (Head of Paid Service), Section 151 Officer, and Monitoring Officer.</p> <p>HR policies fully comply with employment legislation.</p>
What is missing	Nothing identified.
Supporting Principle	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.
What Assurance Do We Want	<p>Up to date job descriptions/specifications for statutory officer posts.</p> <p>Compliance with the latest guidance for Statutory Officers, for example CIPFA.</p> <p>Scheme of Delegations.</p>

What Assurance Do We Get	Job descriptions, job profiles and personal specifications in place Compliance with the CIPFA Statement on the Role of the Chief Finance Officer in Local Government. Statutory Officer responsibilities outlined within the Constitution, including Scheme of Delegations.
What is missing	Nothing identified.
Supporting Principle	Striving to optimise the use of the full powers available for the benefit of citizens, communities and other Stakeholders.
What Assurance Do We Want	Officers are aware of legislation relevant to their area of operations to maximise benefit to citizens, communities and other Stakeholders.
What Assurance Do We get	Officers are recruited with the relevant experience and skills pertinent to their area of operation. Training is in place to ensure advice provided to citizens is correct, relevant and accurate. Committee reports require legal implications to be identified as part of the decision-making process. All Council and Committee reports (including decision reports) are reviewed and approved by the Monitoring Officer and the S151 Officer.
What is missing	Nothing identified.
Supporting Principle	Dealing with breaches of legal and regulatory provisions effectively.
What Assurance Do We Want	Monitoring officer provisions. Record of legal advice provided
What Assurance Do We Get	Officers receive legal advice as required from the shared legal services arrangement. There is a designated Monitoring Officer for member issues. Committee reports require legal implications to be identified as part of the decision-making process. Statutory provisions are followed and preserved.

What is missing	Nothing identified.
Supporting Principle	Ensuring corruption and misuse of power are dealt with effectively.
What Assurance Do We Want	Effective anti-fraud and corruption policies and procedures in place.
What Assurance Do We Get	<p>The Counter Fraud and Corruption Policy Statement, Strategy and Guidance Notes, Whistleblowing Policy and Anti Money Laundering Policy are reviewed and updated on a regular basis and approved by the Audit & Governance Committee. These documents are made available on the Council's website and the Intranet and promoted to staff.</p> <p>Assistant Directors are required to complete annual assurance statements to confirm compliance or otherwise with laid down expected principles and policy.</p>
What is missing	Nothing identified.

Core Principle B: Ensuring openness and comprehensive stakeholder engagement

Supporting Principle	Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness.
What Assurance Do We Want	Annual report. Freedom of Information (FOI) Act publication scheme Online information available for council tax. Online publication of the Corporate Plan.
What Assurance Do We Get	<p>The Annual report is published on the website.</p> <p>The FOI publication scheme is in place and detailed on the website. FOI statistics are published quarterly on the Council's website.</p> <p>On-line council tax information is made available – as well as published financial information in line with the Transparency Code of Practice (Accounts, budget, pay Policy etc.)</p> <p>The Authority's goals and values are detailed in the Corporate Plan which is published on the website.</p> <p>The vision and associated priorities were driven by Members and based upon the collection, collation and analysis of a range of information; an understanding of local issues and an awareness of key influences.</p> <p>Each service area develops a business plan with outcomes, and performance indicators linked to the vision and priorities.</p> <p>The Council's website is fully functional and has available information to aid citizens.</p> <p>Following Corporate Peer Challenge review in 2024/25, we also implemented an LGA Communications review in 2025/26, supporting more consistent resident-focussed communications.</p>
What is missing	Nothing identified.

Supporting Principle	Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided.
What Assurance Do We Want	Record of decision making and supporting materials.
What Assurance Do We Get	<p>The Forward Plan is maintained for all key decisions and follows the access to information rules and regulations regarding publication and notice.</p> <p>All agenda items (reports) considered at Council and Committee meetings are made available on the website 5 working days prior to the meeting. Minutes are published on the website. All reports identify any restrictions on publication.</p> <p>An Annual Report from the Leader of the Council detailing any reports that have not met the required notice is made in accordance with the Access to Information Regulations.</p> <p>The budget process is open and transparent with an initial Process Plan approved in August, detailed base budget in November and budget pressures/growth items to arrive at the following year's budget approved in February, as part of the budget cycle. Initial discussions around opportunities for savings will commence with Cabinet members in June for the 2027/28 budget process.</p> <p>Appropriate action is taken and relevant Notices published in terms of the access to information rules and regulations when urgent items and private items are considered.</p>
What is missing	Nothing identified.

Supporting Principle	Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rational and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear.
What Assurance Do We Want	Decision making protocols. Report pro-formas. Record of professional advice in reaching decisions Meeting reports show detail of advice given. Discussions between members and officers on the information needs of members to support decision making. Agreement on the information that will be provided and timescales. Calendar of dates for submitting, publishing and distributing timely reports is adhered to.
What Assurance Do We Get	All decisions are made in accordance with the protocol as per the Constitution. Report formats are set on Mod Gov including key information to make informed decisions. The report author is noted on the report. Cabinet reports require Monitoring Officer and Section 151 Officer sign off. Portfolio holders / Cabinet are required to sign off the reports before publication / consideration – following discussions / agreement. A Forward Plan is produced detailing the key decisions that will be made over the following one to four months. The forward plan is published on a regular basis and at least monthly. A calendar of meetings is published annually. All Agendas and Minutes of meetings are published in accordance with statutory requirements.
What is missing	Nothing identified.

Supporting Principle	Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/course of action.
What Assurance Do We Want	Use of consultation feedback.
What Assurance Do We Get	<p>The Council has invested strongly in the development of innovative and proactive collaboration across agencies and sectors and has a well-earned reputation for placing partnership at the heart of our approach.</p> <p>The Corporate Plan sets out the vision and priorities for the Council. Every Corporate Plan is developed through extensive consultation with residents, businesses, partners, staff and community organisations and represent both the Council's ambitions for the borough; and commitment to addressing the challenges of the local area.</p> <p>Various consultation exercises are completed throughout the year. Details of the consultations are made available on the website and the results are published.</p> <p>To help elected members set the council budget and priorities, every year we consult residents, businesses and the voluntary sector on spending and savings options in line with the council priorities. We also conduct a survey to hear what people think about Tamworth as a place to live.</p> <p>The Tenant Involvement & Consultation Strategy 2025-30 is in place and details the various forms of tenant involvement that take place throughout the year.</p> <p>The Statement of Community Involvement is in place for the Local Plan and Development Management Service and is detailed on the Council's website.</p> <p>There is a Community Safety Partnership website in place detailing the Council's approach to consultation as part of the Tamworth Community Safety Partnership Plan.</p> <p>The Regeneration Team have prepared an engagement and comms strategy to support future regeneration projects and programmes.</p>
What is missing	Nothing identified.

Supporting Principle	Effectively engaging with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and Sustainably.
What Assurance Do We Want	Communication strategy
What Assurance Do We Get	<p>The Council has invested strongly in the development of innovative and proactive collaboration across agencies and sectors and has a well-earned reputation for placing partnership at the heart of our approach. A revised Partnership Policy and Guidance has been prepared. We consider that our ability to deliver positive outcomes for residents is enhanced by working with others and as a result we will continue to invest in the development of purposeful and meaningful partnerships identifying priority need. In particular we will focus on enhancing the work that we do with others to protect vulnerable people and enhance neighbourhoods.</p> <p>In 2025/26, the Council enhanced its communications activity through the development and implementation of a new five-year Communications Strategy aligned to the Corporate Plan 2025–2030 which was approved by cabinet in September 2025. This provides a coordinated, outcomes-focused approach to building trust, strengthening relationships with stakeholders, and using effective channels to engage and involve all audiences.</p> <p>The Tenant Involvement & Consultation Strategy 2025-30 is in place and details the various forms of tenant involvement that take place throughout the year.</p> <p>We developed the We Are Tamworth Strategy with the Belong Network, utilising Community Recovery Funding and we are continuing to develop action plans around community cohesion.</p>
What is missing	Nothing identified

Supporting Principle	Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively.
What Assurance Do We Want	Database of stakeholders with whom the authority should engage and for what purpose and a record of an assessment of the effectiveness of any changes.
What Assurance Do We Get	Partnership Policy and Guidance is in place to allow staff and Members to understand partnerships, formal and informal and to record them to identify robust terms of reference, outcomes, risks and exit strategies.
What is missing	Nothing identified.
Supporting Principle	Ensuring that partnerships are based on: <ul style="list-style-type: none"> - Trust - A shared commitment to change - A culture that promotes and accepts challenge among partners - And that the added value of partnership working is explicit.
What Assurance Do We Want	Partnership framework Partnership protocols
What Assurance Do We Get	There are a number of examples of partnership frameworks and protocols in place, including for service delivery such as the Central Building Control Partnership, and a service level agreement with Hinckley and Bosworth BC which allows us to deliver conservation advice. The Council is part of the West Midlands Combined Authority as a non-constituent member. A Memorandum of Understanding in place with Lichfield District Council for the provision of shared services. Partnership Policy and Guidance is in place to allow staff and Members to understand partnerships, formal and informal and to record them to identify robust terms of reference, outcomes, risks and exit strategies.
What is missing	Nothing identified.

