Annual Governance Statement

Nuneaton and Bedworth Borough Council

ANNUAL GOVERNANCE STATEMENT
For the period 1st April 2023 to 31st March 2024

Scope of responsibility

Nuneaton and Bedworth Borough Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently, and effectively. In discharging this responsibility, Councillors and Senior Officers are responsible for putting in place proper arrangements for the governance of Nuneaton and Bedworth Borough Council's affairs and for ensuring 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.

To this end, Nuneaton and Bedworth Borough Council has approved and adopted a local code of corporate governance, which 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. CIPFA issued an update to the Framework in 2016, which has informed the preparation of the Annual Governance Statement (AGS) from 2016/17 onwards. A copy of the local code can be found on the Council's website (dated 2019 at the time of issuing this statement).

This statement explains how Nuneaton and Bedworth Borough Council has complied with the local code and meets the requirements of regulation 6 of the Accounts and Audit Regulations 2015 in relation to the publication of an Annual Governance Statement.

The purpose of the governance framework

The governance framework comprises the systems and processes for the direction and control of the Authority and its activities through which it accounts to, engages with, and leads the community. It enables the Authority 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.

The governance framework has been in place at Nuneaton and Bedworth Borough Council for the year ended 31st March 2024.

Impact of the macro environmental impacts on the governance arrangements

The Council has faced continued challenges during 2023/24, particularly in respect to the ongoing effects of the war in Ukraine, the rate of inflation, borrowing rates and unforeseen utility prices promoting the cost of living crisis. Council receive an update to the Medium-Term Financial Plan (MTFP) as part of the budget setting process. The financial plan is updated annually and reported to Council in February. Regular budget monitoring for the General Fund, Housing Revenue Account and Capital Budgets, together with treasury management reports, were reported to Cabinet (and where applicable to Council) to outline the impact on the financial position of the authority and impact on services due to macro environment factors such as the war in Ukraine, the rate of inflation, borrowing rates and unforeseen utility prices.

Since many of the projects were approved via grant funding (Towns Fund, Future High Street Funds and Levelling Up Fund), the economic context has worsened, particularly due to the recent substantial increase in inflation and interest rates. The projects estimated total cost of £152.61 million, with £51.48m available from the three Levelling Up Funds, £10.75m available from other public sector sources, and a balance of £90.38m which was expected to come from the Council through internal borrowing (£12.01m) and external borrowing (£78.37m).

This level of external borrowing was far in excess of the Council's current borrowing level against the General Fund and would double the Council's overall level of borrowing from. The cost of servicing this debt was significant given interest rates of 5.33% on 40-year fixed rate Public Works Loan Board (PWLB) loans. Across the country, many local authorities were suffering from significant budgetary pressures, with a number in the Midlands issuing Section 114 Notices.

As result, the Council had to make significant changes to projects for the overall programme to remain viable and good value for money.

As part of the Department for Levelling Up, Housing and Communities (DLUHC) pathfinder status, government approved the Council's revised (reduced) package of projects, which meant the following were withdrawn and funding diverted into other key projects;

- Weddington Road Cycle Scheme
- Wheat Street Junction
- Corporation Street/ Queens Street Junction
- Museum

However, Warwickshire County Council are looking to fund some of the highway projects via own funding pot.

Review of effectiveness

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 Head of Audit and Governance's Annual 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 2023-24 statement has been carried out by the Management Team and the final statement approved 27th August 2024.

The process that has been applied in maintaining and reviewing the effectiveness of the system of internal control includes:

Corporate Governance and Council

- The Monitoring Officer has a duty to monitor and review the operation of the Constitution to ensure its aims and principles are given full effect.
- The Council reviews the Local Code of Corporate Governance on a regular basis and adopts an action plan to deal with any issues. The Audit and Standards Committee approved a revised Local Code in July 2018, which is consistent with the principles set out in the CIPFA/Solace Delivering Good Governance in Local Government Framework 2016. The Local Code is due to be reviewed and updated during 2024/25.
- The Anti-Fraud and Bribery Strategy and Fraud Response Plan demonstrate the Council's commitment to the prevention and detection of all types of fraud, corruption and bribery and extends to members, employees, and partners. It also puts the onus on managers to create an environment in which employees, contractors and partners feel able to approach them with concerns. A revised Anti-Fraud and Bribery Strategy was approved by the Audit and Standards Committee in January 2018 and is due to be reviewed again during 2024/25.
- The Head of Audit and Governance has been appointed as the Council's 'Whistleblowing Officer' and will be the first point of contact in conjunction with

the Monitoring Officer to receive concerns that are raised under the Council's Confidential Reporting Code.

