

TAMWORTH BOROUGH COUNCIL

CODE OF CORPORATE GOVERNANCE 2014/15

Introduction

Good Governance is about how the Authority ensures that it is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.

It comprises the systems and processes, and culture and values, by which local government bodies are directed and controlled and through which they account to, engage with and, where appropriate, lead their communities.

Our Commitment

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

Good governance flows from shared values, culture and behaviour and from sound systems and structures. This Code of Corporate Governance is a public statement which sets out the framework through which the Council meets its commitment to good corporate governance and is based on the following principles which build on the Seven Principles of Public Life (see Appendix 1). It is also underpinned by the Council's shared values – Approachable, Accountable and Visible.

- Focusing on the purpose of the Authority and on outcomes for the community and creating and implementing a vision for the local area;
- Members and Officers working together to achieve a common purpose with clearly defined functions and roles;
- Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour;
- Taking informed and transparent decisions which are subject to effective scrutiny and managing risk;
- Developing the capacity and capability of Members and Officers to be effective;
- Engaging with local people and other stakeholders to ensure robust public accountability.

This Code describes how the Council demonstrates its commitment to these six principles and indicates what the Council has completed to achieve the commitment.

Core Principle 1: Focusing on the purpose of the Authority and on outcomes for the community and creating and implementing a vision for the local area.

Supporting Principles	What Assurance Do We Want	What Assurance Do We Get
<p>1.1 Exercising strategic leadership by developing and clearly communicating the Authority's purpose and vision and its intended outcome for citizens and service users.</p>	<p>Develop and promote the Authority's purpose and vision</p> <p>Review on a regular basis the Authority's vision for the local area and its implications for the Authority's governance arrangements.</p> <p>Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners.</p> <p>Publish an annual report on a timely basis to communicate the Authority's activities and achievements, its financial position and performance.</p>	<p>The shared vision "One Tamworth, Perfectly Placed" and corporate priorities have been developed with our partner organisations so that the strategic priorities of all organisations are more closely aligned to the needs of the community based upon the most recent data and intelligence provided by each organisation. In addition, the view of Tamworth residents helped shape the priorities.</p> <p>Every year, the Authority undertakes consultation with local people on a wide range of issues. The consultations undertaken during 2013/14 included budget consultation .</p> <p>"Tamworth Listens" is another consultation exercise of which the results feed into the "State of Tamworth Debate". Plans are in place to further develop the consultation process for the 2014/15 budget process to gauge residents', business and other core stakeholders' views on the Council's priorities to achieve the "Vision" considering areas of spending or where savings could be potentially be made. As part of this consultation exercise, a question time event was held for residents to attend and ask questions.</p> <p>Other surveys completed include the Waste Collection & Recycling Service Satisfaction Survey, Joint Waste Strategy Consultation and Tenant Involvement & Consultation Strategy. Consultation also took place with key stakeholders on the future options appraisal for the golf course Survey and consultation</p>

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		<p>results are made available on the website. Communication and feedback is also completed through several publications which include "Talkback" which was produced during the year and distributed to all households in the borough, "Open House" which is produced quarterly and distributed to all council tenants, and "Tamworth & Lichfield Business E-Brief" which is produced quarterly and made available on the website.</p> <p>For 2014/15, the hard copy of Talkback is being replaced by an "e" newsletter.</p> <p>A Tenants Conference also took place in March 2014. As part of the Tenant participation, there are formal groups for Tenant Consultation and Tenant Involvement and several informal groups in place.</p> <p>The Vision is used as a basis for the Corporate Plan and service delivery plans which are reviewed on an annual basis.</p> <p>There is a Communication Strategy which details the way that the Authority communicates with the local community in order to be better informed regarding their needs and aspirations.</p> <p>The Tamworth Strategic Partnership (TSP) is an umbrella partnership that brings together key local agencies from the public, private, voluntary and community sectors. The TSP has terms of reference, vision and priorities, workstreams, and a</p>

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		<p>commissioning framework. Agenda and minutes are made available on the Authority's website.</p> <p>The Authority produces an Annual Review and Corporate Plan. Performance against the Corporate Plan is reported on a quarterly basis. During 2013/14, this included reporting upon the impact of Welfare Benefit Reform. Going forward, we will reporting on Sustainability Strategy and the LGA Peer Challenge High Level Action Plan. The Statement of Accounts and the Annual Audit Letter are made available on the website.</p> <p>The Medium Term Financial Strategy outlines how finances will be used over the coming three years. It has been recognised that there is a need to focus on strategic decisions relating to high level financial issues as flexibility within future budgets will be extremely limited following significant constraints in public spending (post grant reductions and the Comprehensive Spending Review) and the uncertainty arising from the Business rate retention, changes in Support for Council Tax and technical reforms to Council Tax and other changes arising from the Government's Welfare Reform agenda. In August 2013, Cabinet endorsed "Planning for a Sustainable Future" as the overarching strategy for meeting the challenges forecast for the Council's Medium Term Financial Strategy and a series of workstreams designed to deliver savings & efficiencies to mitigate grant & income reductions in the coming years. This includes exploring new and innovative ideas and to be more commercial in our</p>

