Appendix 2: Feedback from Committee and Officer Surveys

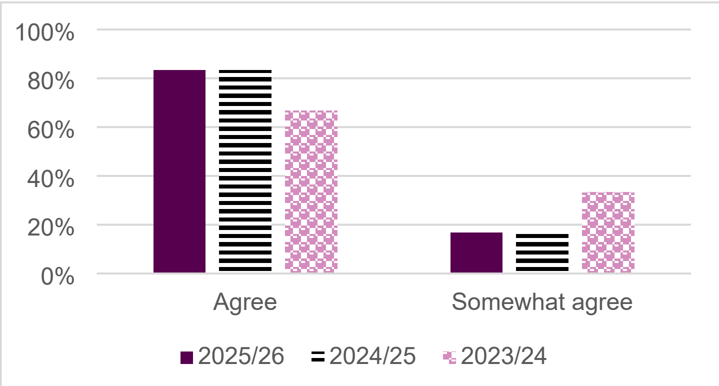
Committee Survey

In April 2026, a self-evaluation questionnaire was issued to all members of the Audit & Governance Committee. The questionnaire comprised of 21 structured questions, alongside opportunities for free-text commentary. Its purpose was to capture members' reflections and assessments of the Committee's performance during the 2025/26 municipal year. Some additional questions were included to enable the identification of progress against areas for improvement highlighted in the 2024/25 review.

A summary of the responses received is set out below. Where applicable, this includes comparative information from the previous two municipal years (2024/25 and 2023/24), for questions that remained consistent across the period.

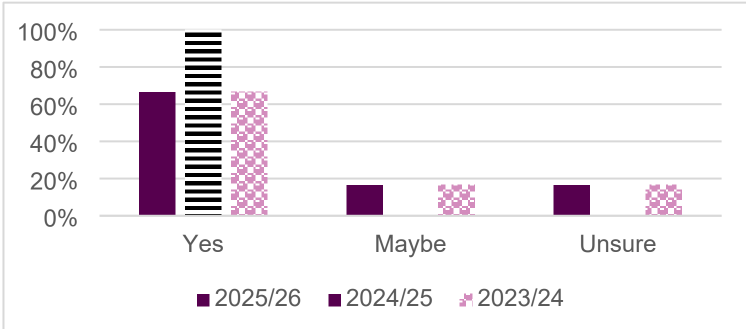
Q1 I understand the role and purpose of the Audit and Governance Committee

Response	2025/26	2024/25	2023/24
Agree	83%	83%	67%
Somewhat agree	17%	17%	33%
Neither agree nor disagree	0%	0%	0%
Somewhat disagree	0%	0%	0%
Disagree	0%	0%	0%
Total	100%	100%	100%



Q2 Do you think that the Audit and Governance Committee escalate issues and concerns promptly to those in governance and leadership roles, i.e., Council and/or CMT?

Response	2025/26	2024/25	2023/24
Yes	67%	100%	67%
Maybe	17%	0%	17%
Unsure	17%	0%	17%
No	0%	0%	0%
Don't know	0%	0%	0%
Other	0%	0%	0%
Total	100%	100%	100%

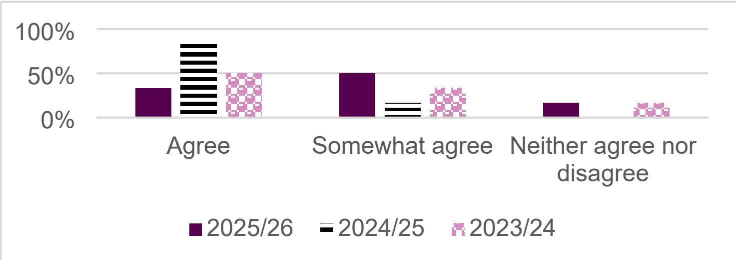


Comments: Some issues seem to continue to reside over multiple meetings.

Q3 Do you think that in the last year, the A&GC has given adequate consideration to all core areas listed below?

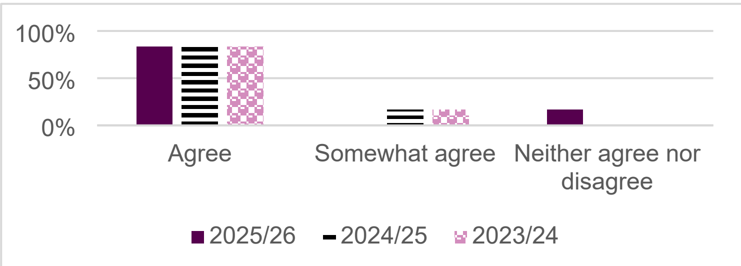
Governance arrangements:

Responses	2025/26	2024/25	2023/24
Agree	33%	83%	50%
Somewhat agree	50%	17%	33%
Neither agree nor disagree	17%	0%	17%
Somewhat disagree	0%	0%	0%
Disagree	0%	0%	0%
Total	100%	100%	100%



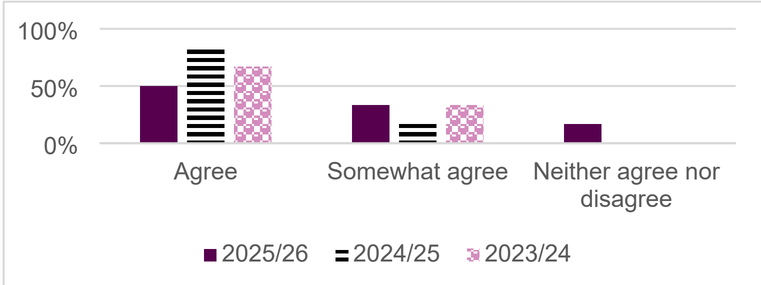
Risk management arrangements:

Responses	2025/26	2024/25	2023/24
Agree	83%	83%	83%
Somewhat agree	0%	17%	17%
Neither agree nor disagree	17%	0%	0%
Somewhat disagree	0%	0%	0%
Disagree	0%	0%	0%
Total	100%	100%	100%



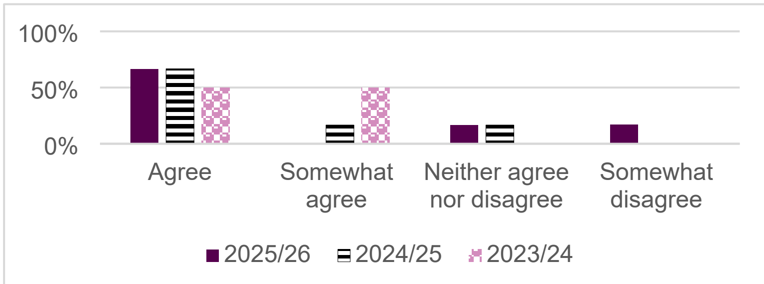
Internal control arrangements:

Responses	2025/26	2024/25	2023/24
Agree	50%	83%	67%
Somewhat agree	33%	17%	33%
Neither agree nor disagree	17%	0%	0%
Somewhat disagree	0%	0%	0%
Disagree	0%	0%	0%
Total	100%	100%	100%



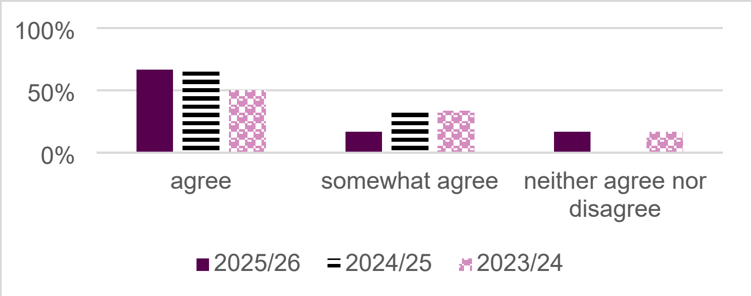
Annual Governance Statement (AGS):

Area	2025/26	2024/25	2023/24
Agree	67%	67%	50%
Somewhat agree	0%	17%	50%
Neither agree nor disagree	17%	17%	0%
Somewhat disagree	17%	0%	0%
Disagree	0%	0%	0%
Total	100%	100%	100%



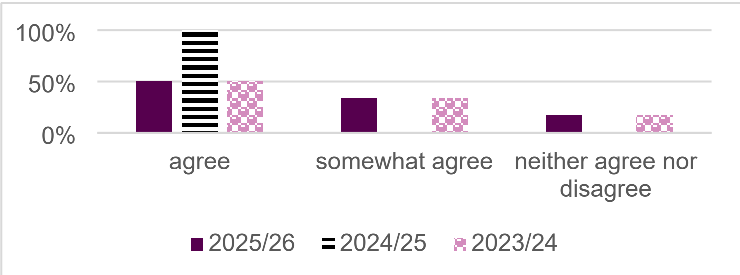
Financial reporting:

Area	2025/26	2024/25	2023/24
Agree	67%	67%	50%
Somewhat agree	17%	33%	33%
Neither agree nor disagree	17%	0%	17%
Somewhat disagree	0%	0%	0%
Disagree	0%	0%	0%
Total	100%	100%	100%



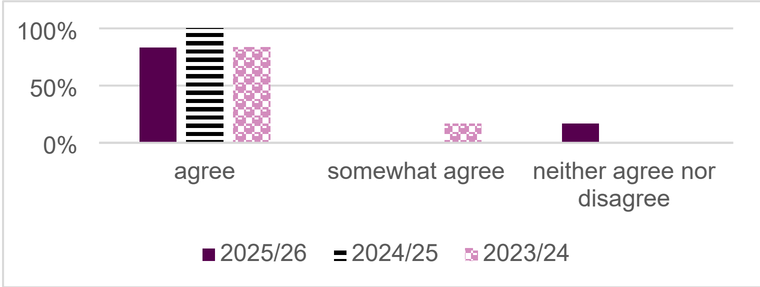
Assurance Framework:

Area	2025/26	2024/25	2023/24
Agree	50%	100%	50%
Somewhat agree	33%	0%	33%
Neither agree nor disagree	17%	0%	17%
Somewhat disagree	0%	0%	0%
Disagree	0%	0%	0%
Total	100%	100%	100%



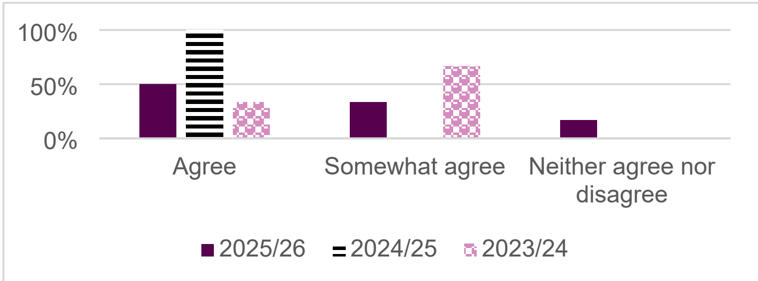
Internal Audit:

Area	2025/26	2024/25	2023/24
Agree	83%	100%	83%
Somewhat agree	0%	0%	17%
Neither agree nor disagree	17%	0%	0%
Somewhat disagree	0%	0%	0%
Disagree	0%	0%	0%
Total	100%	100%	100%