Supporting Principle	Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes.
What Assurance Do We Want	Record of public consultations. Partnership framework.
What Assurance Do We Get	Results of Public consultations are made available on the website. Partnership Policy and guidance is in place and the Council has invested strongly in the development of innovative and proactive collaboration across agencies and sectors and has a well-earned reputation for placing partnership at the heart of our approach. We consider that our ability to deliver positive outcomes for residents is enhanced by working with others and as a result we will continue to invest in the development of purposeful and meaningful partnerships. In particular we will focus on enhancing the work that we do with others to protect vulnerable people and enhance neighbourhoods. An example, is the Community Safety Partnership Plan 2023-2026.
What is missing	Nothing identified.

Supporting Principle	Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement
What Assurance Do We Want	Communications strategy.
What Assurance Do We Get	<p>Various consultations exercises are completed throughout the year. Details of the consultations are made available on the website and the results are published. Partnership Policy and guidance in place.</p> <p>To help elected members set the council budget and priorities, every year we consult residents, businesses and the voluntary sector on spending and savings options in line with the council priorities. We also conduct a survey to hear what people think about Tamworth as a place to live.</p> <p>In the survey we asked questions about:</p> <ul style="list-style-type: none"> • What Tamworth is like as a place to live. • Satisfaction with council services. • How people are informed about the work of the council and contacting the council. • Thoughts on council priorities. • Council income and spending options. • How we handle complaints. <p>A Customer Service & Access Strategy is in place to support the move to more efficient ways of working and a more accelerated move to digitalisation. The strategy sets out our vision to achieve the best possible experience for our customers.</p> <p>Social media channels are being used to encourage more participation.</p> <p>The Tenant Involvement & Consultation Strategy 2025-30 is in place and details the various forms of tenant involvement that take place throughout the year.</p> <p>The Statement of Community Involvement is in place for the Local Plan and Development Management Service and is detailed on the Council's website.</p> <p>Members successfully engaged with the public during a series of 'Let's Talk Tamworth' events during 2025.</p> <p>In 2025/26, the Council enhanced its communications activity through the development and implementation of</p>

	a new five-year Communications Strategy aligned to the Corporate Plan 2025–2030 which was approved by cabinet in September 2025. This provides a coordinated, outcomes-focused approach to building trust, strengthening relationships with stakeholders, and using effective channels to engage and involve all audiences.
What is missing	Nothing identified

Supporting Principle	Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs.
What Assurance Do We Want	Communications strategy. Joint strategic needs assessment.
What Assurance Do We Get	<p>Various consultation exercises are completed throughout the year. Details of the consultations are made available on the website and the results are published.</p> <p>Citizens panel in place.</p> <p>The Council has invested strongly in the development of innovative and proactive collaboration across agencies and sectors and has a well-earned reputation for placing partnership at the heart of our approach. A revised Partnership Policy and Guidance has been prepared. We consider that our ability to deliver positive outcomes for residents is enhanced by working with others and as a result we will continue to invest in the development of purposeful and meaningful partnerships identifying priority need. In particular we focus on enhancing the work that we do with others to protect vulnerable people and enhance neighbourhoods.</p> <p>To help elected members set the council budget and priorities, every year we consult residents, businesses and the voluntary sector on spending and savings options in line with the council priorities. We also conduct a survey to hear what people think about Tamworth as a place to live. In the survey we asked questions about:</p> <ul style="list-style-type: none"> • What Tamworth is like as a place to live. • Satisfaction with council services. • How people are informed about the work of the council and contacting the council. • Thoughts on council priorities. • Council income and spending options. • How we handle complaints. <p>For council housing, the landlord regulatory framework, has a constituted tenant consultative group which seeks to inform, scrutinise and support performance across all of the councils housing services. This is subject to review as part of the Councils Social housing regulatory programme.</p> <p>The Statement of Community Involvement is in place for the Local Plan and Development Management Service and is detailed on the Council's website.</p> <p>In 2025/26, the Council enhanced its communications activity through the development and implementation of</p>

	<p>a new five-year Communications Strategy aligned to the Corporate Plan 2025–2030 which was approved by cabinet in September 2025. This provides a coordinated, outcomes-focused approach to building trust, strengthening relationships with stakeholders, and using effective channels to engage and involve all audiences.</p>
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What is missing	Nothing identified.
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Supporting Principle	Implementing effective feedback mechanisms in order to demonstrate how their views have been taken into Account.
What Assurance Do We Want	Communications strategy.
What Assurance Do We Get	<p>The Council has invested strongly in the development of innovative and proactive collaboration across agencies and sectors and has a well-earned reputation for placing partnership at the heart of our approach. A revised Partnership Policy and Guidance has been prepared. We consider that our ability to deliver positive outcomes for residents is enhanced by working with others and as a result we will continue to invest in the development of purposeful and meaningful partnerships identifying priority need. In particular we focus on enhancing the work that we do with others to protect vulnerable people and enhance neighbourhoods.</p> <p>Various consultations exercises are completed throughout the year. Details of the consultations are made available on the website and the results are published.</p> <p>Citizens panel in place.</p> <p>To help elected members set the council budget and priorities, every year we consult residents, businesses and the voluntary sector on spending and savings options in line with the council priorities. We also conduct a survey to hear what people think about Tamworth as a place to live.</p> <p>In the survey we asked questions about:</p> <ul style="list-style-type: none"> • What Tamworth is like as a place to live. • Satisfaction with council services. • How people are informed about the work of the council and contacting the council. • Thoughts on council priorities. • Council income and spending options. • How we handle complaints. <p>The results of this survey are reported to Cabinet. Members successfully engaged with the public during a series of 'Let's Talk Tamworth' events during 2025 at which completion of the budget survey was promoted.</p> <p>A Customer Service & Access Strategy is in place to support the move to more efficient ways of working and a more accelerated move to digitalisation. The strategy sets out our vision to achieve the best possible experience for our customers.</p>

	<p>Social media channels as well as digital services are being used to encourage more participation. The Tenant Involvement & Consultation Strategy 2025-30 is in place and details the various forms of tenant involvement that take place throughout the year.</p> <p>The Statement of Community Involvement is in place for the Local Plan and Development Management Service and is detailed on the Council’s website.</p> <p>In 2025/26, the Council enhanced its communications activity through the development and implementation of a new five-year Communications Strategy aligned to the Corporate Plan 2025–2030 which was approved by cabinet in September 2025. This provides a coordinated, outcomes-focused approach to building trust, strengthening relationships with stakeholders, and using effective channels to engage and involve all audiences.</p>
What is missing	Nothing identified.

Supporting Principle	Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity.
What Assurance Do We Want	Processes for dealing with competing demands within the community, for example a consultation.
What Assurance Do We Get	Promotion of the consultation exercise is completed through press releases, active promotion on the website, and through social media. In addition an annual residents survey is carried out and feeds in to the State of Tamworth debate/'Let's Talk Tamworth' initiative.
What is missing	Nothing identified
Supporting Principle	Taking accounts of the interests of future generations of tax payers and service users.
What Assurance Do We Want	Decision reports. Joint strategic needs assessment.
What Assurance Do We Get	<p>Citizens panel in place.</p> <p>To help elected members set the council budget and priorities, every year we consult residents, businesses and the voluntary sector on spending and savings options in line with the council priorities. We also conduct a survey to hear what people think about Tamworth as a place to live.</p> <p>In the survey we asked questions about:</p> <ul style="list-style-type: none"> • What Tamworth is like as a place to live. • Satisfaction with council services. • How people are informed about the work of the council and contacting the council. • Thoughts on council priorities. • Council income and spending options. • How we handle complaints. <p>A Customer Service & Access Strategy is in place to support the move to more efficient ways of working and a more accelerated move to digitalisation. The strategy sets out our vision to achieve the best possible experience for our customers.</p> <p>The Council is working closely with partners as part of the Children, Families and Vulnerable People review to share and analyse key data with the aim to develop shared priorities for the development of Early Help approaches.</p>
What is missing	Nothing identified.

