

FRAMEWORK FOR A CODE OF CORPORATE GOVERNANCE FOR GEDLING BOROUGH COUNCIL

Gedling Borough Council must be able to demonstrate that they are complying with the underlying principles of good governance, which are:

- Openness and Inclusivity.
- Integrity.
- Accountability.

If they are to do this, these principles need to be translated into a framework which seeks to ensure that they are fully integrated in the conduct of the authority's business and establishes a means of demonstrating compliance. Gedling Borough Council, therefore will need to demonstrate that their systems and processes are:

- Monitored for their effectiveness in practice.
- Subject to review on a continuing basis to ensure that they are up to date.

The concept of leadership overarches the principles of corporate governance. The principles of good governance can only be adhered to if leadership is exercised through:

- Gedling Borough Council providing vision for its community and leading by example in its decision making and other processes and actions.
- Members and managers conducting themselves in accordance with high standards of conduct.

The fundamental principles of corporate governance, therefore, need to be reflected in the different dimensions of a local authority's business. It is important to recognise that the dimensions are not mutually exclusive – for example, standards of conduct are part of every dimension. The following five categories are designed to reflect the business areas to which governance standards can be applied:

- Community Focus.
- Service Delivery Arrangements.
- Standards of Conduct.
- Structures and Processes.
- Risk Management and Internal Control.

Community Focus

Through carrying out their general and specific duties and responsibilities and their ability to exert wider influence, Gedling Borough Council should:

- Work for and with their communities.
- Exercise leadership in their local communities and undertake an “ambassadorial” role to promote the well being of their area where appropriate.

Gedling Borough Council should, therefore maintain effective arrangements:

- For explicit accountability to stakeholders for the authority’s performance and its effectiveness in the delivery of services and sustainable use of resources.
- To demonstrate integrity in the authority’s dealings in building effective relationships and partnerships with other public agencies and the private/voluntary sectors.
- To demonstrate openness in all their dealings.
- To demonstrate inclusivity by communicating and engaging with all sections of the community to encourage active participation.
- To develop and articulate a clear and up to date vision and corporate strategy in response to community needs.

Community Focus

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
<p>a. Publish on a timely basis an annual report presenting an objective, understandable account of the authority's:</p> <ul style="list-style-type: none"> • Activities & achievements • Financial position and performance <p>The reports should include statements:</p> <ul style="list-style-type: none"> • Explaining the authority's responsibility for the financial statements. • Confirming that the Authority complies with relevant standards and codes of corporate governance. • On the effectiveness of the Authority's system for risk management and internal control 	<p>Annual Financial Statements Budget and Service Plan</p> <p>Performance Digest</p> <p>Strategic Corporate Plan</p> <p>Council Tax Leaflet</p> <p>Member Allowances Scheme</p> <p>Members Allowances</p>	<p>June 2007 Personnel & Resources Committee. Publish 2007/08 version in March 2007.</p> <p>Produce quarterly digests to Cabinet – Aug, Nov and Feb. Plus a year-end version in June 2007.</p> <p>Produce statutory BVPP with intention of producing a fuller new Strategic Corporate Plan based on the priorities of the new administration by March 2008.</p> <p>Produce 2008/09 leaflet in March 2008. Advertise scheme March 2008.</p> <p>Publish in March 2008.</p>	<p>Achieved. June 2007 P&R Committee. Completed. Published 2007/08 version in March 2007. Completed.</p> <p>Completed – Strategic Corporate Plan adopted April 2008.</p> <p>Benefits take-up leaflet issued with Annual Bills. Advertised 27.03.08</p> <p>Published 27.03.08</p>	<p>June 2008 P7r Committee. Publish 2008/09 version in March 2008.</p> <p>As 2007/08.</p> <p>Consider refresh of SCP Spring 2009.</p> <p>To issue with all new CT bills throughout the year. Advertise scheme changes March 2009.</p> <p>Publish amended scheme March 2009.</p>

Community Focus

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
b. Publish on a timely basis a performance plan presenting an objective, balanced and understandable account and assessment of the authority's: <ul style="list-style-type: none"> • Current performance in service delivery • Plans to maintain and improve service quality 	Extract from Strategic Corporate Plan	Produce statutory BVPP with intention of producing a fuller new Strategic Corporate Plan based on the priorities of the new administration by March 2008.	Completed – Strategic Corporate Plan adopted April 2008.	Consider refresh of SCP Spring 2009.
	Budget & Service Plan	Publish 2008/09 version in March 2008.	Completed. Published 2007/08 version in March 2007.	Publish 2008/09 version in March 2008.
	Gedling Community Strategy	Progress full review for completion in 2008.	Review started.	In progress – due for completion Dec 2008.
	Strategic Corporate Plan summary	Summary of Strategic Corporate Plan to follow the publication of the Strategic Corporate Plan in 2008.	Work started.	Due for publication June 2008.
	Summary Statement of Accounts	Analysing feedback and making adjustments to summary statement December 2007.	Summary Statements included in Contacts 2007.	Summary Statement to be included in Contacts.