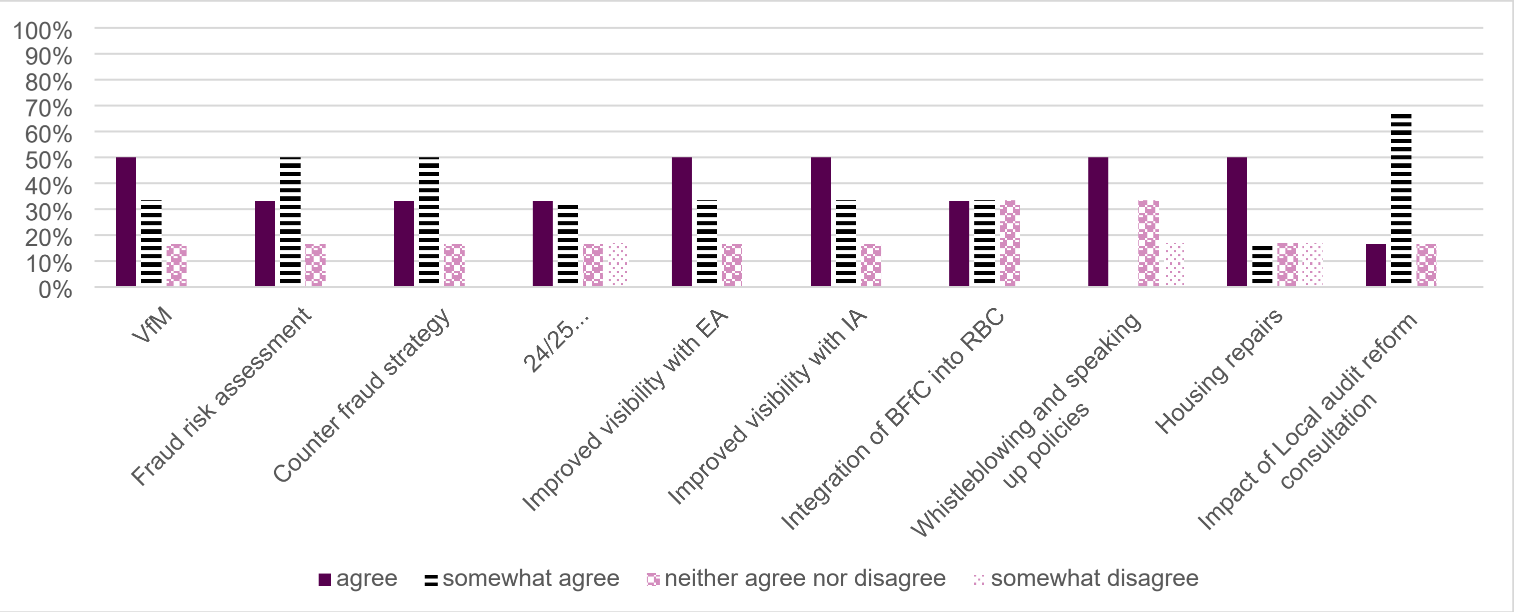
External Audit:

Area	2025/26	2024/25	2023/24
Agree	50%	100%	33%
Somewhat agree	33%	0%	67%
Neither agree nor disagree	17%	0%	0%
Somewhat disagree	0%	0%	0%
Disagree	0%	0%	0%
Total	100%	100%	100%



Q4 <u>Do you think that the Audit & Governance Committee has given adequate consideration to the following in the last year? (note that this question was not asked previously)</u>

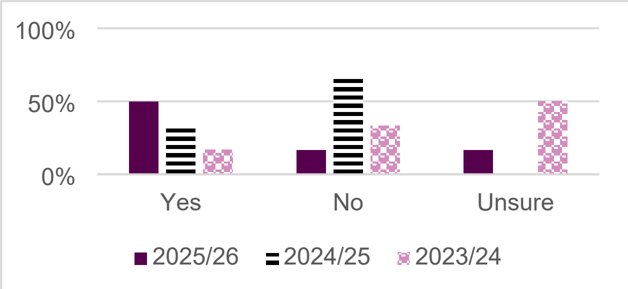
Area	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Total 2025/26
Value for Money	**50%**	33%	17%	0%	0%	100%
Fraud risk assessment	**33%**	50%	17%	0%	0%	100%
Counter fraud strategy	**33%**	50%	17%	0%	0%	100%
2024/25 AGS recommendation implementation	**33%**	33%	17%	17%	0%	100%
Improved visibility with External Audit	**50%**	33%	17%	0%	0%	100%
Improved engagement with External Audit	**50%**	33%	17%	0%	0%	100%
Integration of BFfC into RBC	**33%**	33%	33%	0%	0%	100%
Whistleblowing and speaking up policies	**50%**	0%	33%	17%	0%	100%
Housing repairs	**50%**	17%	17%	17%	0%	100%
Impact of Local Audit reform consultation	**17%**	67%	17%	0%	0%	100%



Q5 Are you aware if the committee met privately with the External Auditors and Internal Audit within the last year?

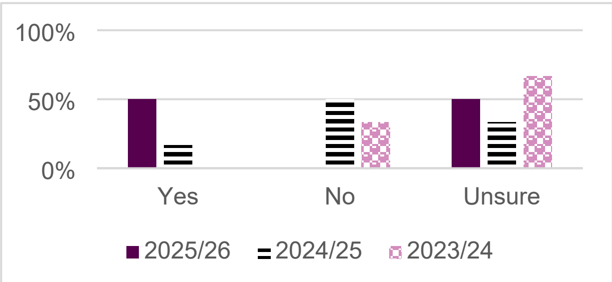
External Audit:

Response	2025/26	2024/25	2023/24
Yes	50%	33%	17%
No	17%	67%	33%
Unsure	33%	0%	50%
Total	100%	100%	100%



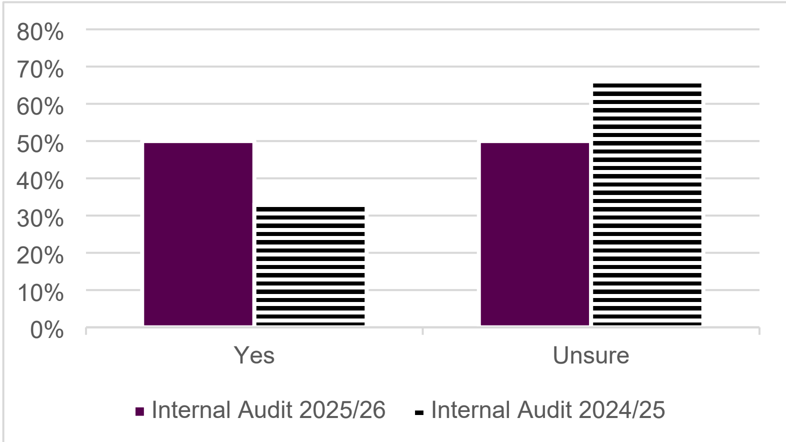
Chief Auditor (Internal Audit):

Response	2025/26	2024/25	2023/24
Yes	50%	17%	0%
No	0%	50%	33%
Unsure	50%	33%	67%
Total	100%	100%	100%



Q6 Are you aware if the committee chair met privately with the external auditors and the Chief Auditor (Internal Audit) within the last year?

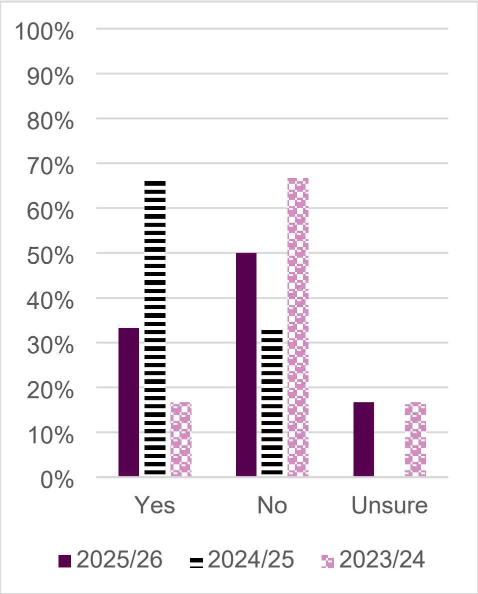
Response	External Audit 2025/26	External Audit 2024/25	Internal Audit 2025/26	Internal Audit 2024/25
Yes	33%	33%	50%	33%
No	17%	17%	0%	0%
Unsure	50%	50%	50%	67%
Total	100%	100%	100%	100%



Q7 Have you had an evaluation of your knowledge, skills, and training needs carried out since you joined the committee or within the last two years (whichever is most recent)?

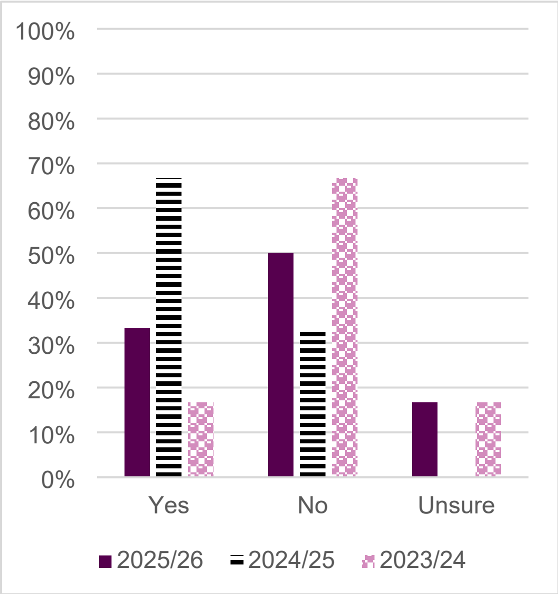
Knowledge:

Responses	2025/26	2024/25	2023/24
Yes	33%	67%	17%
No	50%	33%	67%
Unsure	17%	0%	17%
Total	100%	100%	100%



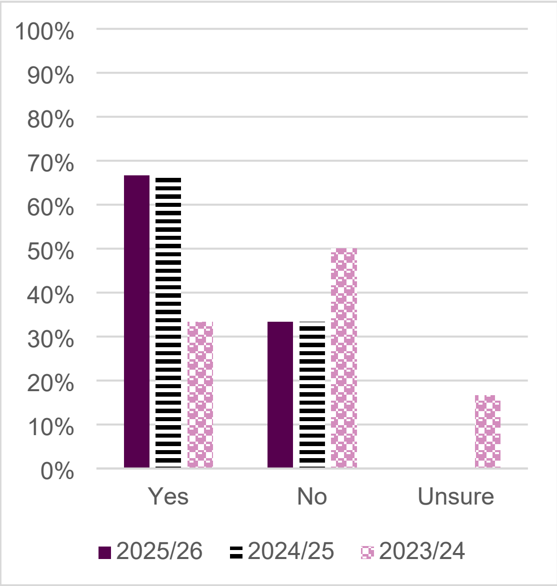
Skills:

Responses	2025/26	2024/25	2023/24
Yes	33%	67%	17%
No	50%	33%	67%
Unsure	17%	0%	17%
Total	100%	100%	100%



Training needs:

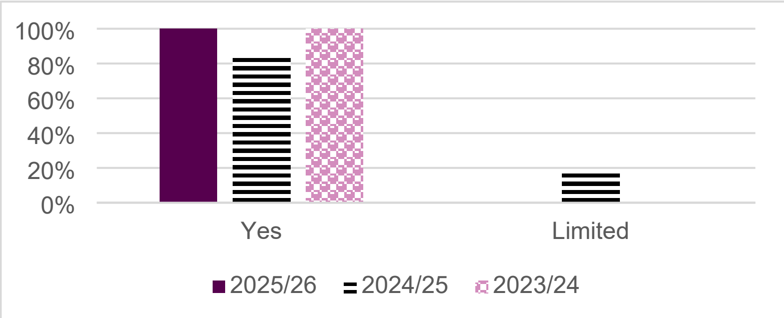
Responses	2025/26	2024/25	2023/24
Yes	67%	67%	33%
No	33%	33%	50%
Unsure	0%	0%	17%
Total	100%	100%	100%



Q8 Has useful and effective training and support been provided?

