Annual Governance Statement

For the period 1 April 2025 to 31 March 2026

Nuneaton & Bedworth

United to Achieve

Contents

1. Introduction

1.1. The Accounts and Audit Regulations 2015 require the Council to prepare an annual governance statement which is ratified by senior management and then approved by the Audit and Standards Committee, as those charged with governance.

1.2. Governance is about how an organisation is directed and controlled to achieve its objectives. It therefore comprises the systems, structures, and values that an organisation has in place to achieve those objectives.

1.3. Good governance:

a) requires that objectives be achieved not only efficiently and effectively but also ethically and in compliance with laws and recognised standards of conduct;

b) ensures that there is a sound system of internal control which facilitates the effective exercise of its functions, and which includes arrangements for the management of risk; and

c) comprises robust systems and sound structures together with effective leadership and high standards of behaviour.

1.4. Key Priorities:

United in Achievement

Place and Prosperity
Nuneaton and Bedworth, located in the heart of Warwickshire, is poised for growth. Its excellent transport connectivity, including easy access to major road networks and rail services, makes it great place to live and an attractive destination for businesses, investors. The borough has a great history, including the home of George Eliot and growing cultural offer, leading to a strengthening visitor economy. The Council will build on this rich heritage and opportunity, to deliver a thriving economy, with a diverse range of sectors contributing to the prosperity of the borough.

Housing, Health and Communities
Nuneaton and Bedworth is committed to improving housing standards, promoting sustainable development, and ensuring that the communities of the borough, are healthy, safe and thriving

Green Spaces and Environment
Nuneaton and Bedworth Borough Council is dedicated to preserving and enhancing its green spaces and natural environment, reducing the environmental impact of business activity. The council is actively working with partners to protect and enhance green spaces and biodiversity, improve air quality, and promote sustainable practices, to create a greener and cleaner future for the borough's forthcoming generations.

Your Council
Nuneaton and Bedworth Borough Council is committed to delivering efficient and effective services to residents, while ensuring value for money for taxpayers. The council will review its processes and operations to identify areas for improvement and reduce costs. Through initiatives such as digital transformation, and collaborative partnerships, the council aims to streamline its services, enhance customer satisfaction, and maximise the use of resources.

1.4.1. Whilst the Council had the key priorities as set out in its corporate plan (1.4), the Council has to deliver and provide statutory services to local residents and constituents. Examples of statutory services include but are not limited to:

- Rubbish collection
- Recycling
- Council tax and business rate collection
- Housing
- Planning applications and local plans
- Licensing (such as venues, premises and taxi license matters)
- Environmental health provision
- Leisure centre provision
- Electoral registration office.

Further information regarding the Council and Borough can be found in the Statement of Accounts which shall be located on the Council website: [Financial information 2025 to 2026 | Nuneaton and Bedworth Borough Council]

1.5. Delivering the key priorities requires good governance - for our residents, employees, businesses, service users and councillors. Our Corporate Plan provides the building blocks to our success. Supporting the Plan are number of strategies and policies showing how we will deliver our ambitions, and our 'Local Code of Governance' sets out the seven principles of good governance. The Local Code of Corporate Governance is consistent with the principles of the Chartered Institute of Public Finance and Accountancy and the Society of Local Authority Chief Executives and Senior Managers (CIPFA/SOLACE) joint framework for delivering good governance in local government.

- Behaving with integrity and in accordance with our core values.
- Being open and ensuring effective engagement takes place.
- Working together to achieve our intended outcomes.
- Setting goals for economic, social, and environmental benefits and reaching them.
- Growing our capacity – including our leadership and the people who work with us.
- Managing risks and performance through robust internal control and strong financial management.
- Implementing good practice in transparency, reporting and audit – delivering effective waccountability.

1.6. With ongoing global emergencies and conflicts, persistent inflation, cost of living pressures and continued increased demand on our services, this has been an incredibly challenging year for Nuneaton and Bedworth Borough Council. Along with other councils up and down the country, we have been operating in an extremely difficult economic environment which has forced us to take some tough decisions with regards to ensuring our financial sustainability.

1.7. Despite these undoubted challenges, we have demonstrated our commitment improve the borough and the services provided by the Council. Please see Section 5 - Effectiveness of our governance in 2025/2026 – an Overview

1.8. This is the second iteration of the Annual Governance Statement in this style and format. Following the 2024/2025 Annual Governance Statement, this format provides a level of detail which is relevant and is set out in a clear way to assist any reader, whether that be a resident, tenant, a 3rd party to review and understand.

2. Opinion - Annual Governance Statement 2025/2026

We are satisfied that the Council's governance arrangements for 2025/2026 were effective and operated as intended during the year. They have been subject to ongoing review and, where appropriate, updated to ensure they remain fit for purpose in supporting the Council's priorities and addressing the challenges it faces.

Following the Local Borough Elections in May 2026, Councillor George Finch was elected as Leader at the Annual Council meeting on 20 May 2026, and is therefore the Leader at the point of signing this Statement. Councillor Finch was not in post for the period to which this Statement relates.

Notwithstanding this, the Leader has taken assurance on the content of the Statement and the underlying governance framework, including the conclusions drawn through the work and oversight of the Audit and Standards Committee.

The Leader confirms that the Statement presents a fair and accurate reflection of the Council's governance arrangements during 2025/2026 and is committed to ensuring that the identified areas for improvement are addressed through the delivery of the associated action plan.

Councillor George Finch

Leader

Tom Shardlow

Chief Executive Officer

3. Governance at Nuneaton and Bedworth Borough Council

Governance is defined[1] as the framework by which organisations are directed and controlled. It identifies who can make decisions, who has the authority to act on behalf of the organisation and who is accountable for how an organisation and its people behave and perform. It comprises of the systems and processes for the direction and control of the organisation and its activities through which it accounts to, engages with, and leads the community. It enables the organisation to monitor the achievements of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Nuneaton and Bedworth Borough Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively, and economically.

We have a duty under the Local Government Act 1999 to improve the delivery of local government services and to make arrangements to secure continuous improvement in the way their functions are exercised, having regard to a combination of economy, efficiency, and effectiveness.

The governance framework set out below has been in place at Nuneaton and Bedworth Borough Council for the year ending 31st March 2026.

1 Source: Chartered Governance Institute – UK & Ireland

3.1. Essential elements of governance

1. **Decision Making**
2. **Scrutiny and Accountability**
3. **Financial Management and external audit**
4. **Managing risks through internal control and internal audit**
5. **Senior Officers and Statutory Officers**
6. **Member and Employee Code of Conduct**

1. Decision Making

The Local Government Act 2000 changes the basis of decision making in local authorities fundamentally. It requires the Council to record and keep up to date details of who has responsibility for which decisions, and to make this available to the public. The Council sets the budget and policy framework and the Executive, through the Cabinet, takes the key decisions within that framework unless reserved to a Committee or Officer.

Some decisions are for the Council to make or to delegate. The Council can delegate to Committees, Sub-Committees and officers, or to joint Committees, joint arrangements or other authorities. Those delegations must be recorded in the Council's Constitution which must be kept up to date.