Community Focus

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
c. Put in place proper arrangements for the independent review of the financial and operating reporting processes.	<p>Annual Audit Letter and other audit reports</p> <p>Scrutiny Committee function</p> <p>Scrutiny Working Group - Consultants</p> <p>Audit sub-committee</p> <p>CPA Inspectorate reports</p> <p>Use of resources value for money self assessment</p>	<p>2007/08 letter to be reported to committee.</p> <p>Follow up recommendations in budget formulation arrangements for the 2007-08 budget.</p> <p>Complete review of value for money from consultants. Further questioning sessions planned. Ongoing. Meetings held on an ad hoc basis.</p> <p>No service inspections planned.</p> <p>Complete further self assessment update.</p>	<p>Annual review of Internal Audit completed May 2008. Annual audit letter produced for inclusion at cabinet and Audit Sub Committee in June 2008. Ongoing.</p> <p>Review completed.</p> <p>Ongoing.</p> <p>Ongoing, quarterly meetings held during 2007-08. Chair attended BGF course. N/a.</p> <p>Completed summer 2007.</p>	<p>2008/09 letter to be reported to committee.</p> <p>Ongoing.</p> <p>Further reviews as instigated by scrutiny committees. Ongoing.</p> <p>Ongoing. Meetings held on an ad hoc basis.</p> <p>CPA assessment scheduled June 2008.</p> <p>As 2007/08.</p>

Community Focus

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
d. Put in place proper arrangements designed to encourage individuals and groups from all sections of the community to engage with, contribute to and participate in the work of the authority and put in place appropriate monitoring processes to ensure that they continue to work in practice.	Strategic partnership framework (LSP)	Board to meet 4 times in year. Executive to meet every 6 weeks.	Partnership met in line with this.	As 2007/08.
	Area Based Initiatives (ABI)	Launch two ABIs- typically expected to be three-year programmes (ongoing).	Two ABIs launched 2006/07.	Ongoing.
	Housing Contractor Forum	Further develop joint working and partnership concepts to improve efficiency and Value for Money.	Introduction to open book accounting has facilitated efficiencies in administration and improved cooperation of key personnel. Introduction of hand held technology has facilitated smart targeting of resources to reduce unnecessary travelling and increase greater control on operative's delivery.	Further expansion of appointment system at 1 st point of contact to support improved access and reductions in lost time. Improved identification and joint working to deliver efficiencies as part of an expanded cyclical planned maintenance programme.

Community Focus

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	Voids meeting	Improved monitoring and sanctions included in new Responsive Maintenance Contract. Continue regular monitoring meetings and work towards further improvement of performance and efficiency.	Increase joint working with partners and key colleagues. Has resulted in driving improvement in quality and turnaround times.	Introduction of process map review to drive further improvements in customer service, reduction in costs and quality assurance.
	Race Relations Monitoring reports	Working towards revised Level 2.	Continuing to work towards revised level 2.	Recent baseline review will provide action plan to achieve level 2 during 08/09.
d. Continued from previous section.	<p>Process for carrying out Impact Needs Assessment agreed</p> <p>Tenants Consultation Panel</p>	<p>Training to be carried out May 2006 and programme of assessments ongoing.</p> <p>Training for tenants on LSVT. Large scale communication programme in place and planned. Continue to develop Shadow Board and train tenants representatives.</p>	<p>A number of impact assessments have been completed.</p> <p>ITA carried out full training programme up to ballot.</p> <p>Shadow board in place and operating well.</p>	<p>Baseline review will give actions to continue to embed impact assessment process.</p> <p>Awareness raising for stock transfer.</p> <p>Gedling Homes Launch.</p>

Community Focus

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d. Continued from previous section.	On-line Surveys	Ongoing.	Progressed – example includes Budget Consultation Autumn 2007.	As 2007/08.
	Community Safety Partnership	Monitor performance against Strategy and Action plans, ensuring links to LAA. Progress towards joint South Notts Partnership in shadow forum.	Ongoing.	Ongoing.
d. Continued from previous section.	Race Awareness Forum	Race Awareness Forum to be developed.	Developed into Community Cohesion Forum with representatives from agencies throughout Borough. Under the umbrella of LSP.	Work programme being planned.

Community Focus

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
d. Continued from previous section.	Friends of Gedling Wood	Continue land management and improve meadow in accordance with Management Plans. Looking to secure further grants from external bodies such as the Forestry Commission using the Council's match funding of £10,000.	Ongoing.	Ongoing.
	Gedling Youth Council Netherfield lagoons	Ongoing. Continue to action the Management Plan.	Ongoing. Ongoing.	Ongoing. Ongoing.
	Friends of Hobbucks (Killisick)	Agree Management Plan for management of Hobbucks. Look to secure long-term funding.	Ongoing.	Ongoing.