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		<p>approach to business.</p> <p>By following a robust recovery process, the Council has recovered 94% of the money invested in the Icelandic Banks.</p> <p>A quarterly performance report is presented to Cabinet which provides information on:</p> <ul style="list-style-type: none"> • Corporate Plan scorecard of performance indicators • High level corporate plan actions • Performance Management Framework • Corporate risks • Financial matters.
<p>1.2 Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning.</p>	<p>Decide how the quality of service for users is to be measured and make sure that the information needed to review service quality effectively and regularly is available.</p> <p>Put in place effective arrangements to identify and</p>	<p>Corporate plan actions and performance indicators are in place and available on the website. Performance is reported on a quarterly basis.</p> <p>Consultation with the local community to identify their priorities is completed through Budget Consultation and Tamworth Listens as well as other on-going consultation activities such as tenant forums, place surveys etc.</p> <p>The Authority has in place a Tell Us Scheme which provides an</p>

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	deal with failure in service delivery.	avenue for services users to provide feedback on the services provided. This can either be in the form of comments, compliments or complaints. Guidance available about complaints refers to referrals to the Ombudsman. Guidance is made available to members of the public if they wish to make a complaint against a member of the Council. Complaints against members of the Council are dealt with by the Monitoring Officer in the first instance and ultimately reported to the Audit & Governance Committee. The Tell Us Scheme is being reviewed and revised during 2014/15.
1.3 Ensuring that the Authority makes best use of resources and that tax payers and service users receive excellent value for money.	Decide how value for money is to be measured and make sure that the Authority or partnership has the information needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decisions.	The Authority has approved a Procurement Strategy for 2013/14 to 2015/16 which is supported by an improvement and action plan. Various departments within the Authority complete benchmarking exercises. The Authority has been undertaking a change management programme over the last two years. The corporate approach to project management has been strengthened by the strategic overview provided by a Corporate Change Board – set up in 2012/13. Given the nature and overarching significance of the “Planning for a Sustainable Future” initiative, the Corporate Change Board provide the project management and governance arrangements to ensure the effective and timely delivery of the wide ranging actions and associated outcomes and that all

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		<p>necessary authorities and approvals are in place.</p> <ul style="list-style-type: none"> • The replacement Customer Relationship Management system (CRM) is now live with an increase in the volume and quality of processes and a development plan that supports the realignment of many processes, improving the overall customer experience. A further development plan is now in situ and monitored by the Corporate Change Board. • The Electronic Document & Records Management System (EDRMS) is well underway to becoming a corporate tool rather than being aimed at specific pockets of the organisation. An implementation plan is now in place for the roll out of the EDRMS corporately. • Progress has been made on specifying telephony, technology and website requirements to enable a more flexible workforce and a more robust infrastructure. A new telephony system was purchased during 2013/14 to support Agile Working. • Service reviews continue within the organisation and processes have been developed in Creditors, Anti Social Behaviour, Environmental Services and Support Services.

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		<p>These end to end processes are more streamlined and again, offer an improvement to the overall customer experience.</p> <ul style="list-style-type: none"> • New systems have been implemented to support the business functions of Human Resources, Payroll and Finance. These systems, when fully exploited, will offer more self service options to officers and improved management upon which to make business decisions. • All of the work so far has made significant progress to enable a corporate approach to agile working. A significant part of the organisation are now working in an Agile environment. A post implementation review is due to commence in 2014/15 prior to phase 2 of the project being implemented. <p>All implications relating to the decisions to be made are identified in the report so that members are aware of the implications of taking that decision.</p>