Other decisions are for the Cabinet to make, and it is for the Cabinet to decide whether to delegate the power to make any of those decisions. Only the Cabinet may decide to delegate executive functions to Area Committees, joint arrangements or other local authorities. Where it does so, those delegations must also be recorded in the Cabinet's Scheme of Delegations in Part 3 of the Constitution. Though changes to the Constitution must be made by the Council, changes to the Scheme of Delegations are for the Leader and Cabinet to decide, and must be reported to the Full Council.

Where the power to take decisions is delegated by the Cabinet, the extent of the delegation must be recorded, as must any limitations on the delegated power. Details of the person, body or forum to which the decision is delegated must be recorded, as must the extent of delegation on to others from them.

The Council will issue and keep up to date a record of what part of the Council or individual has responsibility for particular types of decisions or decisions relating to particular areas or functions. This record is set out in Part 3 of the Constitution.

2. Scrutiny and Accountability

Scrutiny provides the legal power for elected members to look into issues of concern for residents or poor performance, holding decision-makers to account for the decisions they are making. Scrutiny is not decision making but acts as a check and balance to the executive, which takes the majority of key decisions on behalf of the Council. The Overview and Scrutiny Panels exist (see Governance Structure – Political Management Arrangements) to scrutinise, monitor and review performance as well as policy, Corporate Plan, Forward Plan, the Council's Strategic Risk Register and the development of the Council's annual budget and reviews.

From an internal perspective, the mechanisms in place as set out in Governance Structure – Internal Organisation Governance, provide means for internal organisation scrutiny and accountability.

3. Financial Management and external audit

Strong financial management is critical to ensuring the financial sustainability and future prosperity of the Council. The Constitution contains the Financial Procedure Rules which set the principles for managing the Council's financial affairs. A set of strategic documents form the second level of financial governance, with a third tier represented by detailed financial instructions to provide clear guidance on the operation of key financial processes. All documents are regularly reviewed and updated to ensure they remain current and fit for purpose, reflecting changes in the external environment and also in the Council itself.

Strategic Documents include:

- Treasury Management Strategy
- Budget for the General Fund and Housing Revenue Account
- Capital Budget
- Medium Term Financial Strategy
- Statement of Accounts

It is clear that not only is Local Government under significant pressure, the UK business and financial industry is as well. The impact of Covid, War in Ukraine, tensions in the Middle East, interest rates, national insurance rises and cuts to funding and international political uncertainty to name a few, are all challenges faced across the Local Government landscape. This has led to major failings in other councils widely known across the United Kingdom which presents an uncertain future.

The External Auditor is legally required to satisfy themselves that the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. They would report to the Council, and specifically the Audit and Standards Committee, if any significant matters came to their attention.

4. Managing risks and internal audit

Nuneaton and Bedworth Borough Council (NBBC) recognises that it has a responsibility to manage risks, both internal and external. It is therefore committed to maintaining robust risk management and business continuity arrangements that make a positive contribution towards the achievement of the Council's corporate aims and priorities and maximise the opportunities to achieve its vision.

The Council's aims with respect to risk management are as follows:-

- To embed risk management into the culture of the Council
- To adopt an effective and transparent corporate approach to risk management, which also applies to the Council's work with external partners and contractors
- To work with partners and stakeholders to identify and exploit opportunities that will contribute to corporate aims and priorities
- To integrate risk management into the operational and management practices of the Council
- To promote risk awareness throughout the Council and among our contractors and key partners
- To be responsive to changing social, environmental and legislative requirements, whilst effectively managing the related risks and opportunities.
- To undertake an annual review of the effectiveness of the risk management arrangements to support the Council's Annual Governance Statement.
- To promote risk awareness throughout the Council and among our contractors and key partners
- To be responsive to changing social, environmental and legislative requirements, whilst effectively managing the related risks and opportunities.
- To undertake an annual review of the effectiveness of the risk management arrangements to support the Council's Annual Governance Statement.

The Council has an adopted Risk Management Policy & Strategy which forms part of the Constitution. Central Midlands Audit Partnership (CMAP) undertakes the required annual self-assessment of the Council's Internal Audit function, against the Public Sector Internal Audit Standards. CMAP reports to the Audit and Standards Committee to approve the audit plan for each financial year, provide updates on progress against the agreed plan and to provide an assessment and opinion based upon audits undertaken.

5. Senior Officers and Statutory Officers

The Council's management team – comprising the Chief Executive, Strategic Directors and Assistant Directors (including the three Statutory Officers) implement decisions made under the Political Management Arrangements, provides advice to Cabinet and the Council on the development of future policy and budgetary issues and lead service areas to provide services.

Please see section Governance Structure – Internal Organisation Governance below for further information.

There are regular meetings throughout the year of our three Statutory Officers otherwise known as the 'golden triangle' (the Chief Executive/ Head of Paid Service, Chief Finance Officer (otherwise known as the Section 151 Officer) and Monitoring Officer) to review and monitor governance issues. The Chief Internal Auditor also attends periodically to provide updates from an internal audit perspective.

6. Member and Employee Code of Conduct

The Constitution includes two codes of conduct:

a) Member Code of Conduct – designed to ensure behaviour is consistent with core principles to achieve best value for residents and maintain public confidence in the Council. The core principles include:

1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leadership

b) Code of Conduct for Employees – designed to sets out standards of conduct expected from all employees of the Council. Employees must conduct themselves in a way that ensures a high standard of service is provided and, the reputation of the Council is protected.

3.2. Governance Structure – Political Management Arrangements

a. Full Council – comprised of 38 Democratically Elected Members and is the principal body for determining the Council's budget and setting the Council's Policy Framework. Core duties include:

   1. Approval of the budget and policy framework of the Council, as well as any application to the Secretary of State in respect of any Housing Land Transfer.
   2. Approval of the Constitution.
   3. Approval of the Corporate Plan.
   4. Agreeing or amending the Terms of Reference for Committees, deciding on their composition and making appointments to them.

Council | Cabinet and committees | Nuneaton and Bedworth Borough Council

b. Cabinet – comprised of the Leader of the Council, Deputy Leader and four Cabinet Members. Core duties include:

1. Main decision-making body of the Council.
2. Cabinet functions are set out in the Executive arrangements adopted by the Council. The arrangements may provide for Executive functions to be discharged by:

   a) the Cabinet as a whole;
   b) an individual Member of the Cabinet;
   c) an officer;
   d) an Area Committee;
   e) joint arrangements; or
   f) another Local Authority.

1. Six portfolios exist (a) **Housing**, b) **Communities & Public Services**, c) **Resources & Central Services**, d) **Planning & Enforcement**, e) **Business & Regeneration**, f) **Leisure & Health**.)

Changes to the Cabinet were implemented at the start of the 2025/2026 Municipal Year, including updates to membership, with three new Portfolio Holders appointed. During the Municipal Year, there was also a change in the role of Leader following a vote of no confidence at the Full Council meeting held on 21 January 2026. Notwithstanding this change, the Labour Group remained the Administration.

Cabinet | Cabinet and committees | Nuneaton and Bedworth Borough Council

b. Overview and Scrutiny – comprised of four panels each politically balanced who undertake the work scrutiny work, having regard to the Council's Corporate Objectives. Each panel scrutinise, monitors and reviews performance, policy, Corporate Plan, Forward Plan, the Council's Strategic Risk Register and the development of the Council's annual budget and reviews. The four panels are as follows:

   a) Business, Regeneration and Planning Overview and Scrutiny Panel
   b) Environment and Leisure Overview and Scrutiny Panel
   c) Health and Corporate Resources Overview and Scrutiny Panel
   d) Housing and Communities Overview and Scrutiny Panel.