Core Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits

Supporting Principle	Having a clear vision which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators which provides the basis for the organisation's overall strategy, planning and other decisions.
What Assurance Do We Want	Vision used as a basis for corporate and service planning.
What Assurance Do We Get	<p>The Corporate Plan sets out the vision and priorities for the Council. Every Corporate Plan is developed through extensive consultation with residents, businesses, partners, staff and community organisations and represent both the Council's ambitions for the borough; and commitment to addressing the challenges of the local area. The year 2025/26 was the first year of the new 2025-30 Corporate Plan, 'Building a Better Tamworth'.</p> <p>To help elected members set the council budget and priorities, every year we consult residents, businesses and the voluntary sector on spending and savings options in line with the council priorities. We also conduct a survey to hear what people think about Tamworth as a place to live.</p> <p>In the survey we asked questions about:</p> <ul style="list-style-type: none"> • What Tamworth is like as a place to live. • Satisfaction with council services. • How people are informed about the work of the council and contacting the council. • Thoughts on council priorities. • Council income and spending options. • How we handle complaints. <p>There are dedicated Business Advice and Visit Tamworth websites.</p> <p>In terms of the Council's own housing stock and in compliance with the regulatory framework members have endorsed a Social Housing Regulatory Programme which is informed by a self-assessment against the RSH standards. The Tenant Involvement & Consultation Strategy 2025-30 is in place and details the various forms of tenant involvement that take place throughout the year.</p> <p>The landlord regulatory framework sets out how tenants inform, scrutinise and develop services. Tenants are</p>

consulted and their views are incorporated into the Council's decision making through references in reports.

The Council presents an annual report for tenants to Cabinet detailing compliance with consumer standards and reference to benchmarked HRA activity. This is evidenced through the Tenant Involvement and Consultation Strategy which gives examples of where tenants have been consulted regarding the decisions which affect the management and maintenance of their homes, for example, tenants were consulted as part of the development of the Housing Allocations Policy. As part of Tenant participation, there are formal groups for Tenant Consultation and Tenant Involvement as well as several informal groups in place. The Council keeps tenants informed on activities, events and other relevant housing articles via the quarterly 'Open House' newsletter for tenants.

The Tamworth Strategic Partnership (TSP) bringing colleagues from key local agencies from the public, private, voluntary and community sectors was launched in September 2024.

There is a Tamworth Health and Wellbeing Partnership in place to ensure that health inequalities data is shared and understood when policies are produced, linking to the Joint Strategic Needs Assessment.

The Authority produces an Annual Review and Corporate Plan. Performance against the Corporate Plan is reported on a quarterly basis. The Statement of Accounts and the Auditor's Annual Report are made available on the website.

The Council approves a 3 year Medium Term Financial Strategy (MTFS) for the General Fund with the recommended level of Council Tax for the year, in order to continue to deliver those services essential to the local community. With regard to the Housing Revenue Account (HRA), a 5 year MTFS was approved by Council, along with a 5 year capital programme for both General Fund and the HRA, including significant investment in housing repairs and maintenance.

Each year, the Secretary of State for Housing, Communities and Local Government publishes a written ministerial statement on the annual local government finance settlement. In February 2026 a three year settlement was confirmed for local government which is reflected in the MTFS. The Government confirmed that a redistribution of resources as part of the Fair Funding review and business rates reset would go ahead in 2026/27. The phasing in of the updated formulae over the three year settlement period, and the award of an 'Adjustment Support Grant' in 2026/27 means that the position for the Council's General Fund is relatively sound in the short term, albeit reserves and balances are still require to balance the budget over the 3 year period.

A Financial Resilience Plan was developed during the 2025/26 budget process, and this has been reviewed and updated for the coming year. It includes a number of workstreams to deliver savings and additional income, including annual fees and charges review, zero-based budgeting exercises, service reviews and opportunities to use the Transformation retained fund for invest to save projects.

However, Members will face difficult decisions around prioritising services, when faced with significant reductions in funding over the term of the MTF5. There are also further uncertainties arising from current cost pressure and inflationary increases which have compounded price increases for supplies that are required for building or construction/maintenance works.

The Council remains committed to promoting and stimulating economic growth and regeneration; meeting our housing needs; creating a vibrant town centre economy and protecting those most vulnerable in our communities. The Council is responding to these challenges by considering the opportunities to make further savings and /or grow our income. We are ambitious with our commercial view and will continue to work hard to identify income streams that enable us to continue to meet the needs of our residents.

More than ever, we recognise that our financial capacity will be less than in previous years which means that we will need to maintain our approach to innovation, collaboration and transformation. So, not only will the Council seek investment from businesses and developers, but the Council itself will explore viable and sustainable investment opportunities using all returns to support public services.

We continue to invest in our teams, transform our processes and ensure our technology infrastructure is fit for purpose. We have identified a number of opportunities to improve customer access to information and services as well as our engagement with our citizens and the way in which we manage our data and information.

Our Digital Strategy project continues to review processes and demand, with the aim of re-designing processes to meet changing customer expectations and making the best use of technology to deliver efficient and effective services to the customer, including self-service and increased digital functionality. This approach will change the organisation and how it works; will require Members to put evidence and insight at the heart of our decision making to ensure that we are transparent about the rationale for our decisions and plans; will involve managed risks and will sustain essential services critical in supporting the most vulnerable in our communities at a time when demand is increasing and resources reducing.

Corporate Management Team (CMT) and Cabinet review the most up-to-date budget forecasts on a quarterly

	basis, and discuss the delivery of the planned savings to support our MTFS.
What is missing	Nothing identified.
Supporting Principle	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.
What Assurance Do We Want	Community engagement and involvement. Corporate and service plans. Community strategy.
What Assurance Do We Get	The Authority produces an Annual Review and Corporate Plan. Performance against the Corporate Plan is reported on a quarterly basis. The Statement of Accounts and the Auditor's Annual Report are made available on the website.
What is missing	Nothing identified.

Supporting Principle	Delivering defined outcomes on a sustainable basis within the resources that will be available.
What Assurance Do We Want	Regular reports on progress.
What Assurance Do We Get	<p>The quarterly performance report details corporate plan highlights from across the Council's services, grouped under each of the four corporate goals; and a performance summary, providing an overview of delivery plan activity and key performance indicators, highlighting successes and areas for improvement. There is a separate quarterly strategic projects progress report to Cabinet and Corporate Scrutiny. The Authority has in place a Comments, Compliments and Complaints policy which provides a framework that enables customers to give feedback about the Council's services and to ensure consistency and fairness when acting on this feedback. This can either be in the form of comments, compliments or complaints.</p> <p>The policy and complaint responses give guidance on referrals to the Ombudsman. Guidance is made available to members of the public if they wish to make a complaint against a member of the Council. Complaints against members of the Council are dealt with by the Monitoring Officer in the first instance and ultimately reported to the Audit & Governance Committee.</p>
What is missing	Nothing identified.
Supporting Principle	Identifying and managing risks to the achievement of outcomes.
What Assurance Do We Want	Performance trends are established and reported upon. Risk management framework.
What Assurance Do We Get	<p>Performance trends are reported in the quarterly performance report.</p> <p>Risks are identified at a corporate and operational level and are monitored on a regular basis in line with the Risk Management Policy. The Corporate Risk Register is reported to the Audit & Governance Committee on a quarterly basis.</p> <p>The annual Internal Audit Plan is developed around the strategic risk register and through consultation with members of the Corporate Management Team who identify emerging risks within their service areas and the mitigations necessary.</p>
What is missing	Nothing identified.