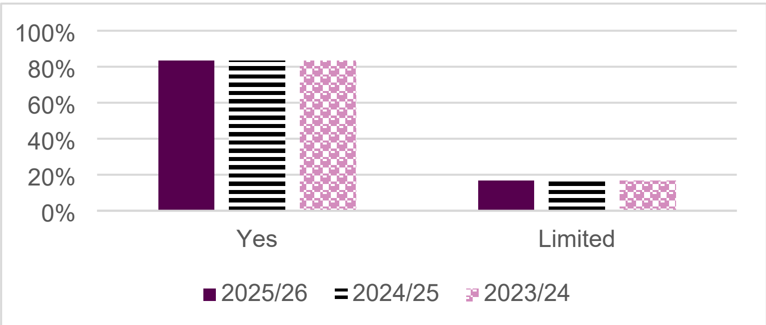
Useful training:

Responses	2025/26	2024/25	2023/24
Yes	100%	83%	100%
Limited	0%	17%	0%
Unsure	0%	0%	0%
Total	100%	100%	100%



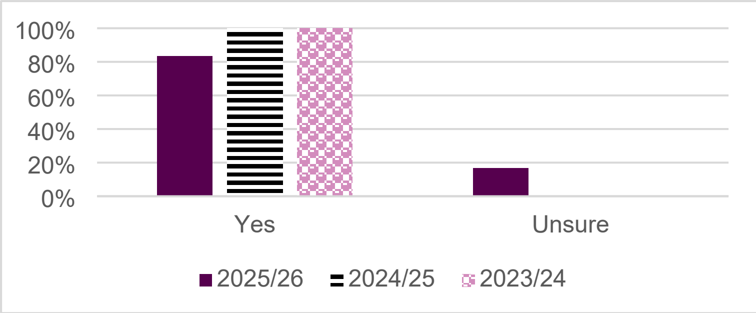
Effective training:

Responses	2025/26	2024/25	2023/24
Yes	83%	83%	83%
Limited	17%	17%	17%
Unsure	0%	0%	0%
Total	100%	100%	100%



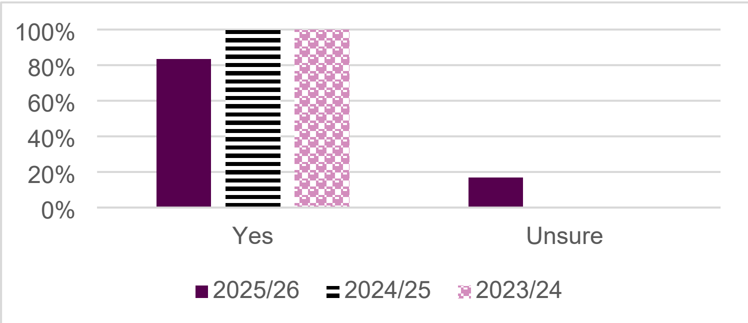
Useful support:

Responses	2025/26	2024/25	2023/24
Yes	83%	100%	100%
Limited	0%	0%	0%
Unsure	17%	0%	0%
Total	100%	100%	100%



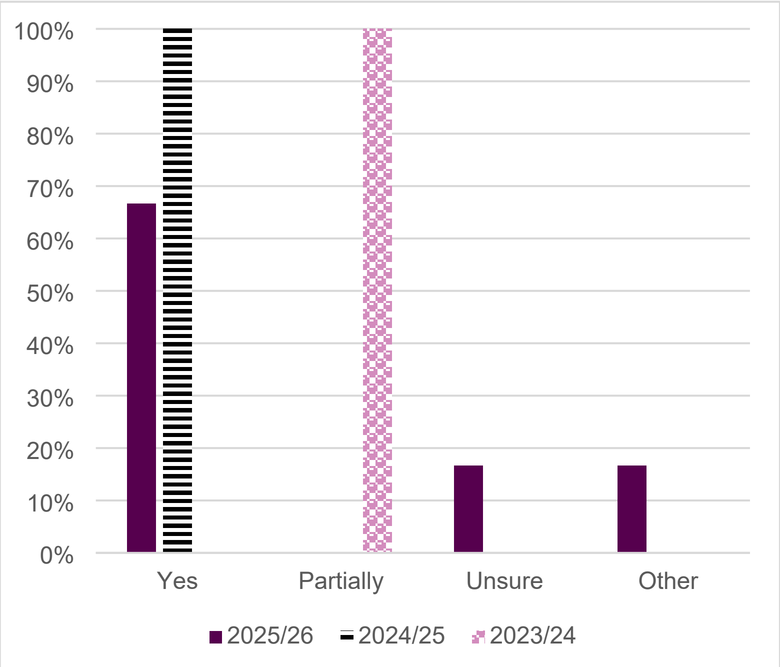
Effective support:

Responses	2025/26	2024/25	2023/24
Yes	83%	100%	100%
Limited	0%	0%	0%
Unsure	17%	0%	0%
Total	100%	100%	100%



Q9 Do you feel that there is an appropriate level of knowledge and skills on the committee?

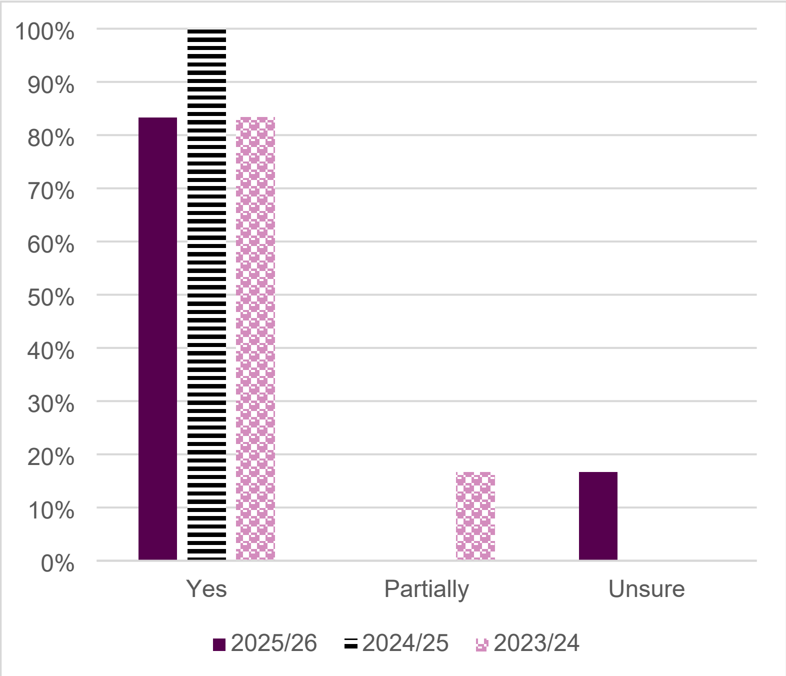
Responses	2025/26	2024/25	2023/24
Yes	67%	100%	0%
No	0%	0%	0%
Partially	0%	0%	100%
Unsure	17%	0%	0%
Other	17%	0%	0%
Total	100%	100%	100%



Comments: Concern was raised about attendance and explaining when the committee could request other senior staff and Councillors to attend A&GC to answer A&G's specific enquiries or hear A&G's perspective on need for improvement.

Q10 Does the committee have adequate secretarial and administrative support?

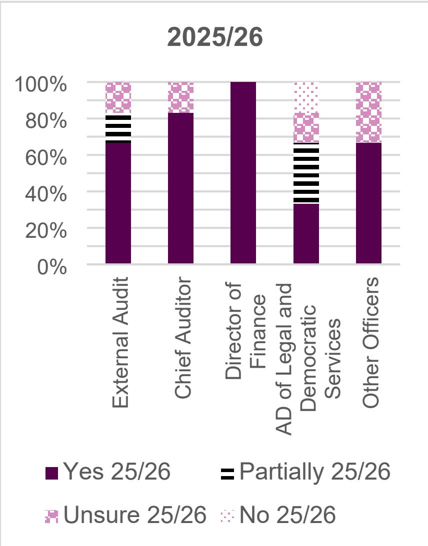
Responses	2025/26	2024/25	2023/24
Yes	83%	100%	83%
No	0%	0%	0%
Partially	0%	0%	17%
Unsure	17%	0%	0%
Total	100%	100%	100%

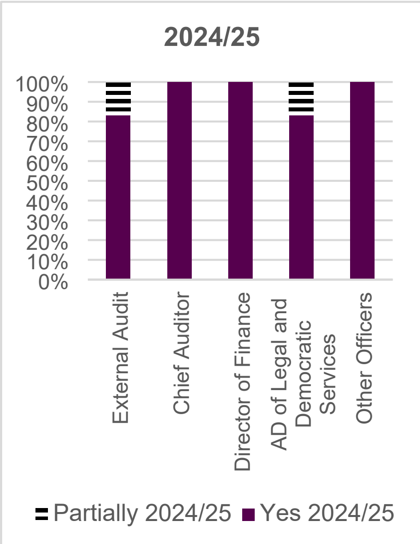


Comments: It was noted that standard governance processes appear to be operating as expected, with papers circulated in advance and formal minutes prepared.

[1]Q11 Do you think that the committee has good working relations with the key people detailed below?

Area	Yes 25/26	Yes 24/25	Partially 25/26	Partially 24/25	Unsure 25/26	Unsure 24/25	No 25/26	No 24/25
External Audit	67%	83%	17%	17%	17%	0%	0%	0%
Chief Auditor	83%	100%	0%	0%	17%	0%	0%	0%
Director of Finance	100%	100%	0%	0%	0%	0%	0%	0%
AD of Legal and Democratic Services	33%	83%	33%	17%	17%	0%	17%	0%
Other Officers	67%	100%	0%	0%	33%	0%	0%	0%



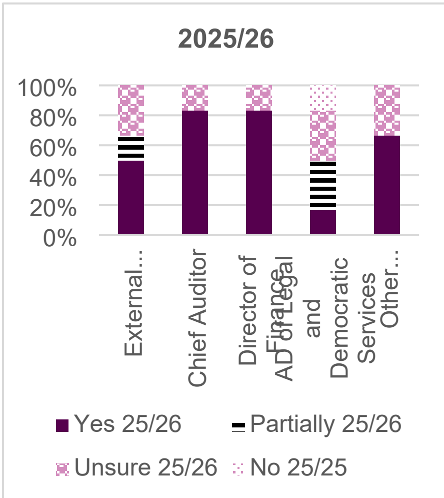


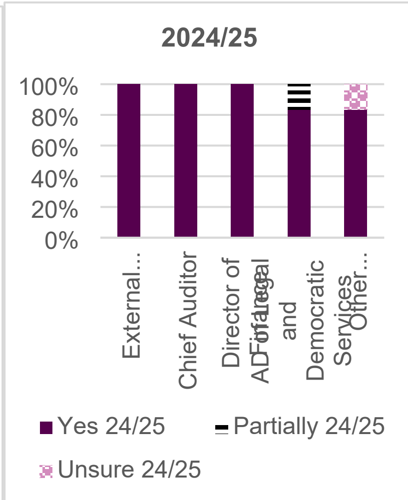
Other Officers: Director of Resources, Risk Management
Other comments: It was considered that effective working relationships are maintained through direct communication by email.

[1] Note for questions 11-13 there is no direct comparison available with the 2023/24 municipal year as this was asked as one question

Q12 Do you think that the committee has good access to the key people detailed below?