Community Focus

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
d. Continued from previous section.	Sport & Physical activity community group	External funding bids to be made by partnership to enhance strategy delivery.	Two successful bids made to the Community Initiative Fund - £80,597 over three years.	Restructure the Leisure Resources Section to deliver the grant action plans – September 2008.
	Allotment Association	Carry out site improvement to security using the match grant-funding scheme.	A successful bid made to Notts County Teaching PCT - £30,000 over three years. Successful bid to Schools Sports Partnership - £9,000 over 3 years. Successful bids for improved security fencing, rubbish clearance and irrigation improvements.	Scheme finished.
	Friends of Arnot Hill Park	Strengthen the group through volunteers. Work with Urban Park Rangers to deliver Arnot Hill Park Management Plan. Bring the park to Green Flag Standard and make an application for the award in May 2007.	Green Flag Standard met and award achieved. 'Friends' group being led by Park Rangers.	Retention of the Green Flag award. Introduction of a junior section of the 'Friends' group – May 2008.

Community Focus

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
d. Continued from previous section.	Self management with local sports clubs	<p>Work in partnership with the club to improve the ground facilities.</p> <p>Establish an agreement with Bestwood Youth teams for management of the pavilion and improvements to playing surfaces. Agreement to be completed by September 2007.</p> <p>Establish an agreement with Netherfield Boys and Girls Football Club for management of Richard Herrod Playing Fields Pavilion. Agreement to be completed by June 07.</p>	<p>Agreement with club progressed. Improvements to ground completed. Subsidence has affected the work – Coal Board are undertaking repairs, use of the pitches delayed for one year.</p> <p>Agreement in place.</p>	<p>Ensure playing facilities are available to the club for the 2008/09 season.</p> <p>Continue to work with the club to achieve accreditation.</p> <p>Continue to assist the club in its development – ongoing.</p>

Community Focus

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
d. Continued from previous section.	Community involvement in the management of local parks	Work with local communities to bring Conway Road Recreation Ground and Oakdale Road Recreation Ground to Green Flag standard and make application for the award by Nov. 07.	Application for Oakdale Road completed, judging May 2008. Conway Road Recreation Ground deferred until 2008.	Consider introducing local Green Flag standards to Borough parks and self-assessment – September 2008.
	Sports Forum	Continue establishment of Sports Forum and increase its membership. Use Sports Forum (comprising local voluntary organisations) as consultees for examination of reprogramming of the Borough's Leisure Centres. Sports Forum to become CRB umbrella body.	Sports Forum membership has fallen. Group has been re-formed and re-constituted April 2008.	Increase membership, obtain funding for the group, establish its role in sports development and delivery for the Borough – September 2008.

Community Focus

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
	Scrutiny meetings in community locations	Further meetings at community locations planned. Ongoing to meet statutory requirement.	Scrutiny committees now held centrally.	No further action required.
	Scrutiny Review - Services for the Disabled Consultation with Industrial & Commercial representatives on the budget	Complete review and make recommendations to Cabinet. February 2008.	Review completed. Ongoing.	Ongoing review. Ongoing.
	Statement of Community involvement as part of Local Development Framework	To be adopted August 2006 (ongoing).	Ongoing.	Ongoing.

Community Focus

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
e. Make an explicit commitment to openness in all of their dealings, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so and by their actions and communications deliver an account against that commitment.	Constitution	Review of Standing Orders for Contracts (ongoing).	No amendments made.	Amendment as required.
	Forward Plan	Ongoing.	Ongoing.	Ongoing.
	Freedom of Information Publication scheme (original scheme 2003/04)	Publication Scheme to be revised following introduction of model publication scheme by the Information Commissioner.	Model scheme recently released by OIC.	Publication scheme to be revised by April 2009.
	<div data-bbox="698 906 1037 1034">Records Management Policy</div> <div data-bbox="698 1034 1037 1319">Audit sub-committee</div>	<div data-bbox="1037 906 1377 1034">Ongoing.</div> <div data-bbox="1037 1034 1377 1319">Quarterly meetings planned.</div>	<div data-bbox="1377 906 1736 1034">Ongoing.</div> <div data-bbox="1377 1034 1736 1319">Ongoing, quarterly meetings held during 2007-08. Chair attended BGF course.</div>	<div data-bbox="1736 906 2094 1034">Ongoing.</div> <div data-bbox="1736 1034 2094 1319">Ongoing. Meetings held on an ad hoc basis.</div>

Community Focus

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	<p>Open Committee meetings – public able to speak in Planning Committees</p> <p>E-Government - Committee Admin System</p>	<p>In place (ongoing).</p> <p>Ongoing.</p>	<p>Ongoing.</p> <p>Ongoing.</p>	<p>Ongoing.</p> <p>Ongoing.</p>
f. Establish clear channels of communications with all sections of their community and other stakeholders and put in place proper monitoring arrangements to ensure that they operate effectively.	<p>Electronic Service Delivery (ESD) Toolkit</p> <p>ICT Strategy</p>	<p>Achieve compliance with BV157 by December 2005. Ongoing maintenance of ESD Toolkit.</p> <p>Implement the strategy.</p>	<p>Ongoing maintenance of ESD Toolkit.</p> <p>The Councils ICT Strategy covering 2005-2008 was approved by Cabinet in December 2005 and is a current Operating Framework.</p>	<p>Ongoing maintenance of ESD Toolkit.</p> <p>Consider opportunities to compare and potentially align the Councils ICT Strategy with local Partner Councils with a view to closer working arrangements. Schedule for formal review of the Strategy during 2009/10.</p>