Business, Regeneration and Planning Overview and Scrutiny | Cabinet and committees | Nuneaton and Bedworth Borough Council

Environment and Leisure Overview and Scrutiny Panel | Cabinet and committees | Nuneaton and Bedworth Borough Council

Health and Corporate Resources Overview and Scrutiny Panel | Cabinet and committees | Nuneaton and Bedworth Borough Council

Housing and Communities Overview and Scrutiny Panel | Cabinet and committees | Nuneaton and Bedworth Borough Council

c. Audit and Standards Committee - comprised of a politically balanced committee membership. Core duties include:

1. Providing assurance to the Council on the adequacy and effectiveness of the governance, risk and control.
2. Approves annual Statement of Accounts and the Annual Governance Statement.
3. Oversees the Council's Councillor Code of Conduct and the overall standards of conduct and ethics of Members.
4. Attended by the Chief Finance Officer (otherwise known as the Section 151 Officer), Monitoring Officer and Chief Auditor.

Audit and Standards Committee | Cabinet and committees | Nuneaton and Bedworth Borough Council

d. Planning Applications Committee - comprised of a politically balanced committee membership. The Committee consider and make decisions on functions relating to Town and Country Planning and Development Control' which cannot be discharged by Council or Cabinet. This includes planning related applications received as the statutory planning authority, unless as per the Constitution, the authority is with the Assistant Director – Planning.

Planning Applications Committee | Cabinet and committees | Nuneaton and Bedworth Borough Council

e. Licensing Committee - comprised of a politically balanced committee membership. The Committee consider and make decisions on applications submitted under the Licensing Act 2003 and Gambling Act 2005. In addition, the Committee consider applications for Hackney Carriage and Private Hire licenses.

Licensing Committee | Cabinet and committees | Nuneaton and Bedworth Borough Council

f. Shareholder Committee - comprised of a politically balanced committee membership. The committee is classified as a sub-committee of Cabinet. Core duties include:

1. Managing the shareholding interests in the Council's trading companies and joint ventures.
2. Appoints and removes directors to the companies, issues best practice guidance and arranges training.
3. Monitors the performance of the companies.

Shareholder Committee | Cabinet and committees | Nuneaton and Bedworth Borough Council

g. Appeals Committee – comprised of elected members who consider the determination of an appeal against any decision made by or on behalf of the organisation with the exception of Planning, Licensing and other such regulatory matters where there is a statutory right of appeal to a body outside the Council.

Appeals Committee | Cabinet and committees | Nuneaton and Bedworth Borough Council

h. Borough Plan Committee - comprised of a politically balanced committee membership, chaired by the Portfolio Holder for Planning & Enforcement. Where applicable, the committee make recommendations to Cabinet as to the content and progress of the local plan.

Borough Plan Committee | Cabinet and committees | Nuneaton and Bedworth Borough Council

i. Civic Honours Sub-Committee - comprised of a pre-defined list of Elected Members as per the Constitution and chaired by the Leader of the Council. Core duties include:

1. Inviting nominations for Civic Honour awards
2. Agreeing the criteria for awarding Civic Honours
3. Consider and make recommendations to Cabinet and Council for awards

Civic Honours Sub-Committee | Cabinet and committees | Nuneaton and Bedworth Borough Council

j. Cabinet Local Government Reform Sub-Committee - The purpose of the Sub-Committee of Cabinet is to review and guide the Council's response to Local Government Reform (LGR) proposals affecting Warwickshire. The Sub-Committee consisted of 7 elected members and shall be subject to the political balance rules, chaired by the Leader of the Council. The sub-committee of Cabinet was established following a decision made at Full Council held July 2nd 2025.

Cabinet Local Government Reform Sub-Committee | Cabinet and committees | Nuneaton and Bedworth Borough Council

3.3. Governance Structure – Community Board(s)

a) Simplification Pathfinder Board - Nuneaton is one of a small group of local authorities invited by the Department of Levelling up Housing and Communities (DLUHC) to pilot a simplified approach to funding delivery, which includes funding from Future High Streets Fund, Towns Deal and Levelling up (round one only). Each of the local authorities involved in the simplification pathfinder pilot received funding from all three funding streams. It was agreed at Full Council that Nuneaton and Bedworth Borough Council will join DLUHCs Simplification Pathfinder Pilot at its meeting held on 6 September 2023, minute number CB39. The objective of the Fund(s) is to drive the economic regeneration of towns to deliver long term economic and productivity growth through:

1) Urban regeneration, planning and land use: ensuring towns are thriving places for people to live and work, including by increasing density in town centres; strengthening local economic assets including local cultural assets; site acquisition, remediation, preparation, regeneration; and making full use of planning tools to bring strategic direction and change.

2) Skills and enterprise infrastructure: driving private sector investment and ensuring towns have the space to support skills and small business development.

3) Connectivity: developing local transport schemes that complement regional and national networks, as well as supporting the delivery of improved digital connectivity.

[Simplification Pathfinder Board | Cabinet and committees | Nuneaton and Bedworth Borough Council]

b) Believe in Bedworth – Plan for Neighbourhoods – Board

Bedworth is one of 75 areas across the UK that will receive the Plan for Neighbourhoods £20 million investment over 10 years, the aim of which is to support regeneration and economic development - focusing on Bedworth town centre. Ran in partnership with a Neighbourhood Board, this includes representatives from local businesses, charities, police, Nuneaton and Bedworth Borough Council, and two students from Nicholas Chamberlaine School to ensure youth voices are heard. The aims and objectives focuses on three core goals:

Thriving Places: By investing in infrastructure, housing, and public services, the programme aims to create vibrant, sustainable communities where people can live, work, and thrive.

Stronger Communities: The initiative seeks to foster a sense of belonging and community spirit, encouraging local engagement and participation in decision-making processes.

Taking Back Control: Empowering local authorities and communities to have a greater say in their future, ensuring that development and growth are tailored to local needs and aspirations.

Nuneaton and Bedworth Borough Council is the Accountable Body for the Plan for Neighbourhoods Programme. The Accountable Body is ultimately responsible for ensuring the proper use of funding and the overall success of the programme.

The Neighbourhood Board in April 2025 confirmed its finalised membership and any proposals to alter their place boundaries. Between spring and winter 2025, the submission of Regeneration Plans to Ministry of Housing, Communities & Local Government (MHCLG) for assessment and approval. From April 2026, programme delivery funding is released, and the delivery phase begins.

The Terms of Reference and Regeneration Plan are available on the website -

Believe in Bedworth | Nuneaton and Bedworth Borough Council

c) Pride in Place - Camp Hill – Board

In March 2025, Plan for Neighbourhoods was announced, a £1.5 billion programme providing up to £20 million of funding and support over the next decade into 75 places from across the UK, including Bedworth. The Pride in Place Programme is an expansion of this and will see a further 169 locations, including Camp Hill in Nuneaton, also receive up to £20 million of funding over the next 10 years - the aim of which is to support regeneration and economic development.