- Overview and Scrutiny Panels (OSP's) can 'call in' a decision which has been made by the Cabinet, Portfolio Holder, or other authorised decision taker, where it has not yet been implemented, to enable them to consider whether the decision is appropriate. They allow people to have a greater say in Council matters by holding public inquiries into matters of local concern.
- The Council's Partnership Framework supports the planning and delivery of effective partnership working and ensures that any partnerships the Council is involved in are managed with appropriate governance arrangements. A revised Framework was approved by the Audit and Standards Committee in March 2018.
- Overview and Scrutiny Panels receive regular reports on the work of the key partnerships.
- The Council has in place a Proceeds of Crime (Anti Money Laundering) Framework, which aims to maintain high standards of conduct and prevent criminal activity through money laundering. A revised Framework was approved by the Audit and Standards Committee in November 2017 and is due to be updated during 2023/24.
- On the 17 April 2013 the Council approved a revised policy for inclusion in the Constitution on Gifts & Hospitality which incorporates the changes brought about by the Bribery Act 2010**.** The policy was reviewed during 2020/21 and a revised version was approved by Council in April 2021.
- An annual report is presented to Elected Members to consider the Register of Members Interests and the content of the registers of Gifts and Hospitality for Members and Officers. The last report was presented to the Audit and Standards Committee in November 2023.
- The Council has approved changes to the Constitution where appropriate to ensure decision making is legal, timely and robust. There is a Constitution Review Working Party which oversees and make recommendations on the Constitution or alternatively, considered by the Audit and Standards Committee. For instance, the Audit and Standards Committee (November 2023) approved and recommended to Full Council the updated Publicity Protocol and Contract Procedure Rules (February 2024) be incorporated into the Constitution
- The Council has a trading arm – NABCEL – which operates commercially. There is a Shareholder Agreement in place which sets out clearly the decision-making responsibilities of both NABCEL and the Council as the only shareholder. The Shareholder Role is exercised through a politically balanced committee of Cabinet (titled as the Nuneaton and Bedworth Community Enterprise Limited (NABCEL) Shareholder Committee) which met three times during the 2023/24 Financial Year.
- It is worth noting that NBBC is one of 8 shareholders in Sherbourne Recycling Limited. Coventry City Council is the main shareholder. Coventry City Council hold a Shareholder Committee in which performance data and updates are presented to the committee at least once a year. In addition, Board meetings take place at officer level and respective portfolio holders also meet to discuss progress.

- In addition, NBBC is also a shareholder, amongst 32 others of West Midlands Employers (WME). WME have a representative body comprising of the Chief Executive of each subscribing member council who agrees the business plans, budgets and other constitutional matters. WME also report through an Elected Member Management Board nominated from sub-regional groupings covering Birmingham; Black Country; Coventry, Solihull and Warwickshire; Worcestershire; Herefordshire, Telford and Wrekin and Shropshire; and Staffordshire and Stoke with an additional member representing the District Councils. The chair of the WME Management Board is Cllr Ken Meeson, Cabinet Member for Solihull MBC and the Vice Chair is Cllr Tristan Chatfield, Cabinet Member for Birmingham City Council.
- The Council has a zero tolerance to all forms of fraud and corruption. The Council employs a Counter Fraud Officer who works closely with the Revenue and Benefits and Housing Teams to identify, deter, and prevent fraud. The Audit and Standards Committee received an annual report on 5th September 2023 summarising the Counter Fraud Activity for the 2022/23 Financial Year.
- The Council has a joint working arrangement with the Department for Work and Pensions so cases which involve both Housing Benefit and a Council Tax Reduction will be investigated jointly.
- The Council established a further standing committee to deal with employment matters and related issues concerning, amongst other things, terms & conditions of employment and the approval of Human Resources policies in July 2021 and this committee (Employment Committee) continued to operate during the statement period meeting three times during the 2023/2024 Financial Year.
- The following policies, procedures and strategies were considered and approved during 2023/2024:
    - September 2023 – Cabinet - Customer Experience and Digital Strategy
    - September 2023 – Cabinet – Cultural Strategy
    - September 2023 – Cabinet – Corporate Enforcement Policy and Corporate Debt Policy
    - July 2023 – Cabinet – Playing Pitch and Outdoor Sports Policy
        - March 2024 ICMD- H&S Permit to Work Policy.
        - October 2023- Licensing Committee- Hackney Carriage, Private Hire Drivers, Operators Policy adopted
        - October 2023- Licensing Committee- The Vehicle Licensing Policy amended.
    - March 2024 – Cabinet – Homelessness and Rough Sleeping Strategy 2024 to 2029.
    - November 2023 – ICMD – Temporary Accommodation Rechargeable Repairs Policy.
    - November 2023 – ICMD – Housing Assistance Policy.
    - March 2024 – ICMD – Housing Solutions Temporary Accommodation storage and pets Policy.
    - May 2023 Cabinet - Downsizing Policy (Housing Tenancy)
    - May 2023 Cabinet – Flexible Tenancy Policy (Housing Tenancy)
    - Employment Committee – June 2023 – Disciplinary Policy and Dismissal Procedures, Grievance Policy and Procedure; September 2023 – Authorized Leave Policy; Employee Code of