2. Members and officers working together to achieve a common purpose with clearly defined functions and roles

Supporting Principle	What Assurance Do We Want	What Assurance Do We Get
<p>2.1 Ensuring effective leadership throughout the Authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function.</p>	<p>Set out a clear statement of the respective roles and responsibilities of the executive and of the executive's members individually and the Authority's approach towards putting this into practice.</p> <p>Set out a clear statement of the respective roles and responsibilities of other Authority members, members generally and senior officers.</p>	<p>The Constitution defines and documents the roles and responsibilities of the executive (the Cabinet) and other non-executive committees. The Constitution details delegation arrangements, codes of conduct and protocols for member/officer relations. The Constitution also contains procedural rules, standing orders and financial regulations as well as the statutory roles of Head of Paid Service, Chief Finance Officer and Monitoring Officer. All Statutory officers are members of the Corporate Management Team.</p> <p>The Forward Plan is produced monthly and contains details of all reports going to Cabinet that are key decisions of the Authority.</p>
<p>2.2 Ensuring that a constructive working relationship exists between Authority members and officers and that the responsibilities of members and officers are carried out to a high standard.</p>	<p>Determine a scheme of delegation and reserve powers within the Constitution, including a formal schedule of those matters specifically reserved for collective decision of the Authority taking account of relevant legislation and ensure that it is monitored and updated when required.</p>	<p>The Scheme of Delegation is included in the Constitution and is reviewed annually and approved by Full Council.</p> <p>Standing Orders, Financial Regulations and Financial Guidance are reviewed on a regular basis. The last review was approved by the Audit & Governance Committee on the 30th January 2014.</p> <p>The functions of the Chief Executive are detailed within the Constitution. The Chief Executive has a Performance Development Review with Cabinet.</p>

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	<p>Make a Chief Executive or equivalent responsible and accountable to the Authority for all aspects of operational management.</p> <p>Develop protocols to ensure that the leader and chief executive (or equivalent) negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained.</p> <p>Make a senior officer (the Section 151 officer) responsible to the Authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control.</p> <p>Make a senior officer (usually the monitoring officer) responsible to the Authority for</p>	<p>The Authority's Financial Management Arrangements conform with the governance requirements of the <i>CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010)</i>. The Executive Director Corporate Services (the Chief Financial Officer) reports directly to the Chief Executive and is a member of the Corporate Management Team (CMT). The Executive Director Corporate Services is professionally qualified (FCCA) and his main responsibilities include those set out in the CIPFA Statement on the role of the Chief Finance Officer in Local Government. The functions of the Chief Finance Officer are detailed in the Constitution.</p> <p>The Authority's Assurance Arrangements conform with the governance requirements of the <i>CIPFA Statement on the Role of the Head of Internal Audit (2010)</i>. The Head of Internal Audit Services fulfils this role. She is professionally qualified (CMIIA) and reports directly to the Executive Director Corporate Services who is a member of the Corporate Management Team. Internal Audit comply with the Public Sector Internal Audit Standards (PSIAS) and complete an annual Quality Assurance and Improvement Programme (QAIP)</p> <p>The Solicitor to the Council fulfils the role of the Monitoring</p>

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	ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with.	Officer. The functions of the Monitoring Officer are detailed in the Constitution and include the responsibility for ensuring that the Council follows agreed procedures and that all applicable statutes, regulations and other relevant statements of good practice are complied with for example changes that have been required regarding the Localism Act 2011 and the Local Authority (Executive Arrangements) (Access to Information) Regulations 2013.
2.3 Ensuring relationships between the Authority, its partners and the public are clear so that each knows what to expect of the other.	<p>Develop protocols to ensure effective communication between members and officers in their respective roles.</p> <p>Set out the terms and conditions for remuneration of members and officers and an effective structure for managing the process including an effective remuneration panel.</p> <p>Ensuring that effective mechanisms exist to monitor service delivery.</p> <p>Ensure that the organisation's</p>	<p>The Protocol on Members/Officers Relations is detailed within the Constitution which is reviewed and approved annually. Members are required to abide by the Code of Conduct which is laid down in the Constitution and to abide by the Principles of Public Life.</p> <p>There is a members remuneration scheme in place which is reviewed on a regular basis by an independent panel. The last review was completed in 2013.</p> <p>All officers are subject to a job evaluation process. There is a Pay Policy Statement in place which is reviewed on a regular basis.</p> <p>The shared vision "One Tamworth, Perfectly Placed" and corporate priorities have been developed with our partner organisations so that the strategic priorities of all organisations are more closely aligned to the needs of the community based</p>