Community Focus

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
f. Continued from previous section.	Gedling Contacts	3 editions to be produced.	Completed.	3 editions to be produced.
	Website	On line planning applications live system running September 2006 (ongoing).	Operational.	Operational.
	Website Review	Ongoing improvement / review.	Development bid submitted for replacement of Web Content Management System and Web Manager October 2007 (failed to achieve funding).	Continue to develop the Business Case for a replacement WCM System and Web Manager and re-submit request for funding October 2008.
	Access Strategy (services)	Ongoing review of strategy.	Blue print for Customer Services agreed. GT Programme to deliver the vision for customer access.	Within GTP project plan.

Community Focus

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
f. Continued from previous section.	Undertake a telephony trial for Gedling One Stop Service particularly focussing on Housing Benefit and Council Tax.	Trial due to start July 2006. Implement the strategy.	Operational and supported by the introduction of a new Telephony System with Contact Centre functionality.	As part of the Gedling Transformation Programme to continue to develop the Customer Services function by the migration of other call traffic from back to front office.
	Statement of Licensing Policy	Ongoing review (review by Jan 08).	New Policy Statement adopted by Full Council (Dec 07) in line with national timescales. Available to download from Internet and from Licensing services.	Policy statements can last for up to 3 years between reviews. No review envisaged in 2008-09 unless changes to legislation require review.
	Gambling Act Statement of Principles	Develop Statement of Principles (ongoing).	New Statement adopted December 2006 and no additional changes were required in 2007-08. Available to download from Internet and from Licensing services.	Policy statements can last for up to 3 years between reviews. No review envisaged in 2008-09 unless changes to legislation require review.

Community Focus

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f. Continued from previous section.	Civil Contingencies Act 2004 compliance	Develop and undertake test of BCP. EP compliance ongoing as a result of SLA and countywide risk assessments.	BCP reviewed and updated. Key services identified, Disaster Recovery plan in place for key systems. Contract with ADAM includes annual test.	Ongoing review and test of DR plan.
	liP accreditation achieved September 2004.	Re-accreditation September 2006. Action plan agreed to meet development recommendations in the assessor's report.	Re-accreditation achieved February 2007. Achieved level 2 of the profile assessment.	Delivery of action plan arising from assessment.
	CPA Improvement plan	Complete delivery of latest improvement plan.	Already completed.	Consider new plan post CPA corporate re-assessment.
	Communication strategy	Complete delivery.	Progressed.	For review in 2008/09.
	Employee consultation & information group	Continuing as a forum for consultation.	Ongoing.	Ongoing.

Community Focus

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
	Regular meetings with UNISON and MPO	Chief Executive, Deputy Chief Executive and Head of Personnel to meet regularly with Trade Unions (ongoing).	Ongoing meetings including monthly meetings regarding GTP.	Continue with meetings.
	Race Awareness Forum	Race Awareness Forum established and launched (06/07). Race Awareness Forum role to be developed.	Developed into Community Cohesion Forum with representatives from agencies throughout Borough. Under the umbrella of LSP.	Work programme being planned.
g. Ensure that a vision for their local communities and their strategic plans, priorities and targets are developed through robust mechanisms and in consultation with the local community and other key stakeholder and that they are clearly articulated and disseminated.	Gedling Community Strategy	Keep under review and monitor progress. Progress full review for completion in 2008.	Review started.	In progress – due for completion December 2008.
	Budget & Service Plan	Publish 2007/08 version in March 2007.	Completed. Published 2007/08 version in March 2007.	Publish 2008/09 version in March 2008.

Community Focus

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
	Strategic Corporate Plan	Produce statutory BVPP with intention of producing a fuller new Strategic Corporate Plan based on the priorities of the new administration by March 2008.	Work started.	Due for publication June 2008.
	Local Area Agreement	Support development of new LAA in line with the Local Government Bill.	Support offered through out process including block lead role.	Continued support including delivery.
	Greater Nottingham Partnership. Greater Nottingham Executive	Support development of Greater Nottingham Executive to deliver agenda of Nottingham as a core city.	Significant support offered.	Support to continue.
	Freedom of Information Act Record Management Policy	Ongoing review.	Ongoing.	Ongoing.