Conduct; March 2024 – Capability Policy, Flexible Working Policy, Drivers and Driving Policy, Policy on Provision of Employment References.

"ICMD" means Individual Cabinet Member Decision.

Information Management

- A revised Information Governance Framework, ICT Code of Conduct for Employees, and the Members Protocol for use of the Council's ICT Resources was approved by the Portfolio Holder for Central Services in August 2017
- The Information Management Group is made up of Officers from across the Council that represent all Council Directorates.
- With the management Team restructure completed in September 2021, the Director Customer & Corporate Services was appointed as the Senior Information Risk Owner and the Head of Audit and Governance is the Deputy.
- A Customer Experience Officer was appointed in October 2021 whose role expanded to include that of the Data Protection Officer. The role is now titled Customer Experience and Data Protection Officer. The post holder has undergone external training to support this additional responsibility.
- The Council has introduced an electronic process for reporting data breaches and near misses internally to the Data Protection Officer ensure that all appropriate action can be taken promptly.
- All data breaches and near misses are discussed with the Information Management Group to enable any lessons learned to be shared.
- Data protection training is part of the council training package .
- Subject Access and other information rights requests are processed in line with the new statutory timescales

  The Council carries out an annual compliance check to ensure its infrastructure is sufficiently secure to connect to the Public Service Network. The current certificate expired in February 2024. An assessment has since taken place and work is underway to address all issues in the remediation plan in order to achieve compliance by October 2024

The Council was assessed as meeting the Government backed Cyber Essentials Scheme and as such has defences that are satisfactory against commodity based cyber-attacks. The certificate expired in December 2018 and was to be renewed when the unsupported Northgate Housing Software was replaced. There was a delay in the implementation with the new CIVICA CX system, however this work is now complete. The Council has subsequently been assessed and has fallen short of certification due to some components installed as part of the Civica Xpress Electoral Registration system, which are unsupported. Procurement of a replacement system has commenced and an application for Cyber Essentials Accreditation will be pursued once this has been completed.

Audit and Standards Committee

- The purpose of the Council's Audit and Standards Committee is to provide independent assurance of the adequacy of the risk management framework and the internal control environment. It provides an independent review of

governance, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal and external audit, helping to ensure efficient and effective assurance arrangements are in place.

- To ensure high standards of conduct and probity, the Committee also plays a key part in strengthening and maintaining the highest standards of ethical conduct which the public is entitled to expect from both Members and Officers of the Council. The Committee approved a new Code of Conduct for Elected Members in March 2021, based upon the model used by Warwickshire County Council. The intention behind this was to ensure that a single code applied, particularly where there are "twin-hatters" (Members of the Council who undertake a Councillor role for both the Local Council (Nuneaton & Bedworth) and the County Council (Warwickshire County) who are subject to both the Council's and the County Council's code of conduct.
- The Audit and Standards Committee received the Head of Audit and Governance annual report for 2023/2024 on the 2nd July 2024. The report included a statement on conformance with the Public Sector Internal Audit Standards; the results of the quality assurance and improvement programme; the Head of Audit and Governance opinion on the overall adequacy and effectiveness of the Council's framework of governance, risk management and control, which was satisfactory; and a summary of the work that supports that opinion.