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	<p>vision, strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other key stakeholders, and that they are clearly articulated and disseminated.</p> <p>When working in partnership, ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the Authority.</p> <p>Ensure that there is clarity about the legal status of the partnership.</p> <p>Ensure that representatives or organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions.</p>	<p>upon the most recent data and intelligence provided by each organisation. In addition, the view of Tamworth residents helped shape the priorities.</p> <p>Every year, the Authority undertakes consultation with local people on a wide range of issues. The consultation undertaken during 2013/14 included budget consultation, Waste Collection & Recycling Service Satisfaction Survey, Joint Waste Strategy Consultation and Tenant Involvement & Consultation Strategy. Consultation also took place with key stakeholders on the future options appraisal for the golf course.</p> <p>"Tamworth Listens" is another consultation exercise of which the results feed into the "State of Tamworth Debate".</p> <p>Communication and feedback is also completed through several publications which include "Talkback" which was produced during the year and was distributed to all households in the Borough, "Open House" which is produced quarterly and distributed to all council tenants and "Tamworth & Lichfield Business E-Brief" which is produced quarterly and made available on the website.</p> <p>The Vision is used as a basis for the Corporate Plan and service delivery plans which are reviewed on an annual basis.</p> <p>There is a Communication Strategy which details the way that the Authority communicates with the local community to learn more about their needs and aspirations.</p> <p>The Tamworth Strategic Partnership(TSP) is an umbrella</p>

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		<p>partnership that brings together key local agencies from the public, private, voluntary and community sectors. The TSP has terms of reference, vision and priorities, workstreams, and a commissioning framework. Agenda and minutes are made available on the Authority's website.</p> <p>The Greater Birmingham and Solihull Local Enterprise Partnership has governance arrangements in place in relation to the management of the Single Local Growth Fund.</p> <p>The Authority has in place a Partnership Guidance Policy and Toolkit which is designed to help the Council work with its partners to ensure that all partnerships have good systems of governance. This toolkit ensures that:</p> <ul style="list-style-type: none"> • The Council is clear about its purpose and can clearly define its expected outcomes for the people of Tamworth when entering into partnerships; • The Council's own agreed priorities and objectives are being met; • There is clarity about accountability and responsibility for outcomes; • Partnership activity and outcomes are monitored, reviewed and evaluated; • Risks for the Council and for the Partnership are assessed and agreed; • Each Partnership has a clear focus during its lifetime and has in place an effective exit strategy;

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		<ul style="list-style-type: none"> • Partnerships are empowered and their legal status understood; • Reviews are undertaken to evaluate success and promote progression and improved effectiveness. <p>A Memorandum of Understanding relating to potential shared services with Lichfield District Council has been endorsed to replace the existing, informal arrangement and shows commitment onto a more secure footing and thus provides each Authority with the initial option of pursuing a shared service arrangement with the other. This is neither a contractual agreement nor a legally binding arrangement but is viewed as a clear demonstration of trust and confidence and a commitment to build upon existing successes.</p> <p>In producing the Draft Local Plan, we have worked in partnership with neighbouring authorities to discharge the duty to co-operate resulting in cross boundary issues to be addressed.</p>

3. Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour

Supporting Principle	What Assurance Do We Want	What Assurance Do We Get
<p>3.1 Ensuring Authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance</p>	<p>Ensure that the Authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect.</p> <p>Ensure that standards of conduct and personal behaviour expected of members and staff, of work between members and staff and between the Authority, its Partners and the Community are defined and communicated through codes of conduct and protocols.</p> <p>Put in place arrangements to ensure that members and employees of the Authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice.</p>	<p>There is a Members Code of Conduct in place as well as a protocol on Member/Officer relations. The Officers Code of Conduct is detailed in the revised Constitution which was approved by Council on the 10th September 2013. . The Constitution details Rules of Procedures for Committee meetings. Codes and protocols also include Gifts & Hospitality and Register of Interests.</p> <p>Complaints received about Members Conduct are administered by the Monitoring Officer. Following the Localism Act, the Standards Committee has been abolished and all the functions relating to standards of conduct as provided in the Localism Act are now dealt with by the Audit & Governance Committee.</p> <p>There is a complaints procedure in place (the "Tell Us" Scheme) for comments, complaints and complements on service delivery.</p> <p>Personal Development Reviews are completed annually for staff.</p> <p>The Counter Fraud & Corruption Policy Statement, Strategy & Guidance Notes and the Whistleblowing Policy are reviewed and updated on a regular basis. The last review was completed during 2013/14 and both were approved by the Audit &</p>