Community Focus

Reference documents	Tools to assist local authorities for self assessment purposes
<ul style="list-style-type: none">• Modern Local Government: Guidance on Enhancing Participation DETR (1998)• Statement of Recommended Practice on Local Authority Accounting (SORP)• Human Rights Act 1998 Guidance• Race Relations Act 1976 and Race Relations (Amendment) Act 2000• Macpherson Report (1999)• Local Government Act 2003• The Local Government (Access to Information)(Variation) Order 2006• Freedom of Information Act 2000• Civil Contingencies Act 2004• The Children Act 2004• Housing Act 2004• Housing and Health Safety Rating System 2006• Disability Discrimination Act 1995• Disability Discrimination Act 2005 (Disability Equality Duty)• Accounts and Audit Regulations 2003• ODPM Circular 03/2003• ODPM Circular 04/2004• Approved Local Development Statement (LDS)• “Drawing Together- Nottingham as a Core City”• “The Story Unfolds – How we develop Greater Nottingham”	<ul style="list-style-type: none">• Benchmark of the Ideal Authority I&DeA (1999)

Service Delivery Arrangements

Gedling Borough Council should ensure that continuous improvement is sought, agreed policies are implemented and decisions carried out by maintaining arrangements which:

- Discharge their accountability for service delivery at a local level.
- Ensure effectiveness through setting targets and measuring performance.
- Demonstrate integrity in dealing with service users and developing partnerships to ensure the right provision of services locally
- Demonstrate openness and inclusivity through consulting with key stakeholders, including service users.
- Are flexible so that they can be kept up to date and adapted to accommodate change and meet user wishes.

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
a. Set standards and targets for performance in delivery of services on a sustainable basis and with reference to equality policies	Strategic Corporate Plan including statement on Equalities. Best Value reviews	Produce statutory BVPP with intention of producing a fuller new Strategic Corporate Plan based on the priorities of the new administration by March 2008. Principles of Best Value applied to all services and reviews (ongoing).	Completed revised plan 2008 to 2012. Approved by Cabinet 10/04/08. Principles of Best Value applied to all services and reviews (ongoing).	Ongoing. Consider refresh of Strategic Corporate Plan spring 2009. Principles of Best Value applied to all services and reviews (ongoing).

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
a. Continued from previous section.	Asset Management Plan	Update AMP by end of 2007.	No update in 2007/08.	Update December 2008.
	Waste Management Strategic Plan	Ongoing.	Draft strategy being prepared.	Implementation autumn 2008.
	Equalities Standard	Achieve level 2 of the revised standards.	Continuing to work towards revised level 2.	Recent baseline review will provide action plan to achieve level 2 during 08/09.
	Customer Service Values	Finalise values and publicise them (ongoing).	Agreed Customer Charter produced and promoted through posters in all customer areas.	May be reviewed through Customer Service Group to make more accessible.
b. Put in place a sound system for providing management information for performance measurement purposes	Performance Management and Information Systems	Procure and prepare for implementation of new Performance Management System.	Procurement progressed.	Implementation planned.
	Budget & Service Plan monitoring	Procure and prepare for implementation of new Performance Management System.	New performance management system sourced in conjunction with other LA's.	Implementation of new system.
b. Continued from previous section.	AMP – Project Mgt for larger projects	Action plan implemented 05/06 (ongoing monitoring).	Project plans for larger projects in place.	Project plans for larger projects to be completed.

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
c. Monitor and report performance against agreed standards and targets and develop comprehensive and understandable performance plans	Performance Digest	Produce quarterly digests to Cabinet – Aug, Nov and Feb. Plus a year end version in June 2007.	Completed.	Produce quarterly digests to Cabinet – Aug, Nov and Feb. Plus a year end version in June 2008.
	Budget & Service Plan	Publish 2008/09 version in March 2008.	Completed. Published 2007/08 version in March 2007.	Publish 2008/09 version in March 2008.
	Scrutiny Committee Reports Cabinet reports	Ongoing.	Ongoing.	Ongoing.
	CPA Improvement plan	Complete delivery of latest improvement plan.	Completed.	Consider new plan post CPA corporate reassessment.
c. Continued from previous section.	Parks & open Spaces Action Plan	Confirm the land required to replace Redhill, Carlton and Gedling Cemeteries. Request funding to purchase through capital application October 2007.	Land required identified and funding secured.	Identify a site for development, secure planning permission and purchase – March 2009.

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
c. Continued from previous section.	Waste Management Action Plan	Ongoing.	Not applicable.	Action plan 2008 – 2012 to commence.
	Planning Improvement Plan	New Plan to be introduced following Peer Review.	Plan drafted and adopted. Progress reviewed against it.	Ongoing implementation of recommendations.
	Planning delivery targets	To achieve national targets (ongoing).	All targets met.	To achieve national targets (ongoing).
	Procurement strategy (Procurement milestones)	Review procurement strategy (ongoing).	The Councils procurement strategy covering 2006-2009 was approved by Cabinet in December 2006 and is a current Operating Framework.	Consider opportunities to compare and potentially align the Councils Procurement Strategy with local Partner Councils with a view to closer working arrangements. Schedule for formal review of the Strategy during 2010/11.
	liP monitoring	Re-accreditation September 2006. Action plan agreed to meet development recommendations in the assessor's report.	Re-accreditation achieved February 2007. Achieved level 2 of the profile assessment.	Delivery of action plan arising from assessment.