Supporting Principle	Managing service users expectations effectively with regard to determining priorities and making the best use of the resources available.
What Assurance Do We Want	An agreed set of quality standard measures for each service element and included in service plans Processes for dealing with competing demands within the community.
What Assurance Do We Get	Each service plan has actions plans and performance indicators. Service actions are aligned to the strategic priorities and have action plans in place which are updated on a quarterly basis. The Quarterly Performance Report is reviewed by Corporate Scrutiny each quarter prior to being approved by Cabinet. Ensuring that residents are able to easily access clear information about the standards of service they can expect from us will greatly help to reduce waste demand and promote confidence in the Council. Of equal importance is ensuring that the right tools are in place to deliver consistently to the expected standard. One of the key outcomes of the new Corporate Plan 2025-30 is that the Council will 'be visible, accessible, approachable and accountable to the community'.
What is missing	Nothing identified.
Supporting Principle	Considering and balancing the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision.
What Assurance Do We Want	Capital investment is structured to achieve appropriate life spans and adaptability for future use or that resources (e.g. land) are spent on optimising social, economic and environmental wellbeing: - Capital programme - Capital investment strategy
What Assurance Do We Get	There is a 5 year capital programme in place for both General Fund and HRA (as detailed in the MTFS and budget book) which identifies capital spend and financing. The Capital Strategy, Capital process guidance, full capital appraisal forms and outline business case forms are available on the intranet. Business plans are informed by the Corporate Plan. A longer term Capital Strategy has been prepared which sets out the Council's approach to capital investment and the approach that will be followed in making decisions in respect of the Council's Capital assets including an action plan for the development of a longer term approach to capital and asset management. A Strategic Asset Management strategy and plan has also been developed which will guide

	decisions around purchase, development, investment and disposal of assets.
What is missing	Nothing identified.
Supporting Principle	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.
What Assurance Do We Want	Discussion between members and officers on the information needs of members to support decision making. Record of decision making and support materials.
What Assurance Do We Get	<p>Full reports are prepared by officers and members. Portfolio Holders can discuss any issues prior to the committee meeting with the relevant officer.</p> <p>The Council publishes a Forward Plan which provides detail of all upcoming key decisions. Scrutiny Committees are encouraged to utilise the Forward Plan to inform their decision-making process and can call in any decisions for further scrutiny.</p> <p>All Council and Committee minutes are available on the website with the exception of restricted agenda items. The Local Authorities (Executive Arrangements) (Meeting and Access to Information) Regulations 2012 requires that the Leader of the Council makes one report annually to the authority to include particulars of each urgent executive decisions made and a summary of matters in respect of which each decision was made.</p> <p>Resource and legal/risk implications are identified in Committee reports.</p>
What is missing	Nothing identified.

Supporting Principle	Determining the wider public interest associated with balance conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs.
What Assurance Do We Want	Record of decision making and supporting materials. Protocols for consultation.
What Assurance Do We Get	All Council and Committee decisions are recorded in the minutes. Minutes and agendas are made available on the website. Where Officers have made decisions which require approval by Portfolio holders, these are made available on the website. All consultation undertaken is made available on the website so that citizens can participate. Annual Survey including budget consultation approved annually by Cabinet. Every report, strategy and policy must have an associated Equality, Social Inclusion and Health Impact Assessment. Equality and Diversity Scheme and supporting action plan in place.
What is missing	Nothing identified.
Supporting Principle	Ensuring fair access to services.
What Assurance Do We Want	Protocols ensure fair access and statutory guidance is followed.
What Assurance Do We Get	Every report, strategy and policy must have an associated Equality, Social Inclusion and Health Impact Assessment. The reopening of Marmion House reception in January 2025 strengthened fair access to services by providing residents with a direct, face-to-face route to Council support, alongside digital and telephone channels, helping to ensure services are accessible and inclusive for all members of the community. Website accessibility is W3C1.0 compliance (standard) with the ability to change font sizes or use alternative formats and languages. Hard copies of Committee agendas are made available on request. A hardcopy of each agenda was taken into each Committee meeting for public use. Returning all Council meetings to Marmion House improved accessibility by providing a consistent, central and

	fully equipped location, making it easier for residents and stakeholders to attend and participate in council decision-making.
What is missing	Nothing identified.

Core Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes

Supporting Principle	Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore, ensuring best value is achieved however services are provided.
What Assurance Do We Want	Discussion between member and officers on the information needs of members to support decision-making protocols. Option appraisals. Agreement of information that will be provided and timescales.
What Assurance Do We Get	Leadership team meetings between members and officers are in place. Regular update meetings are held between the Leader of the Council and the Chief Executive, and relevant Chief officers and their Portfolio holders. The Constitution details the decision-making protocols and format of reports. Various options are required to be detailed in the Committee reports so that members can make informed decisions. There is a set timetable in place for the production of agendas prior to the meeting taking place. Scrutiny Officer in place to support the Scrutiny function.
What is missing	Nothing identified.

Supporting Principle	Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts.
What Assurance Do We Want	Financial strategy.
What Assurance Do We Get	<p>Annual Survey including budget consultation is completed on an annual basis with citizen input which informs the financial strategy. To help elected members set the council budget and priorities, every year we consult residents, businesses and the voluntary sector on spending and savings options in line with the council priorities. We also conduct a survey to hear what people think about Tamworth as a place to live.</p> <p>In the survey we asked questions about:</p> <ul style="list-style-type: none"> • What Tamworth is like as a place to live. • Satisfaction with council services. • How people are informed about the work of the council and contacting the council. • Thoughts on council priorities. • Council income and spending options. • How we handle complaints. <p>MTFS approved annually takes into account budget consultation feedback – reported annually to Cabinet.</p> <p>In addition the Tenant Consultative Group are regularly consulted on service improvements for council tenants. During 2025 Members successfully engaged with the public during a series of ‘Let’s Talk Tamworth’ events to seek the views of the community about living and working in Tamworth.</p>
What is missing	Nothing identified

Supporting Principle	Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets
What Assurance Do We Want	Calendar of dates for developing and submitting plans and reports that are adhered to.
What Assurance Do We Get	<p>There is a performance management reporting cycle in place which timetables the performance reporting cycle.</p> <p>The Integrated Forward Plan captures decision-making routes and the 'life-cycle' of a report from discussion at CMT to Committee report stage.</p> <p>The Forward Plan is published on the website detailing the expected agenda items for the following four months.</p> <p>A Cabinet recommendations log is in place to track and monitor completion of recommendations approved.</p>
What is missing	Nothing identified.

Supporting Principle	Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered
What Assurance Do We Want	Communication strategy.
What Assurance Do We Get	<p>To help elected members set the council budget and priorities, every year we consult residents, businesses and the voluntary sector on spending and savings options in line with the council priorities. We also conduct a survey to hear what people think about Tamworth as a place to live.</p> <p>In the survey we asked questions about:</p> <ul style="list-style-type: none"> • What Tamworth is like as a place to live. • Satisfaction with council services. • How people are informed about the work of the council and contacting the council. • Thoughts on council priorities. • Council income and spending options. • How we handle complaints. <p>The survey results are reported to Cabinet.</p> <p>Joint Scrutiny Committee (Budgets) is held annually to feedback Member concerns from residents.</p> <p>Returning all Council meetings to Marmion House improved accessibility by providing a consistent, central and fully equipped location, making it easier for residents and stakeholders to attend and participate in council decision-making.</p>
What is missing	Nothing identified

Supporting Principle	Considering and monitoring risks facing each partner when working collaboratively including shared risks
What Assurance Do We Want	Partnership framework. Risk management protocol.
What Assurance Do We Get	Partnerships risks are identified and monitored through the Partnership Policy and guidance – risk registers are in place and reviewed regularly. Partnership arrangements in place designed to help the Council work with its partners to ensure that all partnerships have good systems of governance. Risks are identified at a corporate and operational level and are monitored on a regular basis in line with the Risk Management Policy. The Corporate Risk Register is reported to the Audit & Governance Committee on a quarterly basis.
What is missing	Nothing identified.
Supporting Principle	Ensuring arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances.
What Assurance Do We Want	Planning protocols.
What Assurance Do We Get	Protocols in place (constitution) to ensure annual delivery of: <ol style="list-style-type: none"> 1) MTFs; 2) Annual Survey including Budget Consultation; 3) State of Tamworth debate/'Let's Talk Tamworth' events; 4) KPIs / Service Plans; 5) Corporate Plan. The Quarterly Performance Report is reviewed by Corporate Scrutiny each quarter prior to being approved by Cabinet.
What is missing	Nothing identified.
Supporting Principle	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.
What Assurance Do We Want	KPIs have been established and approved for each service element and included in the service plan and are reported upon regularly.
What Assurance Do We Get	Key performance indicators are in place within Service Plans and the Corporate Plan and monitored and reported on a regular basis through quarterly reports to Cabinet.