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		<p>Governance Committee on the 31st October 2013 and by Full Council on the 17th December 2013. Both policies are available on the Council's website and the staff intranet. The E learning package has been used to develop governance awareness training which includes awareness around counter fraud arrangements and Whistleblowing. This package will be rolled out to staff and members in 2014/15. The Counter Fraud and Corruption Policy Statement & Strategy will be reissued to staff via the NetConsent Policy Management system as the E Learning is rolled out.. Staff are required to accept the policy via NetConsent.</p> <p>Both Members and Officers complete induction training. Training in specialised areas is provided to members and during 2013/14 the following training was provided to members: Constitution Workshop, Charing Scrutiny workshop for the Chairs of Scrutiny, Governance Seminar, Protocols & Practice for Council Meetings, and Finance & Treasury management Seminars. Workshops, seminars and briefings in other areas were also completed.</p> <p>Officers complete an annual Personal Development Review (PDR). The PDR process identifies training needs required by the officer for continued professional development and in order to deliver the vision and priorities of the Authority. A staff annual general meeting is held which is well attended.</p>

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		<p>Standing Orders, Financial Regulations and Financial Guidance are reviewed and updated on a regular basis.</p> <p>Staff are required to Register Interests, secondary employment and declare Gifts & Hospitality.</p> <p>All children and vulnerable adults have the right to live their lives to the fullest potential, to be protected, to have the opportunity to participate in and enjoy any activity, and to be treated with dignity and respect.</p> <p>The Authority has both a moral and legal obligation to ensure a duty of care for children and vulnerable adults across its services. We are committed to ensuring that all children and vulnerable adults are protected and kept safe from harm whilst engaged in services organised and provided by the Council. We do this by:</p> <ul style="list-style-type: none"> Having a Child & Adult Protection Policy and procedures in place; Having child & adult protection processes which give clear, step-by-step guidance if abuse is identified; Safeguarding training programme in place for staff and members; Carrying out the appropriate level of DBS checks on staff and volunteers; Working closely with Staffordshire Safeguarding Children Board

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		<p>& Staffordshire & Stoke-on-Trent Adult Safeguarding Partnership.</p> <p>During 2013/14, we reviewed and updated our Harassment, Assault & Threats Procedure.</p>
<p>3.2 Ensuring that organisational values are put into practice and are effective</p>	<p>Develop and maintain shared values including leadership values for both the organisation and staff reflecting public expectation, and communicate these with members, staff, the community and partners.</p> <p>Put in place arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice.</p> <p>Develop and maintain an effective standards committee.</p> <p>Use the organisation's shared</p>	<p>There is a Members Code of Conduct in place which they sign up to and update their interests annually as well as a protocol on Member/Officer relations. All members received training on the Code of Conduct. The Officers Code of Conduct was approved by the Appointments & Staffing Committee in May 2013 and issued to each member of staff through the NetConsent system for their acceptance.</p> <p>The Seven Principles of Public Life are detailed within the Counter Fraud & Corruption Policy Statement, Strategy & Guidance Notes which has been issued to staff through NetConsent. They are also detailed with the Members Code of Conduct.</p> <p>Under the Localism Act, the Standards Committee regime has been abolished with the duties relating to members conduct now being completed by the Monitoring Officer and the Audit & Governance Committee.</p> <p>The Whistleblowing Policy is available on the Intranet and Website.</p>

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	<p>values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the Authority.</p> <p>In pursuing the vision of a partnership, agree a set of values against which decision making and actions can be judged. Such values must be demonstrated by partners' behaviour both individually and collectively.</p>	<p>The Chair of the Audit & Governance Committee reports to Full Council on an annual basis.</p> <p>The Annual Review & Corporate Plan details the Vision and Corporate Priorities. It details achievements and plans for the current financial year and looks back at the achievements of the previous year's plan. Performance against the Corporate Plan is reported on a quarterly basis. During 2013/14, this included reporting upon the impact of Welfare Benefit Reform. Going forward, we will be reporting on Sustainability Strategy and the LGA Peer Challenge High Level Action Plan.</p> <p>Partnership Governance guidance is in place.</p>

4. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk

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<p>4.1 Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny</p>	<p>Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the Authority's performance overall and that of any organisations for which it is responsible.</p> <p>Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based.</p> <p>Put in place arrangements to safeguard members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice.</p> <p>Develop and maintain an effective audit committee (or</p>	<p>The Council has in place two Scrutiny Committees – Aspire and Prosper and Healthier and Safer which provide effective scrutiny to the achievement of the strategic priorities.</p> <p>Agendas and minutes for the Scrutiny Committees are made available on the Council's website and reported to the Full Council. Each Chair of the Scrutiny Committees reports annually to Full Council.</p> <p>An effective Internal Audit function is resourced and maintained with performance reported to the Audit & Governance Committee. Internal Audit work in accordance to the Public Sector Internal Audit Standards (PSIAS) and complete an annual Quality Assurance & Improvement Programme (QAIP).</p> <p>Article 13 of the Constitution details about Decision Making. All decisions made are recorded in the minutes of the meeting held. Agenda items are submitted providing advice on the reaching of the decisions.</p> <p>A Members Code of Conduct is in place. Members are required to declare interests at the start of meetings. Requests for, and any declarations received are recorded in the minutes of the meeting.</p> <p>There is an Audit & Governance Committee in place for which</p>