Management Team

- The Management Team meets on a weekly basis and reviews progress on performance measures, risk management reviews and inspections at the end of each month. These are done by exception to focus attention on key issues that may require action. Management Team and Cabinet also receive a monthly Strategic Performance Report showing key financial and non-financial performance data, using a 'traffic light' system.
- The Management Team structure changed with effect from the 1st April 2023 The change resulted in a new senior management structure of:
    - Chief Executive
    - Four (4) Strategic Directors
    - Nine (9) Assistant Directors

One of the Strategic Directors was designated as the Deputy Chief Executive and another designated as the Section 151 Officer. One Assistant Director was designated as the Deputy Section 151 Officer and the Monitoring Officer role designated to the Head of Legal/Solicitor to the Council.

Performance Management

- Performance management is reported to Scrutiny Panel on a quarterly basis during the year, via integrated finance and performance reports.

- The Council's Performance Management Framework was updated and approved by the Audit and Standards Committee in January 2024 and is included in the Council's Constitution.

Financial Management Arrangements

- The Council appointed a Chief Financial Officer (CFO) in January 2022, which is a statutory post responsible for the financial management arrangements of the authority. The post holder has the role of Strategic Director – Finance & Governance. The CFO is a member of the Management Team. The role conforms to the requirements within the updated CIPFA statement on the role of the CFO in Local Government and the post holder remains with the Council. The CFO provides regular financial updates relating to performance against the budget to Cabinet for noting and provides the opportunity for scrutiny panels to challenge detail within the reports.
- The Financial and Contract Procedure Rules [FPRs and CPRs] are used by all officers and Members to ensure effective use of resources and robust and transparent decision making. Both the FPR's and CPRs were reviewed in 2019/20 and approved in May 2020. The CPR's were further reviewed during 2023/2024 and adopted by Council in February 2024 with the FPR's due for review in 2024/25. With regards to the CPRs, the Government issued a Green Paper in December 2020 (titled Transforming Public Procurement) setting out its vision to transform the public procurement regime. At the time of writing this Annual Governance Statement, the Bill has progressed through the House of Lords, approved by the House of Commons and has sought Royal Assent. It has been confirmed that the new Procurement Act and subsequent legislation will go live on the 28th October 2024 which has promoted a full review of the CPR's due to be considered and adopted during 2024/2025. The Procurement team frequently review updates and inform key stakeholders of the updates in readiness for the new Act to ensure NBBC is ready (as best as it can be) for the new regime.

- Corporate Governance Training programme provided to Senior Officers throughout 2023/24 including the following topics:
  - Procurement
  - Accounts Payable
  - Contract Management
  - Bribery
  - Gifts and Hospitality

Note that e-learning corporate governance was still available.

- A revised Medium-Term Financial Strategy (MTFS) was reported to Cabinet in November 2022 covering a rolling five-year plan that sets out the Council's commitment to provide services that meet the needs of local people with focus on value for money, working within the resources available in accordance with the objectives set in the Build a Better Borough Corporate

Plan. It outlined the savings required over the period 2022 - 2027, based on the one-year 'roll-over' settlement offered by central government for 2021/22. One-year roll-over settlements have been offered by central government for every year to 2023/24. High-level reviews of the Plan were carried out in February 2023 and February 2024 as part of the budget setting process. There are increasing difficulties to longer-term financial planning in the absence of a multi year settlement. The uncertainty surrounding a potential full spending review and Business Rates reset adds to the financial risks. The key messages from the Plan are communicated to all employees. The Corporate Peer Challenge specifically noted the need for an updated Medium Term Financial Strategy, and this has been incorporated into the 2022/23 Action Plan. A further review of the MTFS will be undertaken during 2024/25, after the local government settlement is announced for 2025/26.The Treasury Management Strategy is reviewed each year, as a result of the economic conditions and investments. We have continued to keep our Counterparty list under review, in liaison with our external advisors. Council received reports on our Treasury activity in September 2023 which provided an annual report for 2022/23, mid-year review in November 2023, and a report regarding the Treasury Strategy & Budgetary Framework 2024/25 in February 2024.

- Effective financial management arrangements have been crucial during the financial year, noting the macro environmental factors. Key decisions were made by Cabinet (such as Bedworth Physical Activity Hub and Bedworth Civic Hall).
- The Council implemented a formal No Purchase Order No Pay Policy with effect from April 2023, providing more financial control and an increased level of financial governance.