What is missing	Nothing identified.
Supporting Principle	Ensuring capacity exists to generate the information required to review service quality regularly.
What Assurance Do We Want	Reports include detailed performance results and highlights areas where corrective action is necessary.
What Assurance Do We Get	A quarterly performance report is reported to Cabinet following consideration by Corporate Scrutiny. The report details progress against performance indicators with areas of concern highlighted to prompt remedial actions.
What is missing	Nothing identified.
Supporting Principle	Preparing budgets in accordance with organisational objectives, strategies and the Medium Term Financial Strategy.
What Assurance Do We Want	Evidence that budgets, plans and objectives are aligned.
What Assurance Do We Get	<p>Budgets are set following budget consultation with citizens which is now carried out as part of the annual residents survey. Budgets are aligned to the corporate objectives.</p> <p>A joint report is approved annually by Council which approves the Vision, Corporate Priorities and Medium Term Financial Strategy aligning resource demands in support of the corporate priorities.</p>
What is missing	Nothing identified.

Supporting Principle	Informing medium and long-term resource planning by drawing up realistic estimates of revenues and capital expenditure aimed at developing a sustainable funding strategy.
What Assurance Do We Want	Budget guidance and protocols. Medium term financial plan Corporate plans.
What Assurance Do We Get	<p>Council approves a 3 year Medium Term Financial Strategy (MTFS) for the General Fund with the recommended level of Council Tax for the year, in order to continue to deliver those services essential to the local community. With regard to the Housing Revenue Account (HRA), a 5 year MTFS was approved by Council, with along with a 5 year capital programme for both General Fund and the HRA, including significant investment in housing repairs and maintenance.</p> <p>Each year, the Secretary of State for Housing, Communities and Local Government publishes a written ministerial statement on the annual local government finance settlement. In February 2026 a three year settlement was confirmed for local government which is reflected in the MTFS. The Government confirmed that a redistribution of resources as part of the Fair Funding review and business rates reset would go ahead in 2026/27. The phasing in of the updated formulae over the three year settlement period, and the award of an 'Adjustment Support Grant' in 2026/27 means that the position for the Council's General Fund is relatively sound in the short term, albeit reserves and balances are still require to balance the budget over the 3 year period.</p> <p>A Financial Resilience Plan was developed during the 2025/26 budget process, and this has been reviewed and updated for the coming year. It includes a number of workstreams to deliver savings and additional income, including annual fees and charges review, zero-based budgeting exercises, service reviews and opportunities to use the Transformation retained fund for invest to save projects.</p>
What is missing	Nothing identified.

Supporting Principle	Ensuring the medium term financial strategy integrates and balance service priorities, affordability and other resource constraints.
What Assurance Do We Want	Feedback surveys and exit/decommissioning strategies. Changes as a result.
What Assurance Do We Get	<p>Annual survey and budget consultation completed on an annual basis. To help elected members set the council budget and priorities, every year we consult residents, businesses and the voluntary sector on spending and savings options in line with the council priorities. We also conduct a survey to hear what people think about Tamworth as a place to live.</p> <p>In the survey we asked questions about:</p> <ul style="list-style-type: none"> • What Tamworth is like as a place to live. • Satisfaction with council services. • How people are informed about the work of the council and contacting the council. • Thoughts on council priorities. • Council income and spending options. • How we handle complaints. <p>Joint Scrutiny Committee (Budget) held annually to feedback Member concerns from residents.</p>
What is missing	Nothing identified.

Supporting Principle	Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term.
What Assurance Do We Want	Budgeting guidance and protocols.
What Assurance Do We Get	<p>Medium Term Financial Strategy.</p> <p>Budget setting process approved by Cabinet in August each year – including a robust process for capital investment and budget pressures/growth items which require business cases to be prepared for consideration by Executive Management Team (Cabinet and ELT).</p> <p>To help elected members set the council budget and priorities, every year we consult residents, businesses and the voluntary sector on spending and savings options in line with the council priorities. We also conduct a survey to hear what people think about Tamworth as a place to live.</p> <p>In the survey we asked questions about:</p> <ul style="list-style-type: none"> • What Tamworth is like as a place to live. • Satisfaction with council services. • How people are informed about the work of the council and contacting the council. • Thoughts on council priorities. • Council income and spending options. • How we handle complaints. <p>Joint Scrutiny Committee (Budget) held annually to feedback Member concerns from residents.</p>
What is missing	Nothing identified.

Supporting Principle	Ensuring the medium-term financial strategy sets the context for ongoing decisions on significantly delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved whilst optimising resource usage.
What Assurance Do We Want	Medium Term Financial Strategy.
What Assurance Do We Get	<p>Medium Term Financial Strategy and associated forecasts are considered by CMT, ELT and Cabinet prior to review/scrutiny by Members at the Joint Scrutiny Committee (Budget). It is then approved by Full Council. These consider the need for any ongoing decisions on significant issues and appropriate budget changes made through the budget pressures/growth items process or capital programming process.</p> <p>In year changes can be made using virements procedures (for both Officers and Cabinet) outlined within financial guidance (as well as use of contingencies).</p> <p>Financial impact assessments/resource implications are included in reports to Committees and must be signed off by Finance and S151 where appropriate.</p>
What is missing	Nothing identified.

Supporting Principle	Ensuring the achievement of “social value” through service planning and commissioning. The Public Services (Social Value) Act 2012 states that this is “the additional benefit to the community...over and above the direct purchasing of goods, services and outcomes”
What Assurance Do We Want	Service plans demonstrate consideration of “social value”. Achievement of “social value” is monitored and reported upon.
What Assurance Do We Get	<p>The Procurement process includes the requirements of the Social Value Act. The requirements of the Social Value Act have been covered in staff training sessions, and the provisions of the Act have been utilised in voluntary sector commissioning projects.</p> <p>It requires Officers to consider social value issues in the procurement of major works or services i.e. impact on local labour, local economy/businesses, apprenticeships etc.</p> <p>Contracts for the delivery of repairs and investment of the Council’s property portfolio include a suite of Social Value measures which have defined and measurable outcomes with financial penalties for non-compliance. Social Value measures range from formal training and apprenticeship schemes through to more local skills training for residents including DIY and IT with a view to reducing demand. Other local environmental improvement measures are also included.</p> <p>A Social Value Policy has been developed which requires consideration of social value pledges for any supplies and service contracts with a value over £10k. Procedures are in place to monitor and record this on the Council’s performance and contract management system.</p>
What is missing	Nothing identified.

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

Supporting Principle	Reviewing operations, performance use of assets on a regular basis to ensure their continuing effectiveness.
What Assurance Do We Want	Regular reviews of activities, outputs and planned outcomes.
What Assurance Do We Get	Quarterly reviews of operational business plans are in place which have performance indicators. As part of the capital programme, annual consideration of need for asset maintenance e.g. use of office space, regular stock condition surveys, asset management plan.
What is missing	Nothing identified.
Supporting Principle	Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the authority's resources are allocated so that outcomes are achieved effectively and efficiently.
What Assurance Do We Want	Utilisation of research and benchmarking exercises.
What Assurance Do We Get	Research and benchmarking exercises are completed in appropriate areas. Housing Benchmarking undertaken through Housemark and accreditation via the Housing Quality Network Review of assets use through the One Public Estate programme and liaison with Staffordshire County Council.
What is missing	Nothing identified.
Supporting Principle	Recognising the benefits of partnerships and collaborative working where added value can be achieved.
What Assurance Do We Want	Effective operation of partnerships which deliver agreed outcomes.
What Assurance Do We Get	Partnerships are in place for the delivery of some services. There is a Memorandum of Understanding in place with Lichfield District Council for the sharing of services. Partnership arrangements in place, designed to help the Council work with its partners to ensure that all partnerships have good systems of governance.
What is missing	Nothing identified.