Thriving Places: By investing in infrastructure, housing, and public services, the programme aims to create vibrant, sustainable communities where people can live, work, and thrive.

Stronger Communities: The initiative seeks to foster a sense of belonging and community spirit, encouraging local engagement and participation in decision-making processes.

Taking Back Control: Empowering local authorities and communities to have a greater say in their future, ensuring that development and growth are tailored to local needs and aspirations

Nuneaton and Bedworth Borough Council is the Accountable Body for the Plan for Neighbourhoods Programme. The Accountable Body is ultimately responsible for ensuring the proper use of funding and the overall success of the programme.

The Neighbourhood Board in July 2026 will need to confirm its finalised membership and any proposals to alter their place boundaries. November 2026 is the deadline for the submission of Regeneration Plans to Ministry of Housing, Communities & Local Government (MHCLG) for assessment and approval.

The Terms of Reference and Regeneration Plan are not yet available but once approved, will be available on the website -

Pride in Place - Camp Hill | Nuneaton and Bedworth Borough Council

3.4. Governance Structure – Internal Organisation Governance

During the 2024/2025 Financial Year, the Council updated its internal Governance Structure to align with its internal officer structure. This was outlined in the 2024/2025 Annual Governance Statement and has continued for 2025/2026.

Management Meetings:

Corporate Executive Team (CET)

CET have corporate and strategic responsibilities for achieving the Council's visions and strategies. CET form the highest level non-political board for decision-making.

Membership: Chief Executive Officer, Strategic Directors (one being the Chief Finance Officer/Section 151 Officer), Monitoring Officer

Administration: Corporate PA

Meet once per month.

Senior Leadership Team (SLT)

SLT will focus on delivery of strategic objectives as set by CET. SLT is designed to provide co-ordination across multiple directorates to ensure delivery of the Corporate Plan where work needs to cut across directorates. SLT will be the key decision-making body for operational changes within the Council, particularly where changes will affect teams across multiple directorates. The majority of business cases will be approved at SLT level.

Membership: Chief Executive Officer (chair), Strategic Directors (one being the Chief Finance Officer/Section 151 Officer), Assistant Directors, Monitoring Officer

Administration: Corporate PA

Meet once per month.

Directorate Management Team (DMT)
DMT will focus on delivery of strategic and operational priorities within a directorate. DMT will be responsible for scrutinising performance within a directorate and communicating across teams within the directorate. DMT will serve as the first level of scrutiny for all plans ahead of submission to SLT, as well as making decisions around operational changes that will have no/little impact outside the directorate.

Membership: Strategic Director and Assistant Directors (Direct Reports)

Meet once per month.

Senior Management Team (SMT)
SMT will focus on delivery of service level plans within a single sub-directorate. SMT should provide an environment to share information both up and down the chain, helping to further develop the Council's "sharing" culture.

Membership: Assistant Directors, Service Managers (Direct Reports)

Meet once per month.

Statutory Officer Meeting
Statutory Officer meetings – Please see section 5 under 3.1.

Informal Cabinet
A meeting to facilitate discussions between CET and members of the Cabinet to discuss forthcoming matters and to provide updates on strategic and operational matters.

Membership: Cabinet Members, Chief Executive Officer, Strategic Directors (one being the Chief Finance Officer/Section 151 Officer), Monitoring Officer

Administration: Democratic Services

Monthly meeting. Not a public meeting as it is not a formal Cabinet meeting and no executive decisions made. The meeting is to facilitate discission and communication.

Key Boards/Officer Working Groups (excludes partnerships):

Corporate Programme Review Board (CPRB)

CPRB will provide scrutiny of projects/programmes once approved by SLT. SLT is now the decision making board for business cases and any key and substantial changes. The idea of the board is to monitor performance and ensure that projects stay on track against their stated aims and plans, changes to a project or any significant concerns will be referred back to SLT.

Membership: Assistant Director Finance (chair), Assistant Director for Digital & Business Change, Assistant Director Democracy & Governance, Transformation (PMO administration)