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	<p>equivalent) which is independent of the executive and scrutiny functions or make other appropriate arrangements for the discharge of the function of such a committee.</p> <p>Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints.</p>	<p>the terms of reference and membership are detailed in the Constitution. Training is provided to the members of the Committee. During 2013/14, the external auditors, Grant Thornton provided training on the Role of the Audit Committee.</p> <p>The Council's complaints system is the "Tell Us" scheme. Complaints are investigated internally. If the complainant is still not satisfied they can go to the Ombudsman. Details of this complaints procedure are contained on the website.</p>
4.2 Having good-quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs	<p>Ensure that those making decisions, whether for the Authority or the partnership, are provided with information that is fit for purpose – relevant, timely and gives clear explanations of technical and financial issues and their implications.</p> <p>Ensure that proper professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making</p>	<p>Detailed agenda items are presented to the Committees. Legal and financial implications are noted on the agenda items. The Authority uses a computerised package "Mod Gov" for the production of Committee reports which requires implications of the report to be identified.</p> <p>Decisions made are published in the minutes of the meeting.</p> <p>Publications of agendas and reports are completed to a laid down timetable.</p> <p>The Forward Plan is published monthly and details the key decisions to be made over the next 4 months.</p>

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	and used appropriately.	<p>The Authority complies with the <i>CIPFA Statement on the Role of the Chief Financial Officer in Local Government</i> and this is reported in the Annual Governance Statement.</p> <p>Professional guidance is sourced through appropriate channels to support gaps in skills/resources.</p>
4.3 Ensuring that an effective risk management system is in place.	<p>Ensure that risk management is embedded into the culture of the Authority, with members and managers at all levels recognising that risk management is part of their jobs.</p> <p>Ensure that effective arrangements for Whistleblowing are in place to which officers, staff and all those contracting with or appointed by the Authority have access.</p>	<p>The Authority has in place a Risk Management Policy & Strategy. Regular reviews and updates are completed, with the last review approved by the Audit & Governance Committee in October 2012. Quarterly risk management reports are presented to the Audit & Governance Committee. There is a Corporate Risk Register which is owned by the Corporate Management Team and reviewed quarterly. Operational risk registers are owned by managers and recorded on the Covalent risk management system which are linked to the performance module and service business plans. Internal Audit work with managers to help them identify their risks and record them on the Covalent system. The Internal Audit plan takes into account the identified risks on the risk registers.</p> <p>The Authority retained The Code of Connection Certificate after completing an annual assessment against the Code which included assessments against governance, service management and information assurance conditions.</p>

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		<p>Compliance with the Code of Connection ensures access to the Public Services Network.</p> <p>Contract standing orders, financial regulations and financial guidance are in place and reviewed and updated on a regular basis. Counter fraud arrangements are in place and reviewed and updated on a regular basis. Counter fraud documents (including the Whistleblowing Policy) are made available to members of the public through the Authority's website.</p>
4.4 Using their legal powers to the full benefit of the citizens and communities in their area	<p>Actively recognise the limits of lawful activity placed on them by, for example, the ultra vires doctrine, but also strive to utilise their powers to the full benefit of their communities.</p> <p>Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on Local Authorities by public law.</p> <p>Observe all specific legislative requirements placed upon</p>	<p>There is a Constitution in place which is reviewed and approved annually by full Council. The Constitution details the provision for The Monitoring Officer and the Statutory provision of the Council.</p> <p>There is a record of legal advice provided by officers.</p> <p>Details of the Monitoring Officer role are included within the Constitution.</p>

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	them, as well as the requirements of general law, and in particular to integrate the key principles of good administrative law – rationality, legality and natural justice – into their procedures and decision-making processes.	