Risk Management

- The Council's Risk Management Strategy was last updated and approved by the Audit and Standards Committee in January 2024.
- The Audit and Standards Committee is responsible for monitoring the effective development and operation of risk management procedures across the Council.
- Overview and Scrutiny Panels receive quarterly reports on the risks within the Strategic Risk Register that are relevant to their area of responsibility. At the end of the financial year, they have sight of the full register.
- The Council insures against the risk of loss, particularly financial loss. The levels of cover and the excess amounts are continually reviewed and updated to reduce exposure to an acceptable level.
- Since 1st April 2016 the insurance service has been provided by Warwickshire County Council under a formal service level agreement and the Council also obtains strategic support, advice and risk management services from its appointed Insurance Broker (Arthur J. Gallagher (UK) Limited).

Internal Audit

- Internal Audit is an independent, objective assurance and consulting activity designed to add value and improve an organisations operation. It is responsible for monitoring the quality and effectiveness of the control environment comprising risk management, control, and governance.
- A risk model is used to formulate the internal and computer audit plans which are agreed by the Management Team and approved by the Audit and Standards Committee.
- Where necessary, internal audit will identify areas for improvement and make recommendations and agree an action plan for Service Managers. A summary of the issues arising is presented to the Audit and Standards Committee. The last reports were considered by the Committee in September 2023 and November 2023
- A review of the effectiveness of Internal Audit is completed annually; an external quality assessment was completed in January 2019, with the next review due during 2024, to ensure compliance with the Public Sector Internal Audit Standards. The overall conclusion was that the internal audit service complies with the Public Sector Internal Audit Standards and provides an efficient and effective service to the Council.

Transparency

- The government maintains a commitment to increasing transparency across central and local government in order to make data more readily available and enable residents to hold service providers truly to account. As a publicly funded organisation, Nuneaton and Bedworth Borough Council is equally committed to openness and accountability.

- In 2023-24, the council published a series of datasets in line with the Local Government Transparency Code 2015 and other transparency commitments including; senior staff salaries, organisation chart, spending on items over £500, credit card transactions, details of contracts (goods, services and works), register of Purchase Orders and also the adopted Pay Policy Statement. To promote transparency and wider engagement with council decisions, residents can use digital platforms such as; Facebook, Twitter, and YouTube to get updates from, and interact with, the authority.

- Cabinet approved in September 2023, the Borough Councils group Modern Slavery and Human Trafficking Annual Statement for the 2022/23 Financial Year. The Modern Slavery and Human Trafficking Annual Statement for the 2023/24 Financial Year will be created and issued to Cabinet for approval but likely to be at the same time as this AGS or shortly after.

Other Sources of Assurance

As stated above, reliance has been placed on other sources of assurance in 2023/2024 with respect to the Head of Audit and Governance's opinion. Other

sources of assurance have been obtained in year activity but also by reflecting on past opinions and the basis of these.

The Council's External Auditors have met with the Section 151 Officer throughout 2023/24 and have also attended Audit and Standards Committee meetings. During this time, the External Auditor has not expressed any specific concern on the governance and/or financial arrangements operating within the Council.

Other examples of assurance obtained in year include:

- Completion of statutory returns, VAT returns, and grant claims.
- Regular internal quality monitoring activities across many services.
- Completion of annual development reviews of staff.
- Regular performance, risk, contract and financial monitoring.
- Mandatory training programme for all appropriate members of staff.

Identifying the needs of Officers and Members

- The Council has continued to develop Senior Managers with specific key learning topics, including regular finance updates and is embedding the council's values throughout the organisation.
- The Councils values form part of the recruitment process and employee's annual development reviews.
- The Council has a Corporate Training System, DELTA (Develop, Enhance, Learn, Train, and Accomplish) which holds all training courses including mandatory ones. The system holds employees individual training records and sends notifications for refreshers. This will give the Council a more effective method of ensuring all training, specifically mandatory, is up to date and will ensure that an attendance record is maintained.
- Employees are updated on corporate issues through regular communication updates, in addition to specific publications from Management Team, as well as annual finance updates and training opportunities.
- Corporate Governance Training for Elected Members is in place alongside annual programme of Elected Member training.

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	Outstanding. Draft policy.