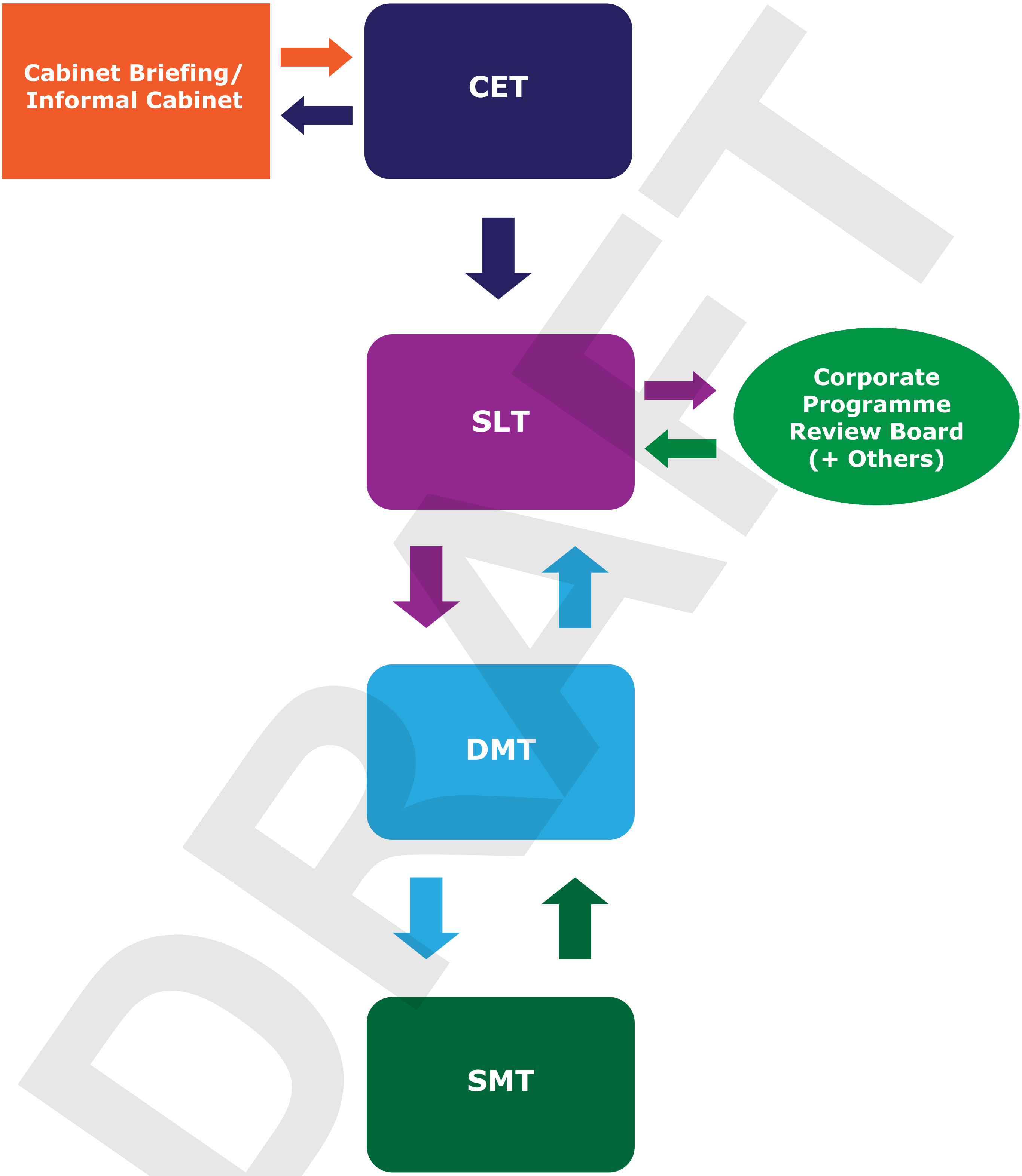
Administration: Transformation

Corporate Governance Group

- To review the Local Corporate Governance Code and the Corporate Governance Framework
- To examine the appropriateness of policies and procedures
- To identify any gaps in corporate governance arrangements
- To oversee the production of the Annual Governance Statement
- Oversee the development of risk management procedures
- Promote a positive risk management culture Membership: Assistant Director Democracy and Governance (chair), Assistant Directors, Internal Audit Manager, Data Protection Officer, Head of People and Culture

Pre 1st / December 2025 HASCOG (Health and Safety Coordinators Group)	Post 5th January 2026 Joint Health and Safety Committee (JHSC).
To be accountable to the Chief Executive, Corporate Executive Team (CET), and Senior Leadership Team for all matters pertaining to the effective management of Health & Safety within the Council.	**Description:** The Joint Health and Safety Committee (JHSC) is the Council's formal consultation forum between management and employees on health and safety, welfare and compliance matters across the Council. Established under the Health and Safety at Work etc. Act 1974 and the Health and Safety (Consultation with Employees) Regulations 1996, the Committee advises on and reviews health and safety policies, performance data and preventative measures. It reports to and escalates unresolved risks to the Senior Leadership Team. **Reason for change:** The transition from HASCOG to JHSC formalises the Council's health and safety governance arrangements with approved Terms of Reference, defined membership including Trade Union and employee safety representatives, and a clear statutory footing. This strengthens compliance with statutory employee consultation duties and reflects governance improvements implemented as part of the 2025 Health and Safety Review.

For the purposes of the column from November 2024, please see below diagram which sets out a visual graphic regarding the structure and flow of Management meetings.



Statutory Officers & Senior Officers:

Statutory Officers	Senior Officers
Head of Paid Service	Strategic Directors
• No change of Head of Paid Service during the Financial Year. • A statutory role who provides managerial leadership and is responsible for staffing, organisational structure, and co-ordinates how the council delivers its functions.	• To have full strategic and managerial responsibility for a designated Directorate. • To work with Elected Members, the Chief Executive, other Strategic Directors, Assistant Directors and key strategic partners to develop clear and achievable strategic aims for the Council and help ensure the strategic aims are delivered to the highest possible standards to customers, both internal and external • To ensure the Directorate's activities are carried out at all times in a lawful manner and in adherence with the Council's policies and standing orders.
Section 151 Officer	Assistant Directors
• Ensuring Lawfulness and Financial Prudence of Decision Making • Administration of Financial Affairs • Contributing to Corporate Management • Giving Financial Information **Notes:** - no change of Section 151 Officer during the Financial Year. - The Council has a Deputy S151 Officer (Assistant Director – Finance). No Changes during the Financial Year.	• The principal point of contact for Elected Members for the Service Unit unless business as usual in which case Member Enquiries process is used. • Work closely with the Strategic Director and relevant Cabinet Members to develop and appropriately review strategies and policies within the remit of the Service Unit. • Support the Strategic Director in developing innovative, resilient and sustainable Directorate and service wide strategic objectives, business and project plans (including those which may have wider Council application, including Corporate plans and strategy), ensuring their effective and seamless delivery.
Monitoring Officer	Service Managers
• Maintaining the Constitution • Ensuring Lawfulness and Fairness of Decision-Making • Supporting the Audit and Standards Committee • Receiving Complaints about Councillor Conduct • Conducting Investigations • Advising whether Executive Decisions are within the Budget and Policy Framework **Notes:** - The Council has a Deputy Monitoring Officer (Election and Democratic Services Manager) who took post in September 2025 following the previous post holder leaving the Council in May 2025.	• Responsible for developing, maintaining, and implementing the Council's governance, risk, and control framework • Contribute to the effective corporate management and governance of the Council • Responsible for budgets within their control and managing employees within their service units.

Audit:

Internal Audit – led by the Central Midlands Audit Partnership following Cabinet approval in March 2024.

- Provides independent assurance and opinion on the adequacy and effectiveness of the Council's governance, risk management and control framework.
- Delivers an annual programme of risk-based audit activity, including counter fraud, investigation and assurance activity.
- Makes recommendations for improvements in the management of risk.
- Reports to the Audit and Standards Committee and provides an overall statement of assurance.

External Audit

Azets Audit Services are the Council's appointed external auditor further to Public Sector Audit Appointments national procurement exercise.

- Audits / reviews and reports on the Council's financial statements (including the Annual Governance Statement)
- Provides an opinion on the accounts and use of resources, including the arrangements in place for securing economy, efficiency, and effectiveness in the use of resources (the value for money conclusion)
- Statutory duty to ensure that the Council has adequate arrangements in place for the prevention and detection of fraud, corruption & theft.

4. Preparing the Annual Governance Statement

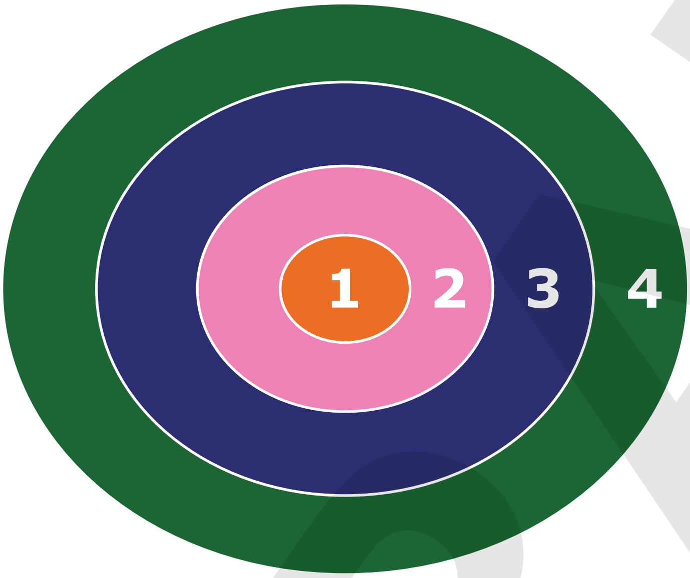
Nuneaton and Bedworth Borough Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control.

The review of the effectiveness of the system of internal control is informed by:

- the work of the internal auditors and the Annual Opinion Report.
- Strategic Directors and Assistant Directors within the Authority who have responsibility for the development and maintenance of the internal control environment; and
- comments made by the external auditors and other review agencies and inspectorates.

Assurance statements have been received from the Chief Executive and Strategic Directors setting out their confirmation that the control systems in place are adequate and that they are being complied with.