Area	Yes 25/26	Yes 24/25	Partially 25/26	Partially 24/25	Unsure 25/26	Unsure 24/25	No 25/26	No 24/25
External Audit	50%	100%	17%	0%	33%	0%	0%	0%
Chief Auditor	83%	100%	0%	0%	17%	0%	0%	0%
Director of Finance	83%	100%	0%	0%	17%	0%	0%	0%
AD of Legal and Democratic Services	17%	83%	33%	17%	33%	0%	17%	0%
Other Officers	67%	83%	0%	0%	33%	17%	0%	0%

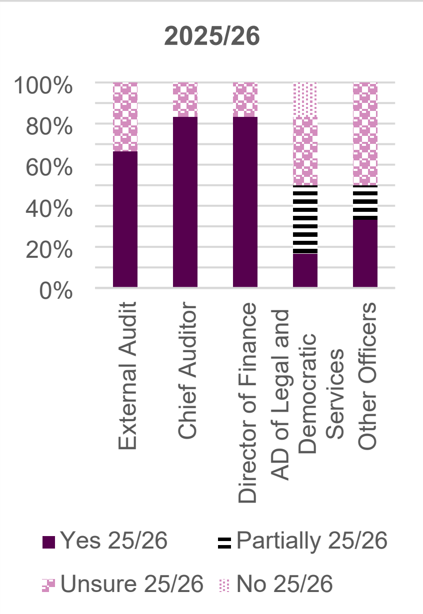


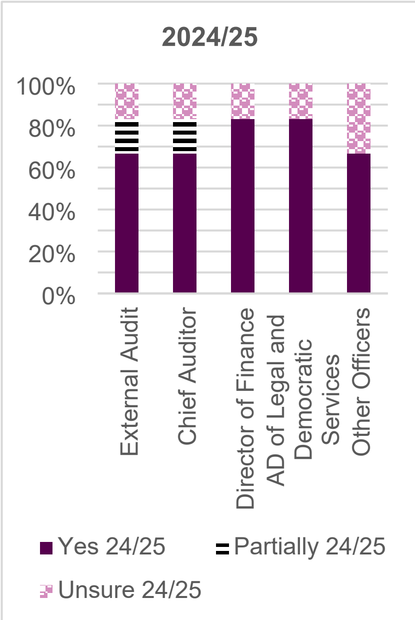


Other Officers: Director of Resources, Risk Management
Comments: It was noted that access to key individuals is primarily through formal meetings or via the A&GC Chair, and within these routes, working relationships appear effective.

Q13 Do you think that the committee has good visibility with the key people detailed below?

Area	Yes 25/26	Yes 24/25	Partially 25/26	Partially 24/25	Unsure 25/26	Unsure 24/25	No 25/26	No 24/25
External Audit	67%	67%	0%	17%	33%	17%	0%	0%
Chief Auditor	83%	67%	0%	17%	17%	17%	0%	0%
Director of Finance	83%	83%	0%	0%	17%	17%	0%	0%
AD of Legal and Democratic Services	17%	83%	33%	0%	33%	17%	17%	0%
Other Officers	33%	67%	17%	0%	50%	33%	0%	0%



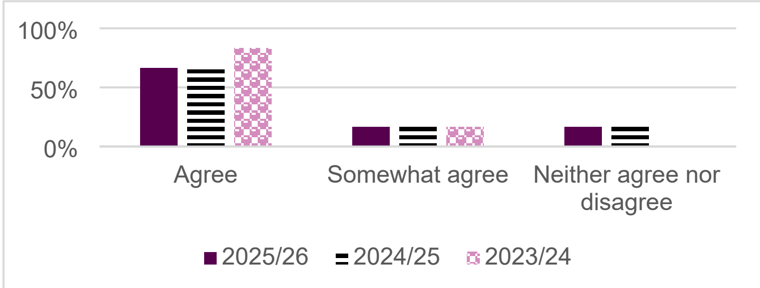


Comments:
It was noted that some respondents were uncertain or unable to form a clear view, with one indicating a lack of clarity around the question and the committee's structure or modes of engagement.

Q14 **<u>Please rate the following in terms of meetings in the last year:</u>**

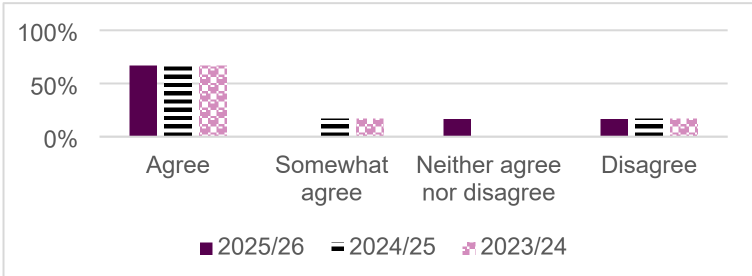
- **The Committee is well chaired**

Responses	2025/26	2024/25	2023/24
Agree	67%	67%	83%
Somewhat agree	17%	17%	17%
Neither agree nor disagree	17%	17%	0%
Somewhat disagree	0%	0%	0%
Disagree	0%	0%	0%
Total	100%	100%	100%



- **The committee operates in an apolitical manner**

Responses	2025/26	2024/25	2023/24
Agree	67%	67%	67%
Somewhat agree	0%	17%	17%
Neither agree nor disagree	17%	0%	0%
Somewhat disagree	0%	0%	0%
Disagree	17%	17%	17%
Total	100%	100%	100%

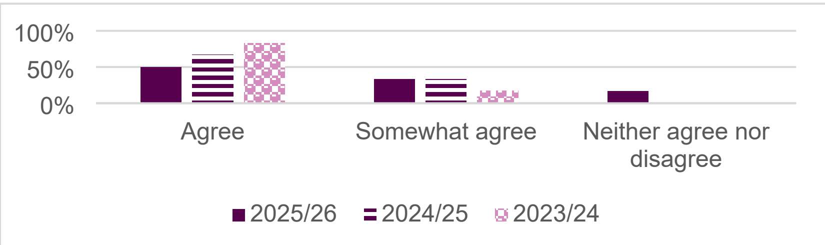


- **Key agenda items are addressed**

Responses	2025/26	2024/25	2023/24
Agree	83%	83%	100%
Somewhat agree	0%	17%	0%
Neither agree nor disagree	17%	0%	0%
Somewhat disagree	0%	0%	0%
Disagree	0%	0%	0%
Total	100%	100%	100%

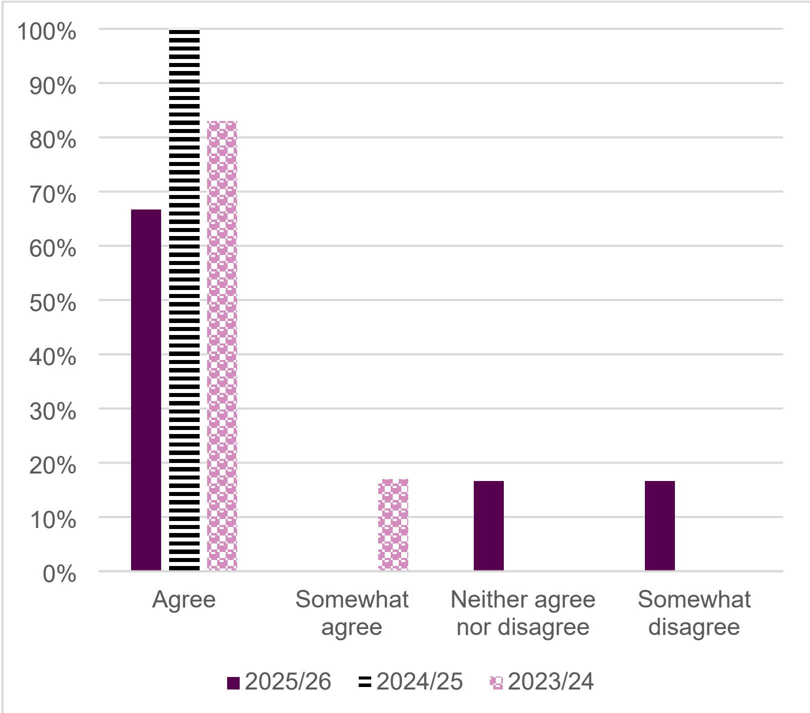
- **There is a focus on improvement**

Responses	2025/26	2024/25	2023/24
Agree	50%	67%	83%
Somewhat agree	33%	33%	17%
Neither agree nor disagree	17%	0%	0%
Somewhat disagree	0%	0%	0%
Disagree	0%	0%	0%
Total	100%	100%	100%



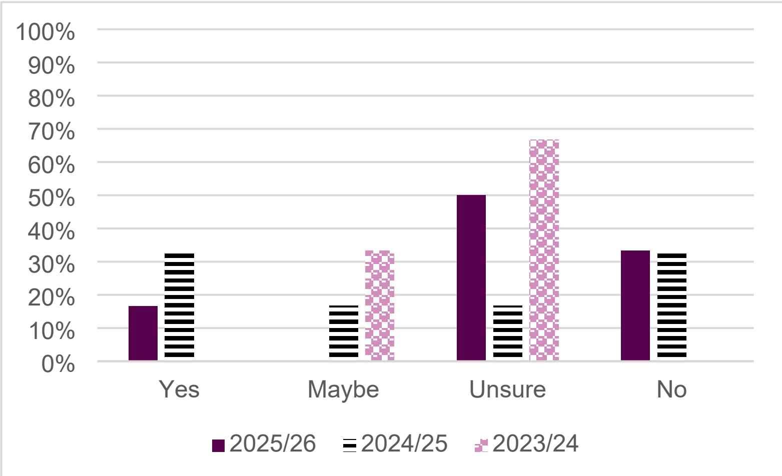
- **All members are encouraged to engage in discussions**

Responses	2025/26	2024/25	2023/24
Agree	67%	100%	83%
Somewhat agree	0%	0%	17%
Neither agree nor disagree	17%	0%	0%
Somewhat disagree	17%	0%	0%
Disagree	0%	0%	0%
Total	100%	100%	100%



Q15 Has the committee obtained feedback on its performance from those interacting with or relying on its work (for example, key officers, committees, etc)?

Responses	2025/26	2024/25	2023/24
Yes	17%	33%	0%
Maybe	0%	17%	33%
Unsure	50%	17%	67%
No	33%	33%	0%
Total	100%	100%	100%

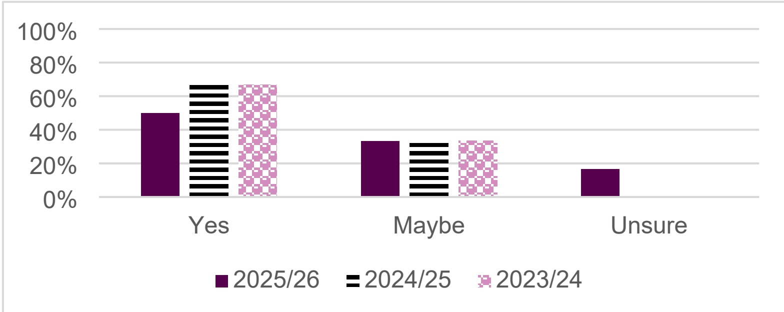


Comments:

It was noted that there is limited awareness of feedback on this matter, with some indicating uncertainty or that they are unable to form a clear view. While there was a small amount of positive feedback from committee members, overall perception among wider stakeholders is unclear.

Q16 Does the committee make recommendations for improving governance, risk, and control arrangements?

Responses	2025/26	2024/25	2023/24
Yes	50%	67%	67%
Maybe	33%	33%	33%
Unsure	17%	0%	0%
No	0%	0%	0%
Total	100%	100%	100%



Comments:

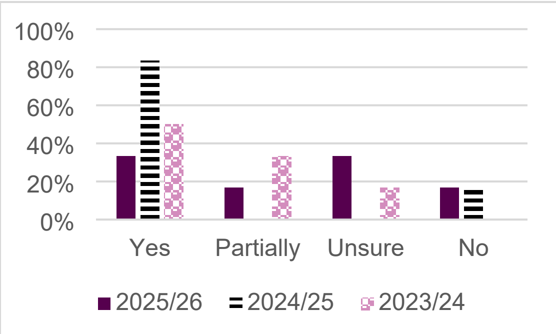
It was noted that while recommendations are regularly made by the committee, including in areas such as Housing Repairs and Cyber Security, they are not always acted upon. Some respondents highlighted uncertainty or were unable to form a view.

There is recognition of the need for further development of risk management arrangements, including clearer articulation of risk appetite and improvement in the Strategic Risk Register, which has seen limited change over time.

It was also observed that recommendations are often dependent on officer reporting, and clarity around implementation and follow-through could be strengthened.

Q17 Do Audit and Governance Committee recommendations have traction with those in leadership roles?