Supporting Principle	Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources.
What Assurance Do We Want	Workforce plan. Organisational development Strategy.
What Assurance Do We Get	<p>There are training and development plans in place for members and officers. Officers training and development is identified through the Personal Development Review (PDR). The recruitment process ensures that skills and knowledge are measured and tested appropriately. There is an E-Induction programme in place which is available to both officers and members.</p> <p>The development and implementation of the People and Organisational Development Strategy strengthened workforce planning and organisational effectiveness, providing a clear framework to support a skilled, resilient and high-performing workforce aligned to the Council's corporate priorities.</p> <p>Job profiles are in place for all posts and reviewed as required. All Statutory Officers are members of CMT. Job descriptions for members are included in the Constitution. They detail the purpose, duties & responsibilities and skills required for all Councillors, Leader & Deputy Leader, Members of the Executive, Chairs of Committees and the Leader and Deputy Leader of the Opposition. Service reviews are informed by the Delivering Quality Services process.</p>
What is missing	Nothing identified.
Supporting Principle	Developing protocols to ensure that elected and appointed leaders negotiate their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained.
What Assurance Do We Want	Job descriptions. Chief Executive and Leader pairings have considered how best to establish and maintain effective communication.
What Assurance Do We Get	<p>Job descriptions are in place for both members and officers. There are regular meetings between the Chief Executive and the Leader, and Leadership Group (ELT and the Leader and Deputy Leader) also hold regular meetings. Executive Leadership Team and the Cabinet form together to form the Executive Management Team. There is a training and development plan which is developed through the PDR process. This process is in place for all officers Members' training is provided on induction and in specialist areas. Regular training is provided for the Regulatory Committees.</p>
What is missing	Nothing identified.

Supporting Principle	Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body.
What Assurance Do We Want	Scheme of delegation reviewed at least annually in the light of legal and organisational changes. Standing orders and financial regulations which are reviewed on a regular basis.
What Assurance Do We Get	The scheme of delegation and scheme of delegation log is reviewed at least annually. Financial Guidance, Contract and Financial Procedure Rules are reviewed and updated on an annual basis.
What is missing	Nothing identified.
Supporting Principle	Ensuring the Leader and the Chief Executive have clearly defined and distinctive leadership roles within a structure whereby the Chief Executive leads the authority in implementing strategy and managing the delivery of services and other outputs set by members and each provides a check and a balance for each other's authority.
What Assurance Do We Want	Clear statement of respective roles and responsibilities and how they will be put into practice.
What Assurance Do We Get	The Constitution details the roles and responsibilities of the Leader and the Statutory Officers. Job Descriptions for members including the Leader are in the Constitution.
What is missing	Nothing identified.

Supporting Principle	<p>Developing the capabilities of members and senior management to achieve effective shared leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by:</p> <ul style="list-style-type: none"> - ensuring members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirement is available and encouraged - 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. - Ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external.
What Assurance Do We Want	<p>Access to updates via training /information briefing on new legislation/ Induction programme Personal development plans for members and officers For example, for members this may include the ability to:</p> <ul style="list-style-type: none"> - Scrutinise and challenge - Recognise when outside expert advice is required - Promote trust - Work in partnership - Lead the organisation - Act as a community leader. <p>Efficient systems and technology used for effective support. Arrangements for succession planning.</p>
What Assurance Do We Get	<p>The PDR process identifies training needs for Officers CPD/membership of professional bodies for up to date information/changes to legislation Networking and membership of professional bodies encouraged. Members' induction and training programme in place (e.g. finance, treasury management, planning, licensing, governance). Astute provide an E-learning and policy management tool which covers a number of training areas such as GDPR, FOI, Modern Slavery, Health and safety.</p>
What is missing	Nothing identified.

Supporting Principle	Ensuring that there are structures in place to encourage public participation.
What Assurance Do We Want	Resident's panels. Stakeholder forum terms of reference. Strategic partnership frameworks
What Assurance Do We Get	Tenant participation is actively encouraged and completed in various formats. They provide training to tenants on a variety of day-to-day skills and confidence, as well as estate inspections, other events and meetings and customer satisfaction, feedback and consultation.
	The Citizens Panel is made up of local residents who are asked about local services. A Community Safety Partnership exist which has its own webpage. partnership brings together a number of organisations who work together to make the borough a safer place to work, live and socialise. The CSP Plan 2023-2026 is in place. Partnership frameworks in place for joint working. Partnership arrangements in place designed to help the Council work with its partners to ensure that all partnerships have good systems of governance.
What is missing	Nothing identified.
Supporting Principle	Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer reviews and inspections.
What Assurance Do We Want	Reviewing individual member performance on a regular basis taking account of their attendance and considering any training or development needs. Peer reviews.
What Assurance Do We Get	PDR process and job roles are in place for members. Peer reviews have been completed previously and any recommendations have been acted upon. Members attendance is recorded and monitored.
What is missing	Nothing identified.

Supporting Principle	Holding staff to account through regular performance reviews which take account of training or development needs.
What Assurance Do We Want	Training and development plan. Staff development plans linked to appraisals. Implementing appropriate human resource policies and ensuring that they are working effectively.
What Assurance Do We Get	Training identified as part of the PDR process as part of continued professional development. One to one meetings are completed on a regular basis. Performance indicators are recorded on the performance monitoring system and assigned to the relevant managers to monitor and update. Conduct and Capability policy in place. Training for managers in strategic skills as well as soft skills.HR policies in place and updated as required and in line with employment legislation.
What is missing	Nothing identified.
Supporting Principle	Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing.
What Assurance Do We Want	Human resource (HR) policies.
What Assurance Do We Get	HR policies are in place. Health and safety policies are in place.Healthcare cash plan benefits for staff. Counselling service available to staff on a confidential basis. Health and well-being policy in place. TBC signed up to national initiative 'Thrive at Work'. Mental Health First Aiders have been trained. Robust management of attendance with support from Occupational Health. Regular updates with Trade unions and / or representatives. Weekly internal communications.
What is missing	Nothing identified.

Core Principle F: Managing risks and performance through robust internal control and strong public financial management

Supporting Principle	Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making
What Assurance Do We Want	Risk management protocol.
What Assurance Do We Get	<p>Risk Management Policy – reviewed and updated annually and approved by the Audit & Governance Committee. There is a Corporate Risk Register which is owned by Corporate Management Team which is updated on a quarterly basis and reported to the Audit & Governance Committee.</p> <p>Operational risk registers are owned by managers and recorded on the Pentana system and linked to performance and service plans. The Finance section work with managers to help them identify their risks and record them on the Pentana system.</p> <p>The annual Internal Audit Plan is developed around the strategic risk register and through consultation with members of the Corporate Management Team who identify emerging risks within their service areas and the mitigations necessary.</p> <p>All decisions made by Members have risks identified in the report.</p> <p>A review of the approach to risk management has been undertaken by Zurich Municipal who have also led workshops with CMT and Heads of Service to further embed the approach to risk management across the Council.</p>
What is missing	Nothing identified.
Supporting Principle	Implementing robust and integral risk management arrangements and ensuring that they are working effectively.
What Assurance Do We Want	Risk management strategy/policy formally approved and adopted and reviewed and updated on a regular basis.
What Assurance Do We Get	Risk Management Policy – reviewed and updated annually and approved by the Audit & Governance Committee.
	<p>All decisions made by Members have the risks identified.</p> <p>A review of the approach to risk management has been commissioned and is underway.</p>

What is missing	Nothing identified.
Supporting Principle	Ensuring that responsibilities for managing individual risks are clearly allocated.
What Assurance Do We Want	Risk management protocol.
What Assurance Do We Get	Risk registers are in place for service areas as well as having a corporate risk register in place. Owners of the risks are assigned to owners to manage and review. The Risk Management Policy details responsibilities for managing individual risks.
What is missing	Nothing identified.
Supporting Principle	Monitoring service delivery effectively including planning, specification, execution and independent post implementation review.
What Assurance Do We Want	Performance map showing all key activities have performance measures. Benchmarking information. Cost performance (using inputs and outputs). Calendar of dates for submitting, publishing and distributing timely reports that are adhered to.
What Assurance Do We Get	The Corporate Plan identifies key performance indicators aligned to the strategic priorities. Benchmarking information is used for some services where appropriate/available. Performance management cycle identifies the timetable for the submission of performance reports There is a Forward Plan in place which identifies key decisions to be made in the following four months. The Asset Strategy Steering Group identifies Post Implementation Reviews required for Capital Scheme on annual basis.
What is missing	Nothing identified.