The review for the 2025/26 Annual Governance Statement has been carried out by Corporate Governance Group and the draft statement endorsed by Senior Leadership Team 18 August 2026 for consideration and approval by the Audit and Standards Committee in September 2026.



1. Annual Governance Statement
2. Corporate Governance Group
3. Corporate Executive Team
4. Audit and Standards Committee

Where do we need assurance?

a) Compliance
b) Standards of conduct and behaviour
c) Risk Management
d) Financial Management
e) Performance Management
f) Service Delivery
g) Effectiveness of internal controls

Where do we get assurance from?

a) Constitution
b) Political Management Arrangements (Committees and Scrutiny)
c) Risk Management Policy & Strategy
d) Performance Management Framework
e) Complaints, counter fraud and whistleblowing
f) Independent and external sources (e.g. CIPFA, Social Housing Regulator, Ministry of Housing, Communities & Local Government, external auditor).

5. Effectiveness of our governance in 2025/2026 – an Overview

a) Internal Audit – Annual Opinion

The purpose of the annual opinion is to provide an independent and objective assessment of the Council's risk management, control and governance arrangements. It provides assurance to senior management and the Audit and Standards Committee on the overall adequacy and effectiveness of these arrangements allowing the Audit and Standards Committee to assess the Council's internal control environment. Internal Audit's risk-based plan must take into account the requirement to produce an annual internal audit opinion. Accordingly, the Audit Plan must incorporate sufficient work to enable the Chief Audit Executive to give an opinion on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control.

Central Midlands Audit Partnership (CMAP) provided the following opinion for 2025/2026, as presented to the Audit and Standards Committee 23 June 2026: **Reasonable Assurance can be given that Nuneaton & Bedworth Borough Council's framework of governance, risk management and control is adequate and effective.**

*Awaiting outcome (expected June Audit and Standards Committee so can confirm at a later date

b) Statement of Accounts

As per the 2024/2025 Annual Governance Statement, the Statement of Accounts up to 2023/2024 Finance Year are up to date and no longer out of date.

2022 – 2023 Audited Statement of Accounts
2023 – 2024 Audited Statement of Accounts

As for the 2024/2025 Statement of Accounts, these have been approved following the audit inspection and external audit process. The Audit and Standards Committee considered the Statement of Accounts and as per the Constitution, Article 9 (Audit and Standards Committee), approved the Statement of Accounts February 24th 2026.

2024 – 2025 Audited Statement of Accounts

c) Scrutiny (annual scrutiny report)

Traditionally, each Overview and Scrutiny Panel presents their annual report for the Municipal Year to Full Council in April. For the 2025/2026 Municipal Year, one report was issued capturing all four Overview and Scrutiny Panels. The report, approved at Full Council April 29th 2026. The report noted.

Annual Overview and Scrutiny Panel Report - 2025-2026

d) Social Housing Regulator new legislation, Social Housing (Regulation) Act 2023

Building on the progress made in this area as outlined in the 2024 – 2025 Annual Governance Statement, policy work has been undertaken resulting in the following policies being approved:

a) Damp and Mould Policy 2026-2029
b) Leasehold Management Policy 2026-2029
c) Right to Buy Policy 2026-2029

d) Tenant Alteration and Home Improvement Policy 2026-2029
e) Mutual Exchange
f) Competence and Conduct
g) Access Policy
h) Allocations Policy

Tenant Satisfaction Measures

The Tenant Satisfaction Measure (TSM) surveys were sent out for the period 17 June 2024 to 30 September 2024 to 5625 households. A total of 1235 responses were received.

The purpose of the TSMs is to be transparent with tenants on how the Council is performing. The results of the TSM's will be shared on the Councils Website, Housing Facebook Page and articles will be in the next tenants newsletter and annual report.

Most importantly, as an organisation, we should be learning from the results. The Council will be looking at the results and considering ways to improve satisfaction in areas that scored lowest and to strive for continuous improvement in all areas.

TSM Survey Results - 2024-2025 | Housing performance | Nuneaton and Bedworth Borough Council

Furthermore, additional work has been undertaken to create a tenant engagement panel further to the Consumer Standards. It was also later identified in the financial year to establish a Housing Improvement Board which will be covered in the 2026/2027 Annual Governance Statement, along with other boards and panels to support the Council as a social housing landlord.

Late March 2025, the Council received notification the Regulator for Social Housing will be undertaking its inspection of the Borough Council. The outcome of the inspection, together with the action plan will be included in the 2026/2027 Annual Governance Statement.

e) Housing Ombudsman

Building on the statement included in the 2024/2025 Annual Governance Statement, the Council is required to produce a social housing Complaints Annual Performance and Service Improvement Report, which includes a self-assessment against the requirements of the Code. The Report must be presented to the Housing and Communities OSP and to the Cabinet, with both required to make comment on it. The Report was presented to the Housing and Communities OSP on 6 June 2024 and to the Cabinet on 18 June 2025.

f) Borough Plan Review

Building on the statement included in the 2024/2025 Annual Governance Statement, the Borough Plan review was formally adopted at Full Council, December 10th 2025.

This marks a significant milestone in planning for the Borough's future growth and development. The Borough Plan Review sets out a clear vision for sustainable growth and provides the framework for where development will be permitted across the Borough until 2039. It addresses key needs and opportunities relating to housing by ensuring delivery of new homes, including affordable housing, to meet local demand and the economy by supporting business growth and employment opportunities. It guides the provision of community facilities such as shops and open space, infrastructure and safeguards the Borough's environmental and heritage assets.

The Plan was adopted following three rounds of public consultation between 2021 and 2023. It was then submitted to the Planning Inspectorate for independent examination on 12 February 2024.

Following hearing sessions held between July and October 2024, the Inspectors concluded the Plan is 'sound' subject to Main Modifications, which have now been incorporated into the adopted version of the Plan.

g) Continue the development of Bedworth Physical Activity Hub and procure a new Leisure Operator Management contract

Building on the statement included in the 2024/2025 Annual Governance Statement, the Bedworth Physical Activity Hub officially opened in March 2025, completing Phase 1 of the project and build. Residents are now utilising the new facility in Bedworth, supporting the delivery of the Council aim to Promote residents' health & wellbeing. Furthermore, the Council's new Leisure Management Contract has been procured and awarded, resulting in a further milestone for the development and future operation of the Council's leisure portfolio for the residents and constituents of the Borough.

h) Local Code of Corporate Governance

During 2025/2026, the Council undertook a full review of its Local Code of Corporate Governance to ensure continued alignment with the CIPFA/SOLACE Framework for Good Governance and relevant legislative and best practice requirements.

The revised Code was scrutinised by the Audit and Standards Committee, providing Member oversight and assurance on the robustness of the governance framework, and was subsequently approved by Full Council (April 2026).

This review and approval process ensures that the Council maintains an up-to-date and effective governance framework, underpinning sound decision-making, strong internal control, and high standards of conduct.

Local Code of Corporate Governance | Nuneaton and Bedworth Borough Council

i) Local Government and Social Care Ombudsman Annual Report 2024/2025 (Audit and Standards – 9th September 2025)

The Local Government and Social Care Ombudsman's Annual Review Letter for 2024/2025 was presented to the Audit and Standards Committee on 9 September 2025. The report provided an independent assessment of the Council's complaint handling performance, including upheld complaints, compliance with Ombudsman recommendations, and the effectiveness of remedies provided.