Responses	2025/26	2024/25	2023/24
Yes	33%	83%	50%
Partially	17%	0%	33%
Unsure	33%	0%	17%
No	17%	17%	0%
total	100%	100%	100%

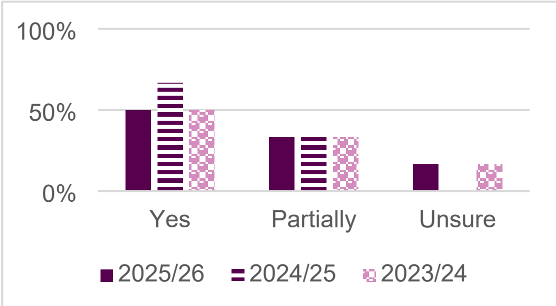


Comments:

It was noted that formal recommendations from the committee appear to be relatively limited, often building on Internal Audit findings. While there is an expectation that senior officers would attend when requested, there has been little evidence of broader member engagement or of scrutiny leading to significant change at a senior level. Some respondents considered that actions are generally implemented in a timely manner, while others were uncertain or unable to form a clear view.

Q18 Do you think the Audit and Governance Committee is adding value?

Responses	2025/26	2024/25	2023/24
Yes	50%	67%	50%
Partially	33%	33%	33%
Unsure	17%	0%	17%
No	0%	0%	0%
total	100%	100%	100%

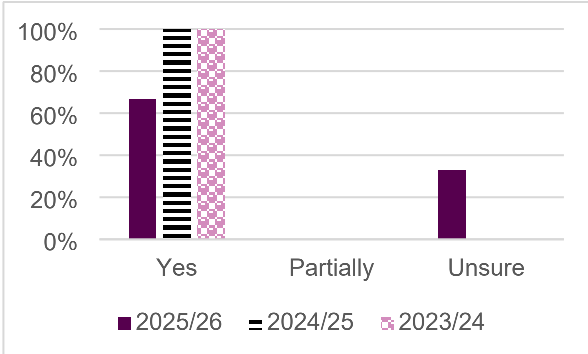


Comments:

It was noted that the committee maintains oversight of the Council through formal reporting and by holding officers to account on key issues. Members have demonstrated strong engagement with audit findings, particularly where improvements have been limited. While this level of scrutiny is considered appropriate and constructive, there is some uncertainty as to whether it consistently drives sustained improvement at a broader organisational or member level. It was also observed that the committee has generally avoided politicisation, while continuing to provide appropriate challenge.

Q19 Does the committee engage with a wide range of leaders and managers, including discussing audit findings, risks, and action plans with responsible officers?

Responses	2025/26	2024/25	2023/24
Yes	67%	100%	100%
Partially	0%	0%	0%
Unsure	33%	0%	0%
No	0%	0%	0%
total	100%	100%	100%



Comments:

It was noted that engagement with senior leaders does occur, particularly through committee meetings and training sessions, and that members show a strong interest in audit findings. However, there is less clarity on the extent to which the committee, as a whole, engages consistently with a wider range of leadership.

Q20 Have meeting papers been received in a timely manner during the year?

It was noted that external auditor reports are generally considered useful, though there is some scope to improve their presentation, as the use of infographics does not always clearly align with the accompanying narrative.

Q21 Please provide any comment on the inclusion of an additional meeting during the last year (5 held instead of 4 previously).

There was a comment that the current cycle of five meetings was viewed positively, with the timing and distribution across the year considered appropriate.

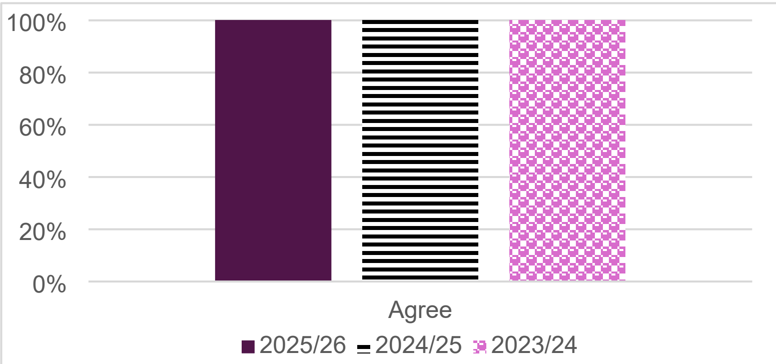
Officers Survey

A slightly different questionnaire was given to key Officers consisted of 16 questions, including some opportunities for free-text responses. Its purpose was to gather members' reflections, input, and assessments of the committee's performance during the 2025/26 municipal year.

A summary of the responses received is provided below and includes a comparison with responses from the previous years (2023/24 and 2024/25), where questions were repeated.

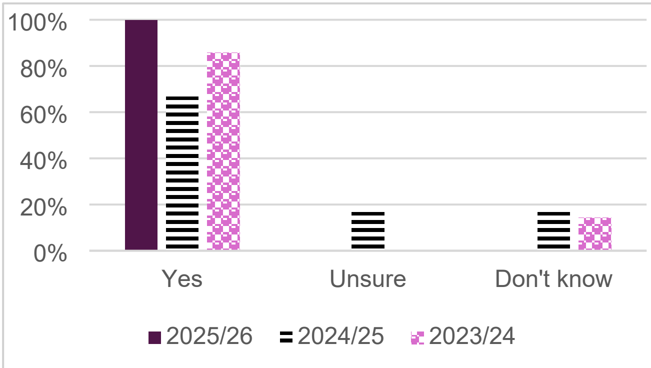
Q1 I understand the role and purpose of the Audit and Governance Committee

Response	2025/26	2024/25	2023/24
Agree	100%	100%	100%
Somewhat agree	0%	0%	0%
Neither agree nor disagree	0%	0%	0%
Somewhat disagree	0%	0%	0%
Disagree	0%	0%	0%
Total	100%	100%	100%



Q2 Do you think that the Audit and Governance Committee escalates issues and concerns promptly to those in governance and leadership roles, i.e., Council and/or CMT?

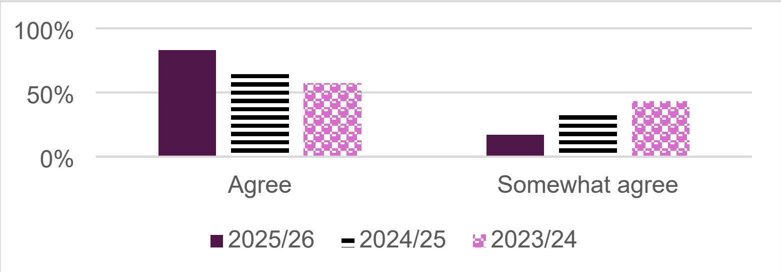
Response	2025/26	2024/25	2023/24
Yes	100%	67%	86%
Maybe	0%	0%	0%
Unsure	0%	17%	0%
No	0%	0%	0%
Don't know	0%	17%	14%
Total	100%	100%	100%



Q3 Do you think that in the last year, the A&GC has given adequate consideration to all core areas listed below?

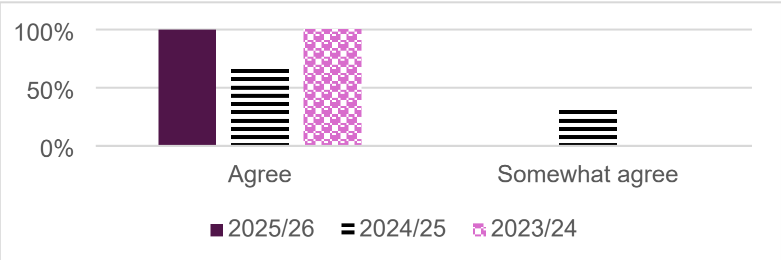
Governance arrangements:

Response	2025/26	2024/25	2023/24
Agree	83%	67%	57%
Somewhat agree	17%	33%	43%
Neither agree nor disagree	0%	0%	0%
Somewhat disagree	0%	0%	0%
Unsure	0%	0%	0%
Total	100%	100%	100%



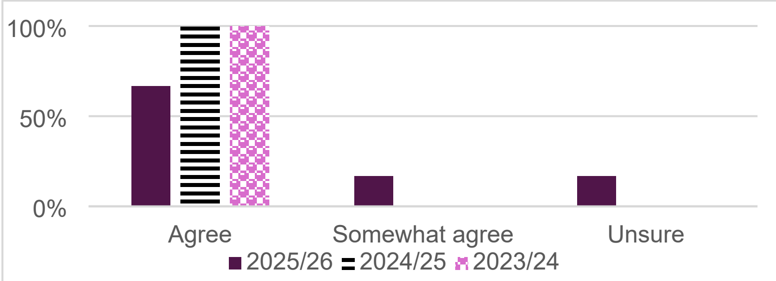
Risk management arrangements:

Response	2025/26	2024/25	2023/24
Agree	100%	67%	100%
Somewhat agree	0%	33%	0%
Neither agree nor disagree	0%	0%	0%
Somewhat disagree	0%	0%	0%
Unsure	0%	0%	0%
Total	100%	100%	100%



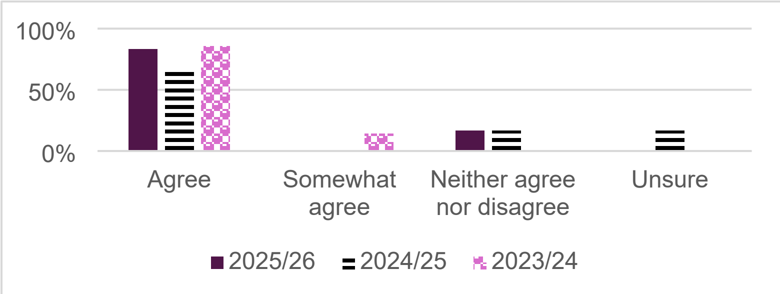
Internal control arrangements:

Response	2025/26	2024/25	2023/24
Agree	67%	100%	100%
Somewhat agree	17%	0%	0%
Neither agree nor disagree	0%	0%	0%
Somewhat disagree	0%	0%	0%
Unsure	17%	0%	0%
Total	100%	100%	100%



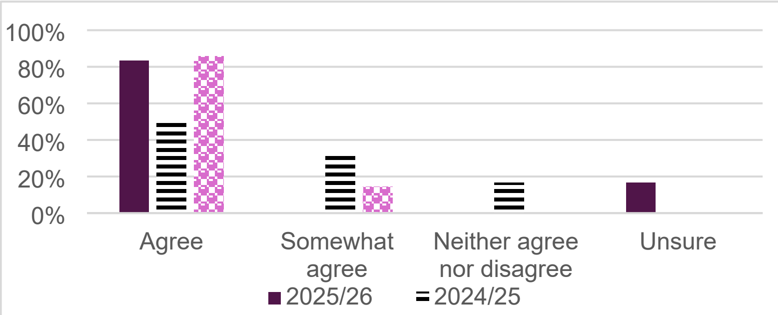
Annual Governance Statement:

Response	2025/26	2024/25	2023/24
Agree	83%	67%	86%
Somewhat agree	0%	0%	14%
Neither agree nor disagree	17%	17%	0%
Somewhat disagree	0%	0%	0%
Unsure	0%	17%	0%
Total	100%	100%	100%



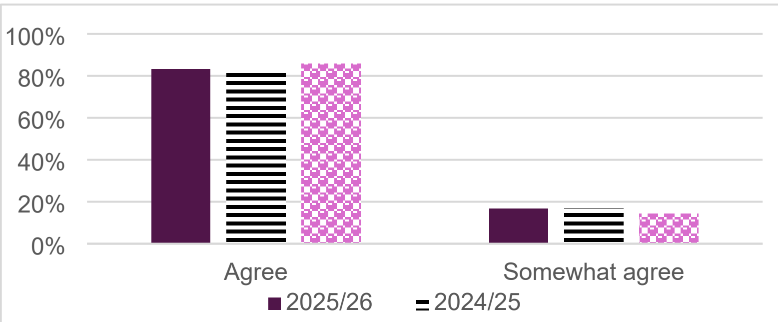
Financial Reporting:

Response	2025/26	2024/25	2023/24
Agree	83%	50%	86%
Somewhat agree	0%	33%	14%
Neither agree nor disagree	0%	17%	0%
Somewhat disagree	0%	0%	0%
Unsure	17%	0%	0%
Total	100%	100%	100%