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	Outstanding. Draft policy.
Undertake training for the Audit and Standards Committee on the Statement of Accounts and Treasury Management	Head of Financial Services	February 2023	Completed May 2023
Undertake training for the Audit and Standards Committee on the roles of internal and external audit	Head of Audit and Governance	January 2023	Completed September 2023
Cyber essentials assessment undertaken and certified. PSN compliance obtained	Strategic Director – Economy and Transformation	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	In progress. Revised target 2024/2025 or 2025/2026.

		scope for change/renewal in 2024/25. Revised target 2024/2025 or 2025/2026.	
An updated Medium Term Financial Strategy needs to be considered by the Council prior to its budget setting process in February 2023	Strategic Director – Finance & Governance	November 2022	Completed full Strategy Nov 2022 and updated in Feb 2023
Ensure staff recruitment and retention is linked to the People Strategy and underlying policies	Strategic Director – Economy and Transformation	Linked to employment committee work. Tabled for 2022/23	Ongoing
Implement a Corporate Programme Management approach to further improve Governance related to major projects	Strategic Director – Housing and Community Safety	Implementation & officer training May 2022 to March 2023 Full roll out April 2023	Completed.
Review the remit of the Corporate Governance Group to take account of the Corporate Programme Management approach.	Strategic Director – Finance & Governance	Completed	Completed.
Contract & Financial Procedure Rules review & update	Strategic Director – Finance & Governance	CPRs: Completed But a further review is due in 2024/25 in light of the new Procurement legislation.	Completed - FPRs approved July 2024
Policy review to accommodate more agile working	Strategic Director – Economy and Transformation	The Employment Committee has received and will continue to receive employment policies for review, amendment and approval.	Policies reviewed and approved in line with schedule

Asset review, especially use of the Town Hall	Strategic Director – Economy and Transformation & Strategic Director – Housing and Community Safety	Ongoing but the Council is in Negotiations to lease part of the Town Hall to a public sector partner.	In progress. Rolled over to 2024/2025.
Undertake a Residents' Survey	Strategic Director – Economy and Transformation & Strategic Director – Housing and Community Safety	Rolled forward to 2022/23.	Tenants Satisfaction Survey - Completed.
Consider the effective and consistent use of appropriate data to inform decision making	Management Team	Ongoing	Performance Data review and Management Team Decision Making Structure under review to align better with Senior Management Restructure. 2024/2025 target.
Complete the development of some of the key strategies e.g. Economic Development Strategy, Town Centre Strategy	Strategic Director – Economy and Transformation	December 2022 Draft documents being consulted upon. Adoption in 2023/24	Rolled over to 2024/2025
Ensure key projects have a clear purpose i.e. maximise income	Strategic Director – Housing and Community Safety	Linked to Corporate Programme Management	Completed.

generation opportunities, social value etc		approach – full roll out April 2023	
Local Code of Corporate Governance, Anti-Fraud and Bribery Strategy and Fraud Response Plan.	Head of Audit and Governance	March 2023.	Rolled over to 2024/2025
Identify and implement a replacement for the previously titled TEN Performance Management System	Strategic Director – Economy and Transformation + Strategic Director – Finance & Governance	Scope and Procurement – 2023/2024 Implementation 2024/2025	In progress. See 3rd column.

The review of the governance framework during 2023/24 has identified the following issues to be addressed in 2024/25, not withstanding any outstanding items from the previous action plan as per table 2 above.

Table 3

Action	**Responsible Officer/Group**	**Planned Completion Date**
To update the Operational Risk Registers and bring in line with a revised format. Similarly, this will enable the Strategic Risk Register to be refined and to focus wholly on corporate strategic risks.	Corporate Governance Group and Management Team	March 2025
Fundamental review of the Performance Management data, metrics and format.	Assistant Director – Democracy and Governance, all Strategic Directors and Assistant Directors	March 2025
Revise the Corporate Plan as existing Corporate Plan expires March 2025.	All Strategic Directors and Assistant Directors	March 2025

Constitution to be updated to ensure that it captures changes made in the previous 12 month period.	Monitoring Officer	September 2024
Local Code of Corporate Governance, Anti-Fraud and Bribery Strategy and Fraud Response Plan.	Assistant Director – Democracy and Governance Assistant Director – Finance	March 2025

We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness. This Statement is intended to provide reasonable assurance on the strength of the authority's governance arrangements, although no system of control can provide absolute assurance against material misstatement or loss. The review of the control environment and governance framework has concluded that it is sound and fit for purpose and the actions needed above will ensure that further improvements are made. These issues will be addressed during 2024/25 and the action plan will be monitored by the Leadership Board.

Signed (Leader): C. Watkins .....

Councillor Chris Watkins C. Watkins .....
Date: XX 4 OCT 2024

Signed (Chief Executive): .....

Tom Shardlow .....
Date: XX 02 OCT 2024

Leader and Chief Executive on behalf of Nuneaton and Bedworth Borough Council