Supporting Principle	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.
What Assurance Do We Want	Discussion between members and officers on the information needs of members to support decision making Publication of agendas and minutes of meetings. Agreement on the information that will be needed and timescales.
What Assurance Do We Get	Portfolio holders hold meetings with relevant staff. All agenda and minutes are published on the website. Agendas are published 5 working days prior to the committee meeting date. The Forward Plan is a list of the council's key decisions that will be made over the next one to four months. These decisions will be made by either the Cabinet or by officers who have been delegated authority by the Cabinet. The Forward Plan is published on the first working day of the month.
What is missing	Nothing identified.

Supporting Principle	Ensuring an effective scrutiny or oversight function is in place which encourages constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the organisation's performance and that of any organisation for which it is responsible. (OR, for a committee system) Encouraging effective and constructive challenge and debate on policies and objectives to support balanced and effective decision making.
What Assurance Do We Want	The role and responsibility for scrutiny has been established and is clear. Agenda and minutes of scrutiny meetings. Evidence of improvements as a result of Scrutiny. Planned work items identified at beginning of municipal year. Performance reporting reviewed, members now sit on tenant's consultative group. Terms of reference. Training for members. Membership.
What Assurance Do We Get	The roles and responsibilities, terms of reference for Scrutiny Committees are detailed in the Constitution. Agendas and minutes are made available on the website. Scrutiny chairs report annually to full Council on their workplan. Training is provided for members on the role of Scrutiny. There is a Scrutiny Officer in post to provide support to the Scrutiny Committees. When required to assist task and finish groups the Committees can co-opt external expertise. Independent Member recruited to the Audit & Governance Committee. Under the remit of the Scrutiny Committees they can call in decisions made by the Cabinet.
What is missing	Nothing identified.
Supporting Principle	Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement.
What Assurance Do We Want	Calendar of dates for submitting, publishing and distributing timely reports that are adhered to.
What Assurance Do We Get	There is a calendar of dates for the submission and publishing reports which is adhered to.
What is missing	Nothing identified.

Supporting Principle	Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (e.g., financial statements).
What Assurance Do We Want	Financial standards, guidance. Financial and contract procedure rules.
What Assurance Do We Get	Financial and contract procedure rules and financial guidance are in place and reviewed and updated regularly. There is a robust project management process in place with post implementation reviews completed at the end of the project.
What is missing	Nothing identified.
Supporting Principle	Aligning the risk management strategy and policies on internal control with achieving the objectives.
What Assurance Do We Want	Risk management strategy. Audit plan. Audit reports.
What Assurance Do We Get	The risk management strategy is reviewed and updated annually. Corporate Risks are reviewed on a regular basis by CMT and reported to the Audit & Governance Committee. The annual Internal Audit Plan is developed around the corporate risk register and through consultation with members of the Corporate Management Team who identify emerging risks within their service areas and the mitigations necessary. The plan is approved by the Audit & Governance Committee and the Committee receive quarterly reports of progress against the plan. Audit reports are concise and reported in a timely manner. All high priority recommendations and those arising from no and limited assurance overall opinion reports are followed up, the results of which are reported to the Audit & Governance Committee. All recommendations are assigned to the relevant officers for actioning.
What is missing	Nothing identified.

Supporting Principle	Evaluating and monitoring the authority's risk management and internal control on a regular basis.
What Assurance Do We Want	Risk management strategy/policy has been formally approved and adopted and is reviewed and updated on a regular basis.
What Assurance Do We Get	The Risk Management Policy/Strategy is reviewed, updated and then approved by the Audit & Governance Committee. Quarter updates of the risk management action plan are also submitted to the Committee. Each quarterly Internal Audit progress report and Annual Report give a conclusion on the effectiveness of the Council's system of internal control.
What is missing	Nothing identified.
Supporting Principle	Ensuring effective counter fraud and anti-corruption arrangements are in place
What Assurance Do We Want	Compliance with the relevant codes of practice, best practice. Counter fraud policies and strategies. Participation in data matching (e.g. NFI).
What Assurance Do We Get	Routine reports on counter fraud to the Audit & Governance Committee. Dedicated resource in the Corporate Anti-Fraud Officer. Regularly reviewed counter fraud policies and strategies including anti money laundering, whistleblowing submitted to Audit & Governance Committee for approval.
What is missing	Nothing identified.
Supporting Principle	Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance risk management and control is provided by the internal auditor.
What Assurance Do We Want	Annual Governance Statement. Effective internal audit resource and maintained.
What Assurance Do We Get	The Annual Governance Statement is produced in accordance with the guideline alongside the Code of Corporate Governance. The Annual Governance Statement is signed by the Leader and the Chief Executive. Internal Audit is adequately resourced and complied with the Public Sector Internal Audit Standards (PSIAS) in 2025/26 and has undertaken a review against the Global Internal Audit Standards and relevant CIPFA guidance which replace the PSIAS from 1 April 2025. An annual self-assessment against the PSIAS is completed and in line with the Standards; an External Quality Assessment (EQA) is completed every five years. The EQA was last completed in 2022 and confirmed compliance with the Standards. It is next due in 2027.

What is missing	Nothing identified.
Supporting Principle	<p>Ensuring an audit committee or equivalent group or function which is independent of the executive and accountable to the governing body:</p> <ul style="list-style-type: none"> - Provides further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment - That its recommendations are listened to and acted upon.
What Assurance Do We Want	<p>Audit committee complies with best practice. See Audit Committees: Practical Guidance for Local Authorities and Police.</p> <p>Terms of reference.</p> <p>Membership.</p> <p>Training.</p>
What Assurance Do We Get	<p>The terms of reference for the Audit & Governance Committee are detailed within the Constitution. Members of the Committee are independent of the Cabinet and the Chair reports annually to Full Council. The Audit & Governance Committee receive quarterly update reports on Risk Management which include a review of the Corporate Risk Register and associated risk control actions.</p> <p>Any recommendations made by the Audit & Governance Committee are recorded in the minutes and acted upon.</p> <p>The Audit & Governance Committee complete an annual self-assessment against Audit Committee guidance issued by CIPFA and any areas for improvement are acted upon.</p>
What is missing	Nothing identified.

Supporting Principle	Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to Safeguard personal data
What Assurance Do We Want	Data management framework and procedures. Designated data protection officer. Data protection policies and procedures.
What Assurance Do We Get	The Council has a designated Data Protection Officer, with the Information Governance Manager assigned to this role. The Council has reviewed a framework of Information Governance policies and procedures, these include but are not limited to an Information Security Policy, Data Protection Policy, Data Protection Impact Assessment Procedure, Cyber Security Policy and Business Continuity Plan. Cyber Security awareness rolled out to staff across the Authority. Mandatory GDPR/FOI training for all staff. The Council is committed to on-going compliance with the General Data Protection Regulations (GDPR) requirements. PSN compliance.
What is missing	Nothing identified.
Supporting Principle	Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies.
What Assurance Do We Want	Information Sharing subject to defined Information Sharing protocols. A register of Information Sharing Agreements held centrally.
What Assurance Do We Get	The Council has signed up to Staffordshire One Information Sharing Protocol. Individual Information Sharing Agreements are in place within various area (eg, Benefits, Environmental Health, Housing, Partnerships) with details of such agreements available on the Council's Intranet. A register of Information Sharing agreements is held by the Council's Data Protection Officer.
What is missing	Nothing identified.

Supporting Principle	Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance Monitoring.
What Assurance Do We Want	Data quality procedures and reports. Data validation procedures.
What Assurance Do We Get	Auditing of data is completed in accordance with the risk based internal audit plan. Data is validated as part of the internal controls in place within the various systems. Knowledge, Performance and Insight service providing information to aid accurate and informed decision making and performance monitoring.
What is missing	Nothing identified.