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
d. Put in place arrangements to allocate resources according to priorities	Community Plan, Service Plans, Budget, Capital Strategy Risk management – operational and strategic risk registers	Review use of area based profiles in allocating methodology. Review Capital Strategy. Scrutiny working group (ongoing). Strategic Risk register reviewed quarterly. Operational Risk Register Reviewed quarterly.	Capital Strategy reviewed. Ongoing. Corporate Risk Scorecard produced and submitted to SMT and ASC on a quarterly basis. Corporate Risk Scorecard produced and submitted to SMT and ASC on a quarterly basis.	Ongoing review. Ongoing. Strategic Risk register reviewed quarterly. Operational Risk register reviewed quarterly.
e. Foster effective relationships and partnerships with other public sector agencies and the private voluntary sectors and consider outsourcing where it is efficient and effective to do so, in delivering services to meet the needs of the local community and put in place processes to ensure that they operate effectively in practice.	Local Strategic Partnership	Board to meet 4 times in year. Executive meet every 6 weeks.	Partnership met in line with this.	Board to meet 4 times in year. Executive meet every 6 weeks.

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
e. Continued from previous section.	Rushcliffe partnering	RBC undertaking debtors work by end of 2005/06 (ongoing). RBC undertaking Clinical Waste on behalf of GBC from 3rd June 2006 (ongoing). GBC undertaking tree work for RBC since August 2005 (ongoing).	Partnership under review. Ongoing. Ongoing.	Partnership arrangements to be reviewed. Continuation of Contract Arrangements. Continuation of Contract Arrangements.
	Shared Procurement Officer with RBC	Appointed.	Ongoing.	Ongoing.
	Payroll Services for RBC	Review potential for payroll services to be delivered to RBC by the Council.	Payroll services provided to RBC, ongoing SLA / review.	Partnership subject to ongoing review.
	Shared Urban Design Officer	Appointment made April 2007. Two year agreement.	UDO has significantly improved quality of planning applications.	Consider establishment as permanent post.
	Joint Policy Officer with RBC	Appointment made January 2007.	In post.	To be reviewed.

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
e. Continued from previous section.	<p>Shared Services</p> <p>PCT partnering – positive moves (partnership with the PCT has all 15 GP practices referring patients)</p>	<p>Develop a strategy at the Council for shared services using external consultants.</p> <p>Develop and adopt “Partnership Agreement” to clarify service delivery between Gedling Borough Council and Notts County Teaching, PCT.</p> <p>Services to include: - Positive Moves, Heartbeats, Young Peoples Positive Moves, Get Going in Gedling, Moving More Often and MEND.</p>	<p>Ongoing.</p> <p>Partnership Agreement in place.</p> <p>Partnership funding secured.</p>	<p>Ongoing.</p> <p>External grant and restructure of the Resources Section to deliver – to be completed by September 2008.</p>
	Exercise promotion Officer funded jointly with PCT.	Increase the number of referrals and the range of medical referrals.	Referrals for Young Persons Positive Moves increased. Referrals for Positive Moves maintained.	<p>100 referrals for YPPM per year.</p> <p>400 referrals for PM per year.</p>

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
e. Continued from previous section.	Get Going in Gedling	To establish and constitute a Volunteer Lead Group to provide Health Walks in Gedling.	Forwarded to the following year.	To establish and constitute a Volunteer Lead Group to provide Health Walks in Gedling.
	Activity Friends	To establish a Volunteer Mentoring Programme to provide support to individuals embarking on a physical activity programme.	'Activity Friends' programme established.	Recruit mentors and mentees to the programme.
	Positive Moves Extra	To establish and constitute a parent lead community group to provide a pathway to mainstream activities for young people.	Positive Moves 'Extras' established and constituted.	To provide continued support to the Positive Moves 'Extras' and establish a second group at Redhill Leisure Centre.
	Joint IT procurement	IBS Revenues and benefits – Complete (ongoing).	Embracement of opportunities for closer working between the Partnership – attempt to engage Mansfield DC unsuccessful.	Embracement of opportunities for closer working between the Partnership – plan for formal System review during 2010/11.

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
	Greater Nottingham Partnership. Greater Nottingham Executive	Support development of Greater Nottingham Executive to deliver agenda of Nottingham as a core city.	Ongoing. Significant support offered.	Ongoing. Support to continue.
	Arts Officer joint funded with Arts Council England	Continued delivery of Action Plan for Arts Strategy and establishment of Arts Forum.	Arts Forum established – Action Plan being progressed.	Arts Strategy review – March 2009.
e. continued from previous section.	Examination of procurement options for the future delivery and management of the Council's five leisure centres	Work with consultants to produce an options document for consideration by Members for April 2007. Continue with site visits and prepare bids for a Building Condition Survey. Revise the target date for a decision on a future procurement option to September 2008.	Option document produced. Bid for Building Condition Survey was unsuccessful. Target date for decision revised to March 2009.	Final site visit to Authority that has kept management in-house arranged. Consultants document to be revised to take into account new VAT regulations. March 2009.