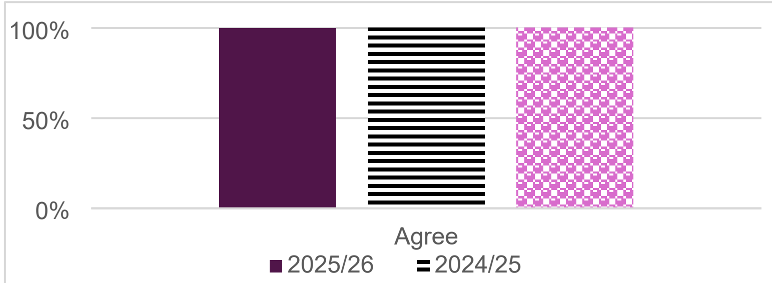
Assurance Framework:

Response	2025/26	2024/25	2023/24
Agree	83%	83%	86%
Somewhat agree	17%	17%	14%
Neither agree nor disagree	0%	0%	0%
Somewhat disagree	0%	0%	0%
Unsure	0%	0%	0%
Total	100%	100%	100%



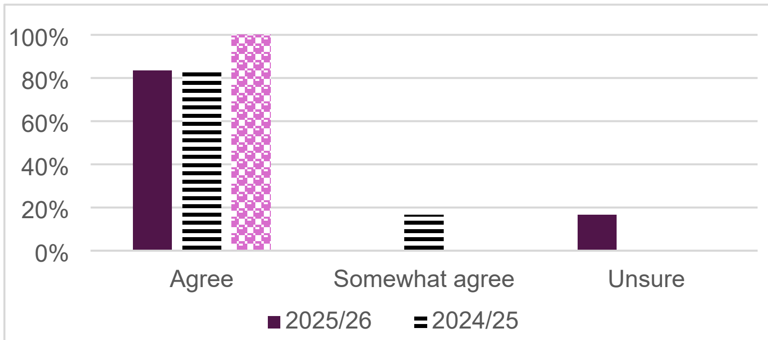
Internal Audit:

Response	2025/26	2024/25	2023/24
Agree	100%	100%	100%
Somewhat agree	0%	0%	0%
Neither agree nor disagree	0%	0%	0%
Somewhat disagree	0%	0%	0%
Unsure	0%	0%	0%
Total	100%	100%	100%



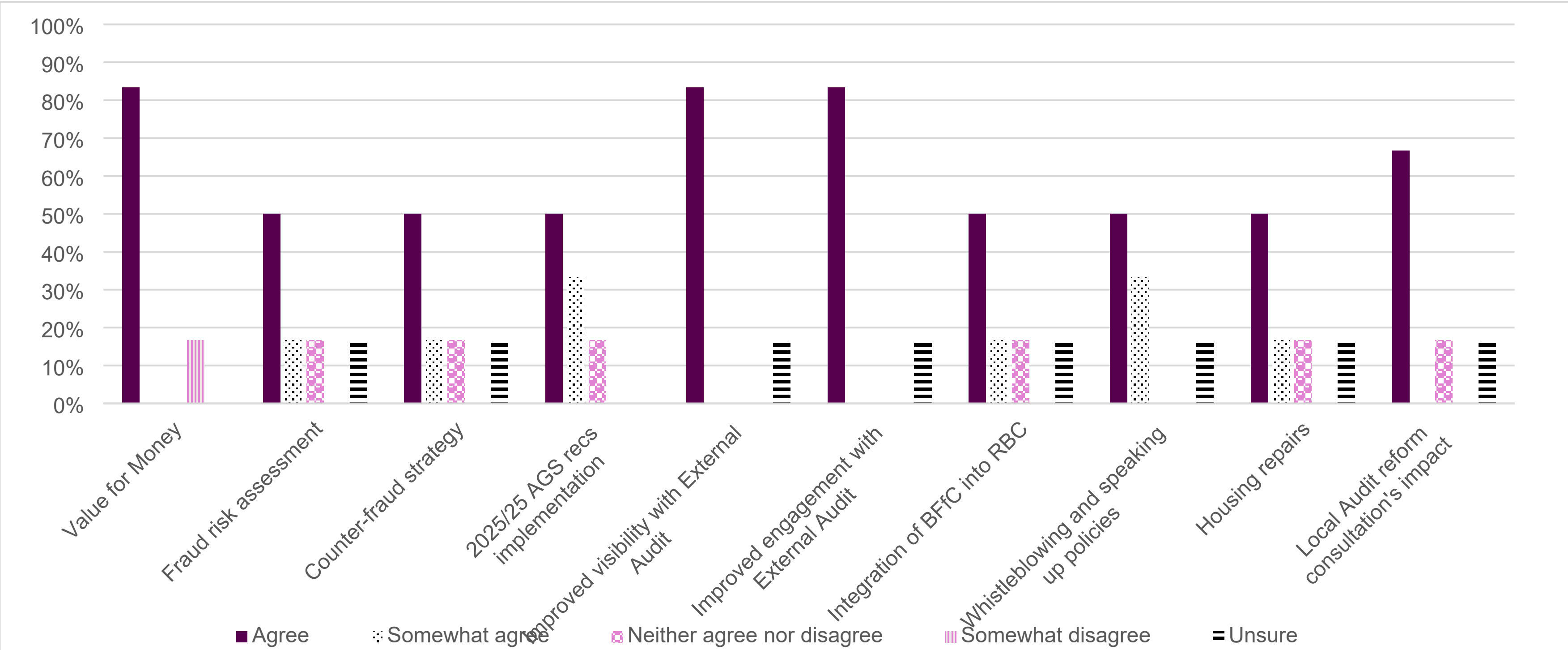
External Audit:

Response	2025/26	2024/25	2023/24
Agree	83%	83%	100%
Somewhat agree	0%	17%	0%
Neither agree nor disagree	0%	0%	0%
Somewhat disagree	0%	0%	0%
Unsure	17%	0%	0%
Total	100%	100%	100%



Q4 Do you think that the A&GC has given adequate consideration to the following in the last year?

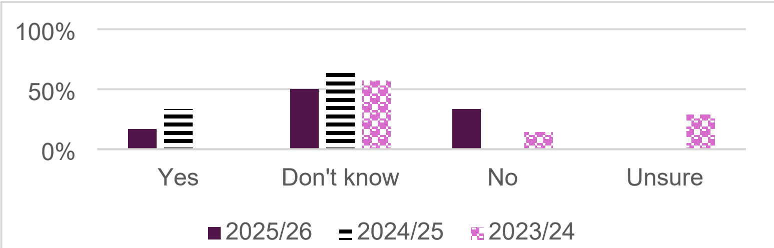
Area	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Unsure	Total
Value for Money	83%	0%	0%	17%	0%	0%	100%
Fraud risk assessment	50%	17%	17%	0%	0%	17%	100%
Counter-fraud strategy	50%	17%	17%	0%	0%	17%	100%
2025/25 AGS recs implementation	50%	33%	17%	0%	0%	0%	100%
Improved visibility with External Audit	83%	0%	0%	0%	0%	17%	100%
Improved engagement with External Audit	83%	0%	0%	0%	0%	17%	100%
Integration of BFfC into RBC	50%	17%	17%	0%	0%	17%	100%
Whistleblowing and speaking up policies	50%	33%	0%	0%	0%	17%	100%
Housing repairs	50%	17%	17%	0%	0%	17%	100%
Local Audit reform consultation's impact	67%	0%	17%	0%	0%	17%	100%



Q5 Are you aware if the committee has met privately with the external auditors and Chief Auditor (Internal Audit) within the last year?

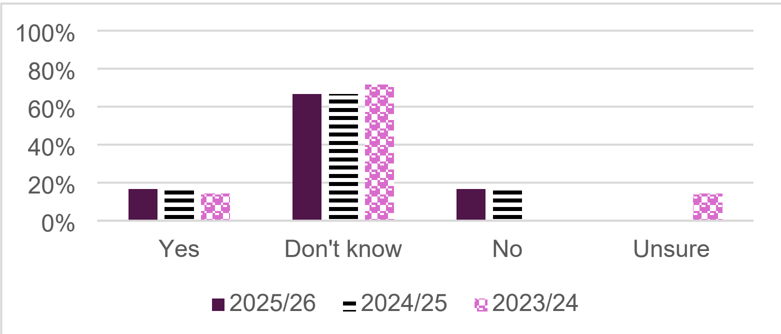
External Audit:

Response	2025/26	2024/25	2023/24
Yes	17%	33%	0%
Don't know	50%	67%	57%
No	33%	0%	14%
Unsure	0%	0%	29%
Total	100%	100%	100%



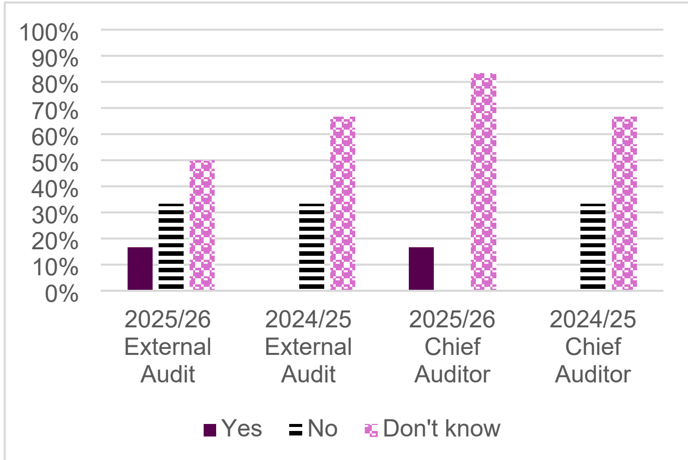
Chief Auditor:

Response	2025/26	2024/25	2023/24
Yes	17%	17%	14%
Don't know	67%	67%	71%
No	17%	17%	0%
Unsure	0%	0%	14%
Total	100%	100%	100%



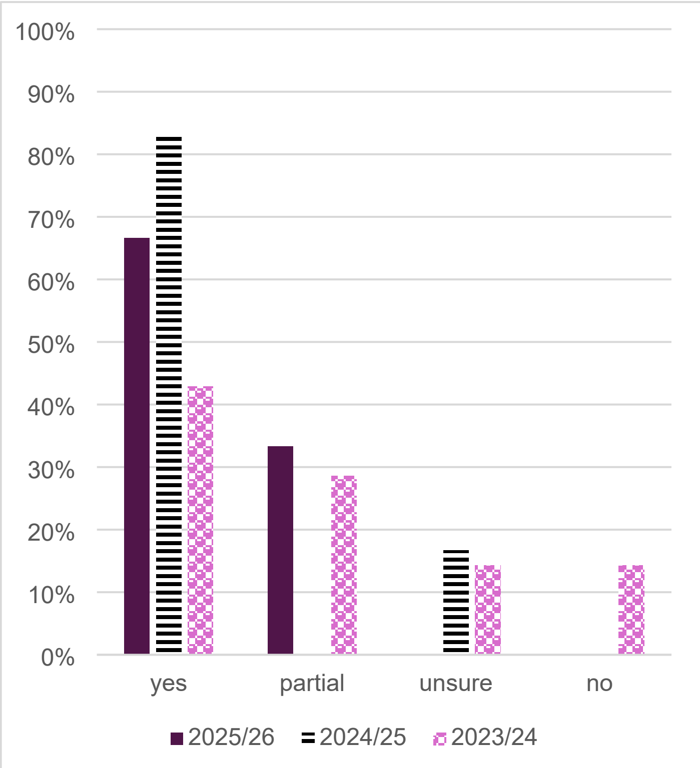
Q6 Are you aware if the chair has met privately with the external auditors and Chief Auditor (Internal Audit) within the last year?