Consideration of this report by Members supports effective oversight of complaints management, promotes organisational learning, and ensures that appropriate actions are taken to address identified issues and improve service delivery.

j) Housing Annual Complaints Performance and Service Improvement Report 2024/25

As part of the Council's commitment to continuous improvement and resident-focused services, the Housing Annual Complaints Performance and Service Improvement Report for 2024/2025 was presented to the Cabinet in June 2025. The report highlights key complaint themes, service performance, and the actions taken to address issues and prevent recurrence.

This process ensures that feedback from residents is systematically used to inform service development and enhance the quality of housing provision.

k) Inspection by the Investigatory Powers Commissioner's Office (IPCO)

The findings of the three-yearly inspection by the Investigatory Powers Commissioner's Office (IPCO) were reported to the Audit and Standards Committee on 9 September 2025. The inspection provided independent assurance on the Council's use of investigatory powers and compliance with relevant legislation. This supports transparency and reinforces the Council's commitment to lawful and proportionate use of its powers.

l) LGA Corporate Peer Challenge (CPC)

During the year, the Council undertook a Local Government Association (LGA) Corporate Peer Challenge (CPC), which reviewed governance, financial management, leadership, and organisational capacity for improvement.

The CPC represents a significant milestone within the Council's assurance framework, providing independent challenge, validation of existing arrangements, and a set of recommendations to support continuous improvement. This was presented to Full Council December 10th 2025. The Council has developed an action plan following the review, which is in progress. The CPC team are due to return to the Council as a follow up in 2026/2027.

m) Co-opted Member appointments

During 2025/2026, the Council progressed recruitment to vacant co-opted member positions across three Overview and Scrutiny Panels and the Audit and Standards Committee.

The appointment of co-opted members plays a key role in enhancing the effectiveness of governance arrangements by bringing additional skills, experience, and independent perspective to the scrutiny and audit functions. This supports robust challenge, strengthens accountability, and contributes to improved oversight of decision-making and performance.

n) Adoption of a new Corporate Plan 2025-2029

Early in the new Financial Year, the Council approved and adopted its new Corporate Plan for the period 2025–2029. The Plan establishes the Council's strategic priorities and outcomes, aligned to the needs of residents, businesses, and communities.

The adoption of the Corporate Plan provides a clear strategic framework to guide decision-making, financial planning, and performance management across the organisation. It also supports effective governance by ensuring that resources, risks, and activities are aligned to the delivery of agreed priorities.

The Corporate Plan includes four main aims:

- Place and Prosperity - enabling local jobs, supporting businesses and regenerating our town centres

- Housing, Health and Communities - promoting healthy lifestyles, supporting vulnerable residents, building new Council homes and strengthening community cohesion

- Green Spaces and Environment - protecting our natural environment, improving air quality and creating sustainable communities

- Your Council - delivering services effectively and efficiently while ensuring value for money for our taxpayers

An Annual Delivery Plan was also approved for year 1 actions and a report will be issued in 2026/2027 with the outcome of the Delivery Plan. Year 2 delivery plan has been approved by the Cabinet 4th March 2025 for the 2025/2026 financial year.

o) Section 5 Monitoring Officer report

In March 2026, the Monitoring Officer exercised their statutory duties under Section 5 of the Local Government and Housing Act 1989 by issuing a report to Full Council. The report identified significant governance concerns requiring formal Member consideration and action related to Empty Homes and Second Homes Council tax, following communication received further to a Section 5 report from the Warwick District Council Monitoring Officer in December 2025.

Full Council considered the report and agreed a series of measures to address the issues raised, agreeing with the recommendations from the Monitoring Officer. This process demonstrates the robustness of the Council's governance framework, ensuring that matters of concern are escalated appropriately, subject to Member oversight, and addressed in a transparent and accountable manner.

p) The Council approved a balanced budget for 2025/26

The Council approved a balanced budget for 2025/26 totalling £109.8m, despite a previously forecast deficit position and continuing financial pressures across the local government sector.

This was achieved through strengthened financial planning discipline, including closer alignment with the Medium-Term Financial Strategy and capital planning processes, as well as a focus on asset maintenance, investment in IT systems, and service efficiencies.

These actions demonstrate robust financial governance and support the Council's long-term financial sustainability.

q) Preparation for Local Government Reorganisation (LGR)

During 2025/2026, the Council operated within a transition environment in preparation for Local Government Reorganisation (LGR). This included planning for structural reform, including the potential abolition of the Council and its integration into a future unitary authority or authorities.

Governance arrangements were introduced and adapted to ensure continued service delivery, effective decision-making, and appropriate oversight during this period of uncertainty and change. This included the establishment of a Cabinet sub-Committee titled Cabinet Local Government Reform Sub-Committee as outlined under 3.2. Governance Structure – Political Management Arrangements. Furthermore, public consultation was undertaken and the formulation of a business case for a two unitary Warwickshire model. The business case and preferred model from a NBBC perspective was considered at Full Council in October 2025 and later approved for submission by the Cabinet in November 2025. The response was submitted on time to Central Government for consideration. This demonstrates the Council's ability to manage strategic risk and maintain stability while preparing for significant organisational transformation.

r) Other key policy and strategy reviews undertaken and approved during the 2025/2026 Financial Year:

- Performance Management Framework
- Risk Management Policy and Strategy
- Anti Money Laundering Framework
- Anti-Fraud, Corruption and Bribery Strategy
- Fraud Response Plan
- Partnership Framework
- Parks and Green Space and Allotment Strategy
- Skilled Migrant Workers Policy and Procedure
- Fees and Charges Policy
- Capital Strategy 2025/26
- Equalities Policy
- People Strategy 2026 – 2029
- Corporate Plan Delivery Plan 2026/2027
- Tree Strategy

6. Action Plans

Annex 1 – includes update on previous action plans up to and including the 2024/2025 Annual Governance Statement

Annex 2 – Includes the Annual Governance Statement action plan for 2025/2026.

7. Conclusion

During 2025/2026, Nuneaton and Bedworth Borough Council delivered a number of significant governance milestones. The Council undertook an LGA Corporate Peer Challenge, providing independent assurance and a clear improvement framework, alongside the adoption of a new Corporate Plan (2025–2029) to strengthen strategic alignment. Robust financial governance was demonstrated through the delivery of a balanced budget and an updated Capital Strategy in line with CIPFA requirements.

The Council operated effectively through a period of political change and transition towards local government reorganisation, maintaining strong constitutional governance, audit oversight, and scrutiny arrangements. Governance structures continued to support the delivery of major regeneration programmes and statutory services.

Collectively, these developments demonstrate a maturing governance framework, strengthened assurance mechanisms, and a continued commitment to transparency, accountability and continuous improvement.

The Council has produced an accurate Annual Governance Statement for the 2025/2026 Financial Year Period, outlining the governance mechanisms that were in place during the reporting period.

We confirm our commitment to implementation of actions to address issues and/or gaps in governance identified throughout the 2025/2026 financial year.

Furthermore, the Council will monitor and seek assurances in response of the Action Plan and will continue to ensure suitable and sufficient governance mechanisms exist.