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
e. Continued from previous section.	Adherence to good employment practice	<p>Re-accreditation February 2007. Implement action plan to address development areas.</p> <p>Sickness attendance incentive reward scheme continuing.</p>	<p>Current good employment policies in place.</p> <p>Ongoing.</p>	<p>Review of flexitime scheme and employment after age 65 policies to ensure they reflect best practice.</p> <p>Ongoing.</p>
	Partnership framework	<p>IEG implementation plan. Complete IEG6 and progress towards national priorities.</p> <p>ICT Strategy to meet national priorities (approved Dec 05).</p>	<p>Ongoing.</p> <p>The Councils ICT Strategy covering 2005-2008 was approved by Cabinet in December 2005 and is a current Operating Framework.</p>	<p>Ongoing.</p> <p>Consider opportunities to compare and potentially align the Councils ICT Strategy with local Partner Councils with a view to closer working arrangements. Schedule for formal review of the Strategy during 2009/10.</p>

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
e. Continued from previous section	Procurement strategy	Ongoing.	The Councils procurement strategy covering 2006-2009 was approved by Cabinet in December 2006 and is a current Operating Framework.	Consider opportunities to compare and potentially align the Councils Procurement Strategy with local Partner Councils with a view to closer working arrangements. Schedule for formal review of the Strategy during 2010/11.
	Stock Transfer	Undertake detailed consultation and communication programme. Develop Tenant Offer Document and undertake Tenant Ballot.	Stage 1 and 2 of Formal Consultation successfully completed.	Joint action plan in place for transfer on 3 November 2008.
	Voluntary Sector Compact	Explore SLA (signed 2005) & agree local compact. Include in procurement strategy commitment to working with Voluntary Community Organisations (VCOs).	Ongoing.	Ongoing.

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
e. Continued from previous section	Community Safety Partnership (meets quarterly. Tactical group meets monthly)	Complete delivery of 05/08 strategy and work with partners to introduce 3 year annual rolling action plans as required by new legislation.	Ongoing.	Ongoing.
	PCSO's joint funded	Ongoing.	Ongoing.	Ongoing.
	<p>Equalities</p> <p>Licensing policy</p>	<p>Work towards revised standards.</p> <p>Policy to be reviewed by January 2008.</p>	<p>Continuing to work towards revised level 2.</p> <p>Review process completed along national timeframe. New Policy Statement adopted by Full Council (Dec 07) and policy in force Jan 08.</p>	<p>Recent baseline review will provide action plan to achieve level 2 during 08/09.</p> <p>Policy statements can last for up to 3 years between reviews. No review envisaged in 2008-09 unless changes to legislation require review.</p>

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
e. Continued from previous section	Gambling Act Statement of Principles	Develop Statement of Principles (ongoing review).	Review process completed along national timeframe. New Policy Statement adopted by Full Council (Dec 07) and policy in force Jan 08.	Policy statements can last for up to 3 years between reviews. No review envisaged in 2008-09 unless changes to legislation require review.
	Gedling Community Plan	Progress full review for completion in 2008.	Review started.	In progress- due for completion December 2008.
	Home Improvement Agency (HIA)	Review performance to determine future funding and continuation of HIA. Monitor and review service delivery.	Ongoing review.	Ongoing review.
	2005/06 HEAT	Annual review. Review endorsement and monitoring of progress.	Association re-established after loss of members and appointment of new Chair.	To continue development of the group to enable them to take over the management of the community centre.

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
e. Continued from previous section	Sure Start	Killisick Community Centre - Completion of building works by June 2005 & implementation of delivery plan. Continuing full year implementation of delivery plan.	Delivery Plan for 2007/08 complete. Partnership work with Sure Start established.	To consider Sure Start's request to expand their facilities at Killisick Community Centre offering a broader range of services.
	Joint working arrangements	<u>Joint Use</u> Implement Action Plans formulated from 2006/07 Centre Reviews by September 2007.	Reviews for Carlton Forum and Arnold Leisure Centre complete.	To complete the review of Redhill and Calverton Leisure Centres by March 2009.
	Joint working arrangements	<u>Bestwood Country Park.</u> Continue with Action Plan for the Park. Support Heritage Lottery Development Grant for restoration of Bestwood Winding Engine House.	Action Plan progressed. Heritage Lottery Bid for restoration of Bestwood Winding Engine House successful.	Continue to support the County Council Rangers with their site development plans. Restoration of the Winding Engine House to commence.
		<u>St George's Centre Netherfield.</u> Funding of Intermediary Service £10,000.	Ongoing.	Ongoing.

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
e. Continued from previous section		<u>Concessionary Fares</u> Ongoing. Full fare concessions. <u>Gedling One Stop</u> Service coordinates district council, county council and a range of other public service providers including Police and DWP (ongoing).	Ongoing. Full fare concessions. Customer Service blueprint has a vision for a first point of contact for all services through One Stop. Work has started to map processes for transfer to One Stop.	Ongoing. Full fare concessions. GTP project plan to work through all functions of the council transferring as far as possible customer contact into One Stop.
	Nottinghamshire Public Service Agreement (PSA)	Final performance monitoring & report by NCC. Could explore potential for PSA2.	Final Reporting completed.	Ongoing.
	Planning – Conservation advice Planning design advice	Outsourced to Nottinghamshire county Council from April 2007 (ongoing). Shared Urban Design Officer appointed April 2007 (ongoing).	Good quality advice received. UDO has significantly improved quality of planning applications.	Continue, but monitor and consider alternative arrangements. Consider establishment as permanent post.