External Audit:	2025/26	2024/25
Yes	17%	0%
No	33%	33%
Unsure	50%	67%
Total	100%	100%
Chief Auditor:	**2025/26**	**2024/25**
Yes	17%	33%
No	0%	0%
Unsure	83%	67%
Total	100%	100%



Q7 **Do you feel that there is an appropriate level of knowledge and skills on the committee?**

Response	2025/26	2024/25	2023/24
Yes	67%	83%	43%
Partial	33%	0%	29%
Unsure	0%	17%	14%
No	0%	0%	14%
Other	0%	0%	0%
Total	100%	100%	100%

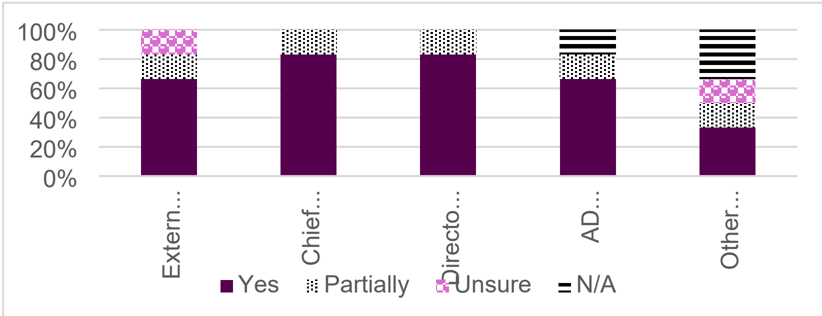


Q8 **Do you think that the committee has good working relations with the key people detailed below?**

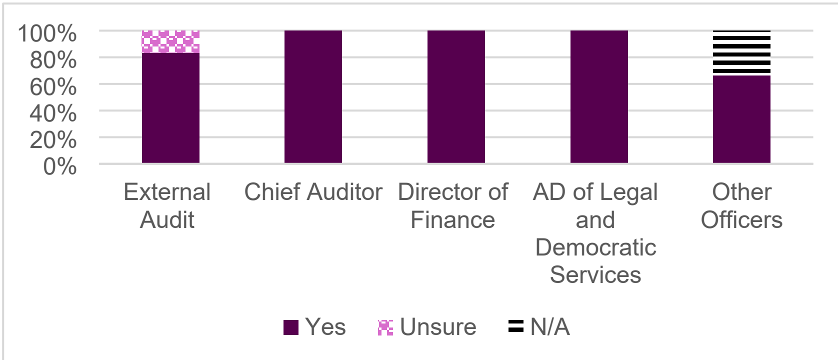
2025/26:	Yes	Partially	Unsure	N/A	Total
External Audit	67%	17%	17%	0%	100%
Chief Auditor	83%	17%	0%	0%	100%
Director of Finance	83%	17%	0%	0%	100%
AD of Legal and Democratic Services	67%	17%	0%	17%	100%
Other Officers	33%	17%	17%	33%	100%

2024/25:	Yes	Partially	Unsure	N/A	Total
External Audit	83%	0%	17%	0%	100%
Chief Auditor	100%	0%	0%	0%	100%
Director of Finance	100%	0%	0%	0%	100%
AD of Legal and Democratic Services	100%	0%	0%	0%	100%
Other Officers	67%	0%	0%	33%	100%

2025/26:



2024/25:

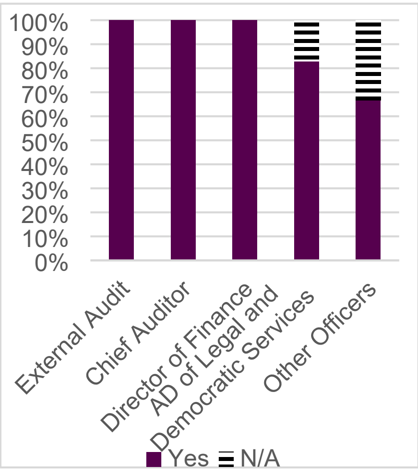


Q9 Do you think that the committee has good access to the key people detailed below?

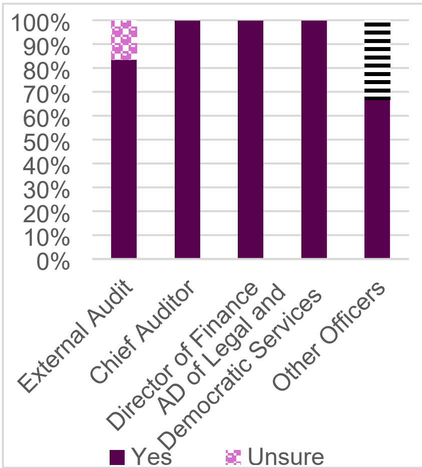
Area	Yes	Partially	Unsure	N/A	Total
External Audit	100%	0%	0%	0%	100%
Chief Auditor	100%	0%	0%	0%	100%
Director of Finance	100%	0%	0%	0%	100%
AD of Legal and Democratic Services	83%	0%	0%	17%	100%
Other Officers	67%	0%	0%	33%	100%

2024/25:	Yes	Partially	Unsure	N/A	Total
External Audit	83%	0%	17%	0%	100%
Chief Auditor	100%	0%	0%	0%	100%
Director of Finance	100%	0%	0%	0%	100%
AD of Legal and Democratic Services	100%	0%	0%	0%	100%
Other Officers	67%	0%	0%	33%	100%

2025/26:



2024/25:



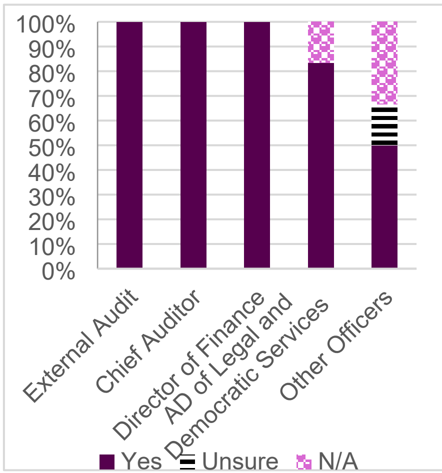
Other officers named included the Executive Director of Resources and the Information Governance Team

Q10 Do you think that the committee has good visibility with the key people detailed below?

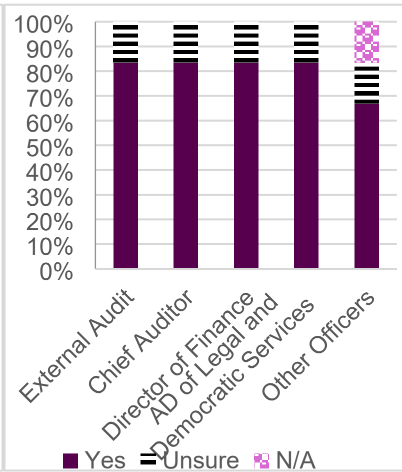
2025/26:	Yes	Partially	Unsure	N/A	Total
External Audit	100%	0%	0%	0%	100%
Chief Auditor	100%	0%	0%	0%	100%
Director of Finance	100%	0%	0%	0%	100%
AD of Legal and Democratic Services	83%	0%	0%	17%	100%
Other Officers	50%	0%	17%	33%	100%

2024/25:	Yes	Partially	Unsure	N/A	Total
External Audit	83%	0%	17%	0%	100%
Chief Auditor	83%	0%	17%	0%	100%
Director of Finance	83%	0%	17%	0%	100%
AD of Legal and Democratic Services	83%	0%	17%	0%	100%
Other Officers	67%	0%	17%	17%	100%

2025/26:



2024/25:

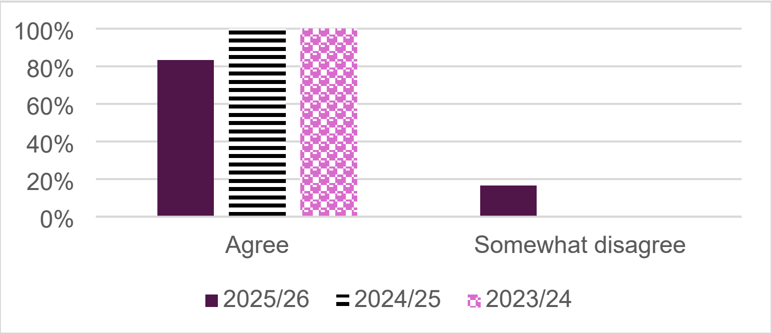


Other officers named included the Executive Director of Resources, the Information Governance Team and Directors called in on occasion.

Q11 Please rate the following in terms of the meetings in the last year:

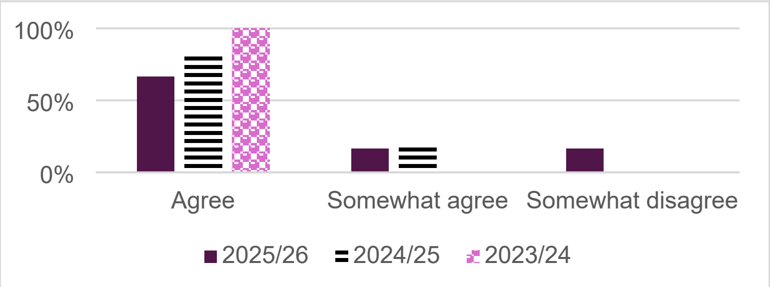
"The Committee is well chaired":

Responses	2025/26	2024/25	2023/24
Agree	83%	100%	100%
Somewhat agree	0%	0%	0%
Neither agree nor disagree	0%	0%	0%
Somewhat disagree	17%	0%	0%
Unsure	0%	0%	0%
Total	100%	100%	100%



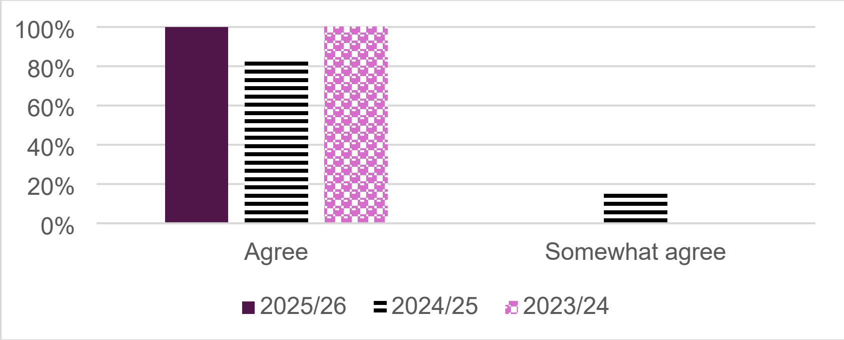
"The committee operates in an apolitical manner":

Responses	2025/26	2024/25	2023/24
Agree	67%	83%	100%
Somewhat agree	17%	17%	0%
Neither agree nor disagree	0%	0%	0%
Somewhat disagree	17%	0%	0%
Unsure	0%	0%	0%
Total	100%	100%	100%



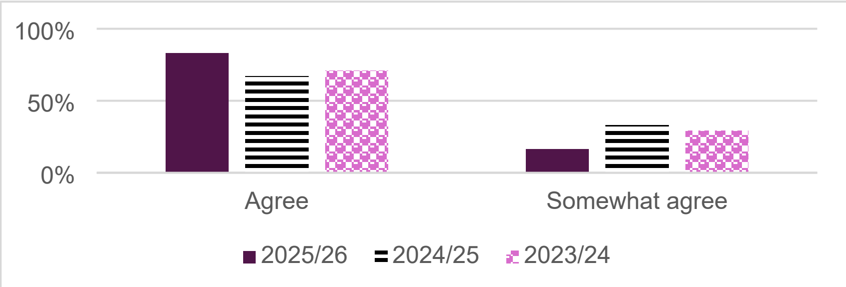
"Key agenda items are addressed":

Responses	2025/26	2024/25	2023/24
Agree	100%	83%	100%
Somewhat agree	0%	17%	0%
Neither agree nor disagree	0%	0%	0%
Somewhat disagree	0%	0%	0%
Unsure	0%	0%	0%
Total	100%	100%	100%