5. Developing the capacity and capability of members and officers to be effective

Supporting Principle	What Assurance Do We Want	What Assurance Do We Get
<p>5.1 Making sure that members and officers have the skills, experience and resources they need to perform well in their roles</p>	<p>Provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis.</p> <p>Ensure that the statutory officers have the skills, resources to perform effectively in their roles and that these roles are properly understood throughout the Authority.</p>	<p>There are training and development plans in place for members and officers. Officers training and development is identified through the Personal Development Review (PDR).</p> <p>The recruitment process ensures that skills, and knowledge are measured and tested appropriately.</p> <p>There is an E-Induction programme in place which is available to both officers and members.</p> <p>Job descriptions and personal specifications are in place for all posts and reviewed as required.</p> <p>All Statutory Officers are members of CMT.</p> <p>Job descriptions for members are included in the recently revised Constitution. They detail the purpose, duties & responsibilities and skills required for all Councillors, Leader & Deputy Leader, Members of the executive, Chairs of Committees and the Leader and Deputy Leader of the Opposition.</p>
<p>5.2 Developing the capability of people with governance responsibilities and</p>	<p>Assess the skills required by members and officers and make a commitment to develop those skills to enable roles to</p>	<p>Training and development plan which is developed through the PDR process. This process is in place for all officers.</p> <p>Members training is provided on induction and in specialist areas.</p>

Supporting Principle	What Assurance Do We Want	What Assurance Do We Get
evaluating their performance, as individuals and as a group	<p>be carried out effectively.</p> <p>Developing skills on a continuing basis to improve performance, including the ability to scrutinise and challenge and to recognise when outside expert advice is needed.</p> <p>Ensure that arrangements are in place for reviewing the performance of the Executive as a whole and of individual members and agreeing an action plan, which might for example aim to address any training or development needs.</p>	Regular training is provided for the Regulatory Committees.
5.3 Encouraging new talent for membership of the Authority so that best use can be made of individual skills and resources in balancing	Ensure that effective arrangements are in place designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the Authority.	<p>The shared vision “One Tamworth, Perfectly Placed” and corporate priorities have been developed with our partner organisations so that the strategic priorities of all organisations are more closely aligned to the needs of the community based upon the most recent data and intelligence provided by each organisation. In addition, the view of Tamworth residents helped shape the priorities.</p> <p>Every year, the Authority undertakes consultation with local people on a</p>

Supporting Principle	What Assurance Do We Want	What Assurance Do We Get
continuity and renewal	Ensure that career structures are in place for members and officers to encourage participation and development.	<p>wide range of issues. The consultation undertaken during 2013/14 included budget consultation.</p> <p>“Tamworth Listens” is another consultation exercise of which the results feed into the “State of Tamworth Debate”. As part of this consultation exercise, a question time event was held for residents to attend and ask questions.</p> <p>Other surveys completed include, Waste Collection & Recycling Service Satisfaction Survey, Joint Waste Strategy Consultation and Tenant Involvement & Consultation Strategy. Consultation also took place with key stakeholders on the future options appraisal for the golf course.</p> <p>“Talkback” which was produced during the year and distributed to all households in the Borough, “Open House” which is produced quarterly and distributed to all council tenants and “Tamworth & Lichfield Business E-Brief” which is produced quarterly and made available on the website.</p> <p>There is a Communication Strategy which details the way that the Authority communicates with the local community to learn more about their needs and aspirations.</p> <p>Social media channels are being used to encourage more participation.</p> <p>The Tamworth Strategic Partnership (TSP) is an umbrella partnership that brings together key local agencies from the public, private, voluntary and community sectors. The TSP has terms of reference, vision and priorities, workstreams, and a commissioning framework. Agendas and</p>

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		<p>minutes are made available on the Authority's website.</p> <p>The Succession planning process will over the next few months be supported by the further development of the iTrent HR/Payroll system. Generic core competencies will be assigned to roles which will enable PDRs to be more focussed, co-ordinated and delivered.</p>

6. Engaging with local people and other stakeholders to ensure robust public accountability

Supporting Principle	What Assurance Do We Want	What Assurance Do We Get
<p>6.1 Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships</p>	<p>Make clear to themselves, all staff and the community to whom they are accountable and for what.</p> <p>Consider those institutional stakeholders to whom the Authority is accountable and assess the effectiveness of the relationships and any changes required.</p> <p>Produce an annual report on the activity of the scrutiny function.</p>	<p>The Tamworth Strategic Partnership is in place.</p> <p>There is a consultation strategy in place. Members of the public are able to comment on various consultation exercises completed (see 5.3) which are displayed on the website. In addition, members of the public are actively encourage to become members of various consultation groups. Consultation feedback is made available on the website.</p> <p>The Authority has two Scrutiny Committees – Aspire and Prosper and Healthier and Safer. The Committees join together to scrutinise the budget.</p> <p>The Aspire and Prosper Committee undertakes a strategic role in the review and scrutiny of the performance of the Council in relation to its policy objectives and performance targets. This will include the Council’s overall financial management and the overall performance of the Council.</p> <p>The Healthier and Safer Committee reviews and scrutinises the performance and functions of other public bodies, statutory undertakers or other such organisations, including voluntary and not for profit institutions, who provide or facilitate the provision of public services within the Borough</p>