Annex 1

An update on the action plan for 2022/23 is shown in the table below:

Table 1

Action	Responsible Officer/ Group	Planned Completion Date	Status
Implement a Corporate Document Retention Policy	Data Protection Officer	Rolled over to 2023/24	Completed

An update on the action plan for 2023/24 is shown in the table below:

Table 2

Action	Responsible Officer/ Group	Planned Completion Date	Status
Implement a Corporate Document Retention Policy	Data Protection Officer	Rolled over to 2023/24	Completed
Cyber essentials assessment undertaken and certified. PSN compliance obtained	Strategic Director – Corporate Resources	Assessment completed and remedial work identified. Revised assessment to be undertaken - 2023/24 Cyber Essentials accreditation is not possible due to some legacy systems. These are in scope for change/renewal in 2024/25. Revised target 2024/2025 or 2025/2026.	Revised target 2027/2028 Progress has been made but due to the interdependences with other systems and software contracts, it has not been possible to obtain this accreditation at this point. Still in progress.
Ensure staff recruitment and retention is linked to the People Strategy and underlying policies	Strategic Director – Corporate Resources	Linked to employment committee work. Tabled for 2022/23	In progress following adoption of People Strategy 2026 – 2029 at Cabinet February 25th 2026
Asset review, especially use of the Town Hall	Strategic Director – Corporate Resources	Ongoing but the Council is in Negotiations to lease part of the Town Hall to a public sector partner.	Completed noting office space has been leased to third parties
Complete the development of some of the key strategies e.g. Economic Development Strategy, Town Centre Strategy	*Strategic Director – Communities and Place	December 2022 Draft documents being consulted upon. Adoption in 2023/24	In progress. Rolled over to 2024/2025.
Local Code of Corporate Governance, Anti-Fraud and Bribery Strategy and Fraud Response Plan.	Assistant Director – Democracy and Governance, Assistant Director – Finance and Strategic Director – Corporate Resources	March 2023.	Completed

Identify and implement a replacement for the previously titled TEN Performance Management System	Assistant Director – Democracy and Governance	Scope and Procurement – 2023/2024 Implementation 2024/2025	Completed

*Change of job title from previous Action Plan due to staff changes.

Annex 2

An update on the action plan for 2024/2025 is show in the table below.

Action	Responsible Officer/Group	Planned Completion Date	Status
Implement a Corporate Document Retention Policy	Data Protection Officer	September 2025	Completed
Identify and implement a replacement for the previously titled TEN Performance Management System	Assistant Director – Democracy and Governance	June 2025	Completed
Complete the development of some of the key strategies e.g. Economic Development Strategy, Town Centre Strategy	*Strategic Director – Communities and Place *Assistant Director – Economy and Communities	March 2026	Outstanding
Local Code of Corporate Governance, Anti-Fraud and Bribery Strategy and Fraud Response Plan.	Strategic Director – Corporate Resources Assistant Director – Finance Assistant Director – Democracy and Governance	September 2025	Completed
Asset review, especially use of the Town Hall	*Strategic Director – Communities and Place *Assistant Director – Economy and Communities	March 2026	Completed
Review, consider and implement mitigations identified in the Commissioners report associated to Birmingham City Council as a lesson learnt for Nuneaton and Bedworth Borough Council	SLT	March 2026	Completed
A need for the Shareholder Committee to receive reports from all wholly owned and jointly owned subsidiaries to have more oversight and scrutiny of Council owned and jointly ownersubsidiaries (NABCEL, Sherbourne Recycling Ltd), Grayson Place (NBBC) Limited	Shareholder Committee CET	March 2026	Completed

Statement of Accounts for 2024/2025 to be prepared and signed off	Strategic Director – Corporate Resources Assistant Director – Finance	September 2025	Completed
Implement Action Plan following assessment findings following the Regulator of Social Housing	*Strategic Director – Communities and Place *Assistant Director – Assets and Compliance *Assistant Director – Housing Services	Ongoing	Ongoing
Following decision that County elections to proceed in May 2025, prepare and deliver County Elections. Prepare for Borough Elections in May 2026.	Chief Executive Officer (Returning Officer) Elections and Democratic Services Manager	May 2025 May 2026	Completed
Review and update of both the Performance Management Framework as well as the Risk Management Strategy & Framework.	Assistant Director – Democracy and Governance	October 2025	Completed
Implement revised Service Business Plans following adoption of new Corporate Plan 2025 – 2029	SLT	June 2025	Completed
Update templates and report writing guidance for committee reports, cabinet reports and delegated officers decisions to ensure reports are sufficiently detailed and accurate for decision making	Assistant Director – Democracy and Governance	June 2025	In progress - Report templates updated. Guidance outstanding.
Produce and approve the Modern Slavery Statement for 2023/2024 and 2024/2025 – best practice is for local authorities to publish. However, due to capacity it has not been possible to create and publish a statement for these years, following 2022/2023 statement.	Assistant Director – Democracy and Governance SLT	September 2025	Not actioned
RIPA Training for officers, authorising officers, Senior Responsible Officer (and Deputy) and co-ordinators where required.	Assistant Director – Democracy and Governance & CET	October 2025	Outstanding
Adoption of the Borough Plan	*Strategic Director – Culture and Environment Assistant Director - Planning	October 2025	Completed
Approval of a new Local Development Scheme later in 2025	*Strategic Director – Culture and Environment Assistant Director - Planning	December 2025	Completed

Adoption of updated Supplementary Planning Documents	*Strategic Director – Culture and Environment Assistant Director - Planning	March 2026	Completed
Adoption of Heritage SPD and Local List (to be taken with SPDs)	*Strategic Director – Culture and Environment Assistant Director - Planning	March 2026	Completed
Implementation of the Employee Rights Bill (Employment Act 2025), and updating relevant policies.	*Chief Executive Officer and People Services Manager	April 2026	In progress
Implementation of the new Corporate Complaints Policy and associated Compensation Policy following Local Government Social Care Ombudsman and Regulator of Social Housing changes.	SLT Data Protection Officer Assistant Director - Digital and Business Change	September 2025	In progress

*Change of job title from previous Action Plan due to staff changes

Annex 3

The review of the governance framework during 2024/25 has identified the following issues to be addressed in 2025/26, notwithstanding any outstanding items from the previous action plan as per table 2 above.

Action	Responsible Officer/Group	Planned Completion Date
Statement of Accounts 2025/2026 – sign off	Strategic Director – Corporate Resources & Assistant Director - Finance	End of January 2027 (back stop date)
Operational delivery of Food Waste Collection	Strategic Director – Culture and Environment Assistant Director - Environment and Enforcement	2026/2027 Financial Year
Subject to Local Government Reorganisation Decision – Prepare to deliver Shadow Authority Election	Chief Executive Officer Assistant Director – Democracy and Governance Electoral and Democratic Services Manager	2026/2027 Financial Year post central government decision
Annual Housing Complaint Performance & Service Improvement Report 2025-26 – Improvement Action Plan (as per Cabinet 17 June 2026 report item 7)	Strategic Director – Communities and Place, Assistant Director – Assets and Compliance Assistant Director – Housing Services	2026/2027 Financial Year and ongoing
Communication, Marketing and Engagement Strategy	Assistant Director – Democracy and Governance	2026/2027 Financial Year