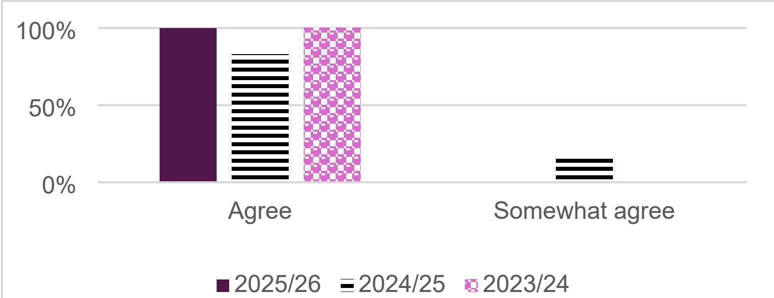
"There is a focus on improvement":

Responses	2025/26	2024/25	2023/24
Agree	83%	67%	71%
Somewhat agree	17%	33%	29%
Neither agree nor disagree	0%	0%	0%
Somewhat disagree	0%	0%	0%
Unsure	0%	0%	0%
Total	100%	100%	100%



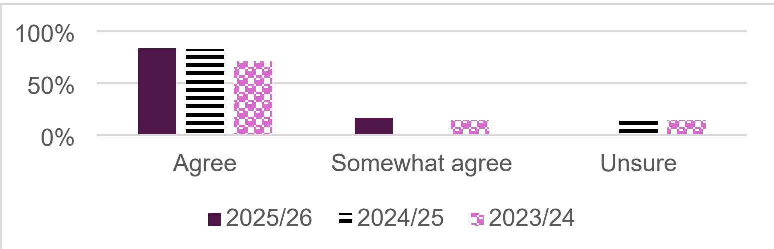
“All members are encouraged to engage in discussions”:

Responses	2025/26	2024/25	2023/24
Agree	100%	100%	86%
Somewhat agree	0%	0%	14%
Neither agree nor disagree	0%	0%	0%
Somewhat disagree	0%	0%	0%
Unsure	0%	0%	0%
Total	100%	100%	100%



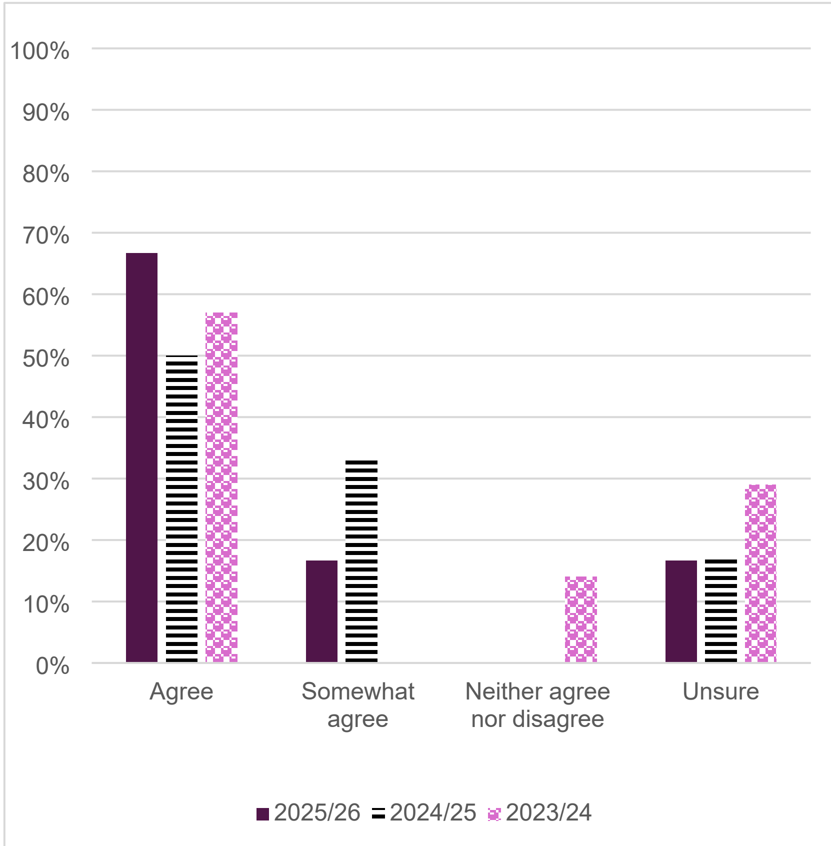
“There is regular dialogue with the Chair as to how the committee is working”:

Responses	2025/26	2024/25	2023/24
Agree	83%	83%	71%
Somewhat agree	17%	0%	14%
Neither agree nor disagree	0%	0%	0%
Somewhat disagree	0%	0%	0%
Unsure	0%	17%	14%
Total	100%	100%	100%



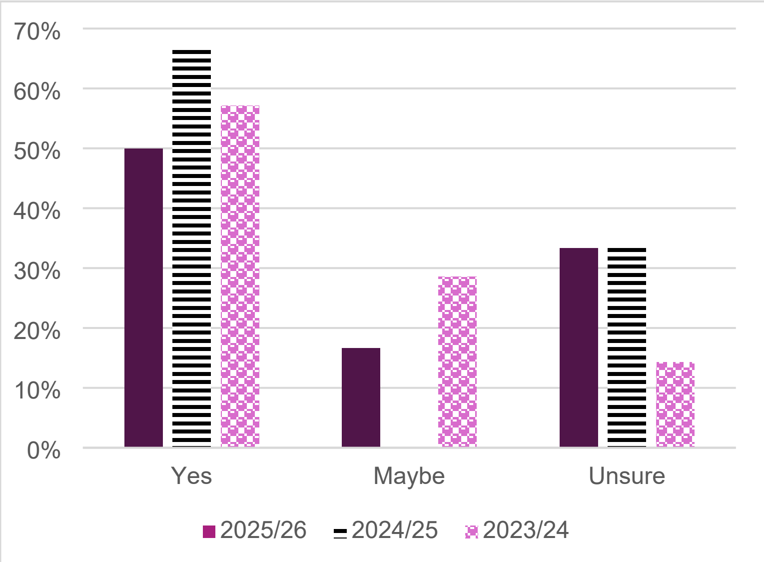
“Feedback is provided to the committee”:

Responses	2025/26	2024/25	2023/24
Agree	67%	50%	57%
Somewhat agree	17%	33%	0%
Neither agree nor disagree	0%	0%	14%
Somewhat disagree	0%	0%	0%
Unsure	17%	17%	29%
Total	100%	100%	100%



Q12 Does the committee make recommendations for improving governance, risk and control arrangements?

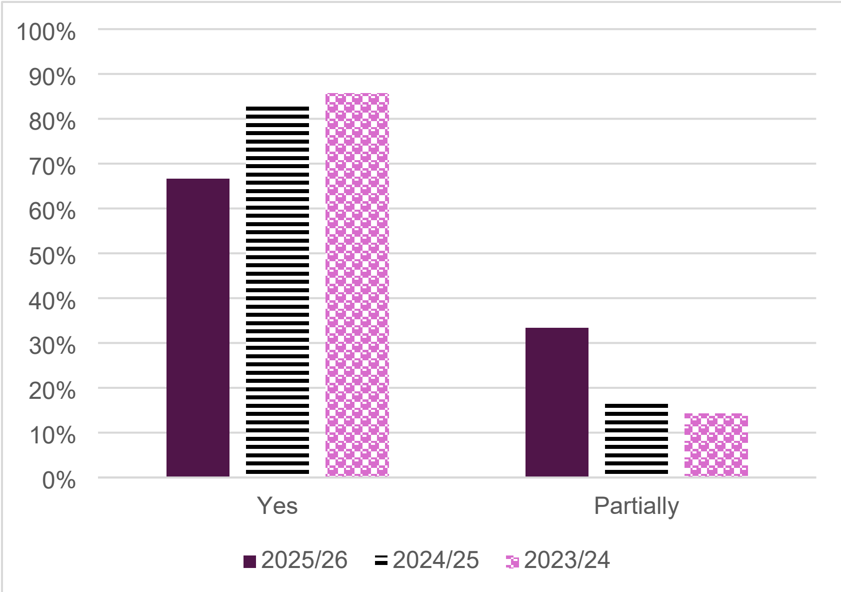
Responses	2025/26	2024/25	2023/24
Yes	50%	67%	57%
Maybe	17%	0%	29%
Unsure	33%	33%	14%
No	0%	0%	0%
Total	100%	100%	100%



Officers further added that the committee makes numerous recommendations, at times straying into officer responsibilities, but also in response to officer reports, particularly internal audit progress reports where audit fieldwork highlights areas of concern and view on managements ability to implement recommendations when responding to internal audit reports. Other officers added that the committee's input is largely driven through comments, questions, and requests for updates, challenging existing processes and holding management to account, although there are limited formal recommendations for improvement and a greater emphasis on expectations and discussion.

Q13 Do you think the Audit and Governance Committee is adding value?

Responses	2025/26	2024/25	2023/24
Yes	67%	83%	86%
Maybe	33%	17%	14%
Unsure	0%	0%	0%
No	0%	0%	0%
Total	100%	100%	100%



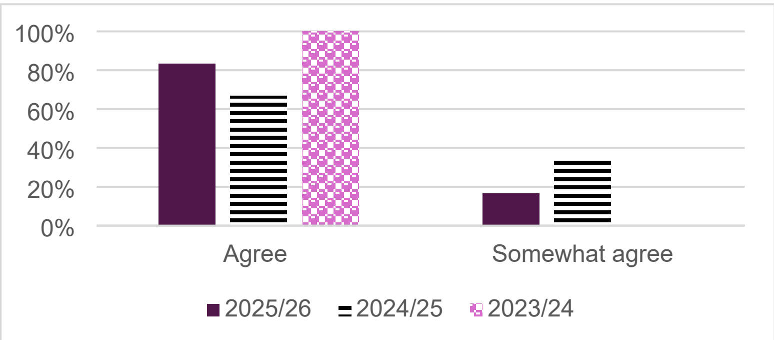
Officers indicated that the Audit and Governance Committee is adding value by functioning as intended, with a strong mix of skills and experience among members. The committee provides effective and professional challenge to reports, supporting robust decision-making, while its formal structure and published papers promote transparency and encourage officers to reflect on compliance with statutory requirements and guidance. Value is also added through independent oversight of financial reporting, risk management, and internal controls, although there are some concerns around occasional politicisation.

Q14 What, if anything, do you think has changed as a result of the actions of the A&G Committee?
Officers responded with the following:

- The Committee receive updates on all the key governance matters and makes valid challenge to management.
- The financial reporting of the Council has improved, especially the quality of the accounts and the value for money arrangements
- Improved transparency.
- Oversight from A&G to drive home to Officers the importance of responding to FOI's and SAR's on time.
- Frequency of reporting certain items, Directors being requested to attend to provide updates on actions.

Q15 Responsible Officers attend A&GC meetings when appropriate to answer questions, advise on actions being taken to address areas of concern, and listen to comments and concerns of the committee on key matters such as the Annual Governance Statement, Annual Assurance Report etc

Responses	2025/26	2024/25	2023/24
Agree	83%	67%	100%
Somewhat agree	17%	33%	0%
Unsure	0%	0%	0%
Somewhat disagree	0%	0%	0%
total	100%	100%	100%



Q16 Please provide any comments on the inclusion of an additional meeting during the year (5 held instead of 4 previously); for example: has this improved the workload at each meeting?

Officers' views on the additional meeting were mixed. Some felt it supported timely audit reporting and enabled key items, such as external audit reports, to be presented and approved, reducing pressure on existing meetings and allowing more in-depth discussion where agendas are better planned. However, others noted that agendas remain full, the extra meeting was not always fully utilised, and in some cases felt unnecessary, with a view that four meetings could still be sufficient. Overall, the benefit of a fifth meeting depends on improved agenda planning to make effective use of the additional capacity.

Additional comments:

Oversight from A&G had been used to drive home to Officers the importance of responding to FOI's and SAR's on time.