Supporting Principle	What Assurance Do We Want	What Assurance Do We Get
		An annual report on the work completed by the Scrutiny Committees is reported to Full Council.
6.2 Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the Authority, in partnership or by commissioning	<p>Ensure clear channels of communication are in place with all sections of the community and other stakeholders, including monitoring arrangements, and ensure that they operate effectively.</p> <p>Ensure that arrangements are in place to enable the Authority to engage with all sections of the community effectively. These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands.</p> <p>Establish a clear policy on the types of issues on which they will meaningfully consult on or engage with the public, and</p>	<p>The shared vision "One Tamworth, Perfectly Placed" and corporate priorities have been developed with our partner organisations so that the strategic priorities of all organisations are more closely aligned to the needs of the community based upon the most recent data and intelligence provided by each organisation. In addition, the view of Tamworth residents helped shape the priorities.</p> <p>Every year, the Authority undertakes consultation with local people on a wide range of issues. The consultations undertaken during 2013/14 included budget consultation.</p> <p>"Tamworth Listens" is another consultation exercise of which the results feed into the "State of Tamworth Debate". Communication and feedback is also completed through several publications which include "Talkback" which was produced during the year and distributed to all households in the Borough, "Open House" which is produced quarterly and distributed to all council tenants and "Tamworth & Lichfield Business E-Brief" which is produced quarterly and made available on the website.</p> <p>There is a Communication Strategy which details the way that the Authority communicates with the local community to learn more</p>

Supporting Principle	What Assurance Do We Want	What Assurance Do We Get
	<p>service users, including a feedback mechanism for those consultees to demonstrate what has changed as a result.</p> <p>Publish an annual performance plan giving information on the Authority's Vision, Strategy, Plans and Financial Statements as well as information about its outcomes, achievements and the satisfaction of service users in the previous period.</p> <p>Ensure that the Authority as a whole is open and accessible to the community, service users and its staff and ensure that it has made a commitment to openness and transparency in all its dealings, including partnerships, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so.</p>	<p>about their needs and aspirations.</p> <p>Social media channels are being used to encourage more participation.</p> <p>A record of public consultations and their outcomes are recorded on the Authority's website.</p> <p>The Tamworth Strategic Partnership (TSP) is an umbrella partnership that brings together key local agencies from the public, private, voluntary and community sectors. The TSP has terms of reference, vision and priorities, workstreams, and a commissioning framework. Agendas and minutes are made available on the Authority's website.</p> <p>The Annual Review & Corporate Plan is produced and made available on the website. This gives details on the Authority's Vision, Strategy and Plans and the financial statements. It gives details of outcomes and achievements. It is produced on an annual basis and details both a backward look at achievements and successes and a forward look to achievements for the forthcoming year. Performance against the Corporate Plan is reported on a quarterly basis. During 2013/14, this included reporting upon the impact of Welfare Benefit Reform. Going forward, we will be reporting on Sustainability Strategy and the LGA Peer Challenge High Level Action Plan.</p>

Supporting Principle	What Assurance Do We Want	What Assurance Do We Get
		<p>Each department develops a business plan with outcomes, and performance indicators linked to the vision and priorities.</p> <p>The Constitution is available on the Authority's website.</p> <p>The Freedom of Information Act publication scheme is made available on the Authority's website, along with the council tax leaflet.</p> <p>A Disclosure Log is in place on the website. This details frequently asked Freedom of Information Requests.</p>
6.3 Making best use of human resources by taking an active and planned approach to meet responsibility to staff	Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making.	<p>The Authority has in place a Trade Union Liaison Group (TULG). This group is made up of representatives from the trade unions and management and is led by the Director of Transformation and Corporate Performance. A facilities agreement is in place and is reviewed regularly. The Group meet on a regular basis to discuss both operational and strategic issues and both sides are encouraged to raise issues they feel necessary. The Chief Executive, Directors and Heads of Service attend the meetings as necessary to present changes to legislation, reorganisations, changes to processes and policies. The representatives are provided with assistance where applicable and an open style of communication is encouraged.</p> <p>An Organisational Development Strategy has been implemented</p>

Supporting Principle	What Assurance Do We Want	What Assurance Do We Get
		with a supporting action plan.

The Nolan Principles of Public Life

1. **Selflessness** :

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

2. **Integrity** :

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

3. **Objectivity** :

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

4. **Accountability**

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

5. **Openness** :

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

6. **Honesty** :

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

7. **Leadership** :

Holders of public office should promote and support these principles by leadership and example.