Supporting Principle	Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance
What Assurance Do We Want	Financial management supports the delivery of services and transformational change as well as securing good stewardship.
What Assurance Do We Get	<p>The Council approves a 3 year Medium Term Financial Strategy (MTFS) for the General Fund with the recommended level of Council Tax for the year, in order to continue to deliver those services essential to the local community. With regard to the Housing Revenue Account (HRA), a 5 year MTFS was approved by Council, along with a 5 year capital programme for both General Fund and the HRA, including significant investment in housing repairs and maintenance.</p> <p>Each year, the Secretary of State for Housing, Communities and Local Government publishes a written ministerial statement on the annual local government finance settlement. In February 2026 a three year settlement was confirmed for local government which is reflected in the MTFS. The Government confirmed that a redistribution of resources as part of the Fair Funding review and business rates reset would go ahead in 2026/27. The phasing in of the updated formulae over the three year settlement period, and the award of an 'Adjustment Support Grant' in 2026/27 means that the position for the Council's General Fund is relatively sound in the short term, albeit reserves and balances are still require to balance the budget over the 3 year period.</p> <p>A Financial Resilience Plan was developed during the 2025/26 budget process, and this has been reviewed and updated for the coming year. It includes a number of workstreams to deliver savings and additional income, including annual fees and charges review, zero-based budgeting exercises, service reviews and opportunities to use the Transformation retained fund for invest to save projects.</p> <p>However, Members will face difficult decisions around prioritising services, when faced with significant reductions in funding over the term of the MTFS. There are also further uncertainties arising from current cost pressure and inflationary increases which have compounded price increases for supplies that are required for building or construction/maintenance works.</p> <p>The Council remains committed to promoting and stimulating economic growth and regeneration; meeting our housing needs; creating a vibrant town centre economy and protecting those most vulnerable in our communities. The Council is responding to these challenges by considering the opportunities to make further savings and /or grow our income. We are ambitious with our commercial view and will continue to work hard to identify income streams that enable us to continue to meet the needs of our residents.</p> <p>More than ever, we recognise that our financial capacity will be less than in previous years which means that</p>

	<p>we will need to maintain our approach to innovation, collaboration and transformation. So, not only will the Council seek investment from businesses and developers, but the Council itself will explore viable and sustainable investment opportunities using all returns to support public services.</p> <p>We continue to invest in our teams, transform our processes and ensure our technology infrastructure is fit for purpose. We have identified a number of opportunities to improve customer access to information and services as well as our engagement with our citizens and the way in which we manage our data and information.</p> <p>Our Digital Strategy project continues to review processes and demand, with the aim of re-designing processes to meet changing customer expectations and making the best use of technology to deliver efficient and effective services to the customer, including self-service and increased digital functionality.</p> <p>Through the improving customer contact project, we are working to enable digital transformation improvements that enhance customer service and ensure fair access. Investment in new digital customer contact solutions will deliver more effective and efficient customer journeys through improved workflows, revised processes, increased automation and improved opportunity for self-serve.</p> <p>This approach will change the organisation and how it works; will require Members to put evidence and insight at the heart of our decision making to ensure that we are transparent about the rationale for our decisions and plans; will involve managed risks and will sustain essential services critical in supporting the most vulnerable in our communities at a time when demand is increasing and resources reducing. Corporate Management Team (CMT) and Cabinet review the most up-to-date budget forecasts on a quarterly basis, and discuss the delivery of the planned savings to support our Medium-Term Financial Strategy (MTFS).</p>
What is missing	Nothing identified.
Supporting Principle	Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls.
What Assurance Do We Want	Budget monitoring reports.
What Assurance Do We Get	Budget monitoring reports are available monthly and ad hoc as required. Accountants complete regular budget monitoring reports with budget managers and meet with them on a regular basis.
What is missing	Nothing identified.

Core Principle G: Implementing good practices in transparency, reporting, and audit to deliver effective accountability

Supporting Principle	Writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate. 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.
What Assurance Do We Want	Website. Annual report. Continual development of Mod Gov.
What Assurance Do We Get	All reports are made available on the website for the public to access apart from anything confidential as laid down by the Local Government Act 1972 and subsequent enabling legislation and guidance The Corporate Plan is published on an annual basis and made available on the website. All information is made available in accordance with the Transparency Agenda. Where Freedom of Information requests are made and it is beneficial to publish the data on the website, this is completed to ensure that the Authority is transparent and it also reduces the number of information requests received.
What is missing	Nothing identified.
Supporting Principle	Reporting at least annually on performance, value for money and the stewardship of its resources.
What Assurance Do We Want	Formal annual report which includes key points raised by external scrutineers and service users' feedback on service delivery. Annual financial statements
What Assurance Do We Get	The Corporate Plan is refreshed on an annual basis. The financial statements are produced in accordance with the laid down timetable and presented to the Audit & Governance Committee for approval. The External Auditors produce the Annual Audit Letter and the Audit Findings Report which is presented to the Audit & Governance Committee.
What is missing	Nothing identified.
Supporting Principle	Ensuring members and senior management own the results.
What Assurance Do We Want	Appropriate approvals.
What Assurance Do We Get	Decisions approved by Cabinet and Full Council as detailed within the Constitution Accounts (including AGS) approved by Audit & Governance Committee. Minutes of the meetings are made available on the website.
What is missing	Nothing identified

Supporting Principle	Ensuring robust arrangements for assessing the extent to which the principles contained in the Framework have been applied and publishing the results on this assessment including an action plan for improvement and evidence to demonstrate good governance (Annual Governance Statement).
What Assurance Do We Want	Annual Governance Statement.
What Assurance Do We Get	Compilation of the Annual Governance Statement which is approved by CMT and the Audit & Governance Committee. Results and actions arising from this assessment will go in the Annual Governance Statement for approval by Audit & Governance Committee.
What is missing	Nothing identified.
Supporting Principle	Ensuring that the Framework is applied to jointly managed or shared service organisations as appropriate.
What Assurance Do We Want	Annual Governance Statement.
What Assurance Do We Get	Compilation of the Annual Governance Statement which is approved by CMT and the Audit & Governance Committee. Results and actions arising from this assessment will go in the Annual Governance Statement for approval by Audit & Governance Committee.
What is missing	Nothing identified.
Supporting Principle	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.
What Assurance Do We Want	Format follows best practice.
What Assurance Do We Get	High level corporate plan projects/programmes and corporate risk register included in the Statement of Accounts. Financial statements prepared in line with the CIPFA Code of Practice. Relevant performance information from the Corporate Plan included within the financial statements.
What is missing	Nothing identified.

Supporting Principle	Ensuring that recommendations for corrective action made by external audit are acted upon Ensuring an effective internal audit service with direct access to members is in place which provides assurance with regard to governance arrangements and recommendations are acted upon
What Assurance Do We Want	Recommendations have informed positive improvement. Compliance with CIPFA's Statement on the Role of the Head of Internal Audit. Compliance with Public Sector Internal Audit Standards and Global Internal Audit Standards from 1 April 2025.
What Assurance Do We Get	All recommendations made by the External Auditors are acted upon and are followed up as part of External Audit's reporting to Audit & Governance Committee. Internal Audit complied with the Public Sector Internal Audit Standards (PSIAS) in 2025/26 and has undertaken a review against the Global Internal Audit Standards and relevant CIPFA guidance which replace the PSIAS from 1 April 2025. An annual self-assessment against the PSIAS is completed and in line with the Standards; an External Quality Assessment (EQA) is completed every five years. The EQA was last completed in 2022 and confirmed compliance with the Standards. It is next due in 2027. Audit Charter includes Internal Audit's rights of access and authority.
What is missing	Nothing identified.
Supporting Principle	Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations.
What Assurance Do We Want	Recommendations have informed positive improvement. Recent peer review and publication of the results.
What Assurance Do We Get	Corporate Peer Challenge by the Local Government Association undertaken in October 2024. Final report published, containing areas for improvement incorporated into corporate objectives and the performance management framework.
What is missing	Nothing identified.
Supporting Principle	Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement.
What Assurance Do We Want	Annual Governance Statement.
What Assurance Do We Get	Partnership arrangements in place designed to help the Council work with its partners to ensure that all partnerships have good systems of governance. Informed by Corporate Risk Register.
What is missing	Nothing identified.

Supporting Principle	Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met.
What Assurance Do We Want	Community Strategy.
What Assurance Do We Get	Partnership arrangements in place designed to help the Council work with its partners to ensure that all partnerships have good systems of governance.
What is missing	Nothing identified.