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
e. Continued from previous section	Building Control	Participation in a review held by RBC regarding establishing a Nottinghamshire Joint Building Control, Service (ongoing).	County initiative still ongoing. Local agreement between GBC and N&SDC developing.	County initiative still ongoing. External consultants engaged to project manage GBC/NSDC merge proposal for September 08 (subject to agreement).
	Waste Management (MRF)	It is envisaged that the Districts will now enter into a partnering agreement with NCC in 2008 taking into consideration the arrangements agreed between NCC and the successful bidder.	A memorandum of understanding produced but not in sufficient detail for districts to sign up to.	A formal agreement is being produced.
	Trade Recycling and bring sites	It is envisaged that the scheme will now be pursued in 2008/09.	Not applicable.	Will be implemented in Autumn 2008.
	Refuse Collection Service Joint working	Project first round completion due September 2007.	Phase one results now complete (except Nottingham City).	Phase two results complete. Phase three results to be provided in summer 2008.

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
e. Continued from previous section	RCV Joint Working Consortium	In 2006/07 joint purchase of vehicles for Notts Districts. Vehicles due for delivery in 2007.	Contract commenced for refuse collection vehicles in April 2007, for two years.	Contract commenced for vehicles up to 3.5 tonnes in May 2008, for three years.
	Honeywood Gardens	Build community centre youth and play facility and establish Residents' Association management of the facility September 2006. To operate the community centre in house until September 2007 when the Residents Association will take over its management.	Residents Association lost membership and the Chair. The group has been re-established but a delay in transfer of the centre management arrangements has resulted. The Borough has continued to manage and develop the facility.	To develop the new association allowing a centre handover to the group in March 2009.
	Nottingham for Tourism	Continued support to Experience Nottinghamshire and its delivery plans.	Ongoing.	Ongoing.
	New Deal (PSA)	Review recruitment policy in terms of how the Council wish to take New Deal forward.	Ongoing.	Ongoing.

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
	Local Government East Midlands (LGEM) (formerly EMRLGA)	Tender submitted for renewal of contract for a further 3 years.	IT Support provided for 2007/08. Invited by LGEM to continue for 2008/09.	To provide IT Support to the agreed SLA. Assumption at this stage is that the Council may not be providing support beyond 2008/09 due to re-organisation and significant downsizing of LGEM.
	N&S college Pt tutored Mgt development programmes	Deliver Leadership Development Course at Level 3 and Level 5 (continue to deliver).	Continued delivery during 07/08.	Continue delivery as required.
	Area Based Initiatives	Launched two ABIs (06/07), typically expected to be three-year programmes (ongoing).	Ongoing.	Ongoing.

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
f. Respond positively to the findings and recommendations of external auditors and statutory inspectors and put in place arrangements for the effective implementation of agreed actions.	Annual Audit Letter and other audit reports	Management of the Capital Programme to be monitored. Review improvements required by Use of Resources Judgment.	Use of Resources Action Plan produced, improved score achieved, further improvement opportunities identified.	Review improvements required by Use of Resources Judgment.
	CPA Inspectorate reports	No service inspections planned.	No inspections.	CPA corporate re-assessment July 2008.
	Planning Inspectorate Reports	Ongoing.	Met target for appeals allowed.	Ongoing.

Reference documents	Tools to assist local authorities for self assessment purposes
<ul style="list-style-type: none"> • Local Government Act 1999: Best Value DETR Circular 10/99 • Race Relations Act 1976 and Race Relations (Amendment) Act 2000 • ODPM Circular 03/2003 • ODPM Circular 04/2004 • National Equalities Standards • Data Protection Act 1998 • Human Rights Act 1998 • Government targets for waste • National Procurement Strategy • The Public Contracts Regulations 2006 • Licensing Act 2003 • Benefit Fraud initiatives 	

Structures and Processes

Gedling Borough Council needs to establish effective political and managerial structures and processes to govern decision-making and the exercise of authority with organisation. Gedling Borough Council should maintain arrangements to:

- Define roles and responsibilities of members and officers to ensure accountability, clarity and good ordering of the authority's business.
- Ensure that there is a proper scrutiny and review of all aspects of performance and effectiveness.
- Demonstrate integrity by ensuring a proper balance of power and authority.

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
Balance of Power and Authority				
a. Put in place clearly documented protocols governing relationships between members and officers.	Codes and Protocols (constitution)	Member / Officer relations code in place (ongoing).	Ongoing.	Ongoing.
b. Ensure that the relative roles and responsibilities of executive and other members, members generally and senior officers are clearly defined.	Constitution Record of decisions and supporting material	Ongoing amendment as required. Ongoing.	Ongoing. Ongoing.	Ongoing. Ongoing.

Structures and Processes

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
Roles and Responsibilities of Members				
c. Ensure that members meet on a formal basis regularly to set the strategic direction of the authority and to monitor service delivery.	<p>Schedule of Council meetings</p> <p>Performance and management systems</p> <p>Financial standards and regulations</p> <p>Regular Cabinet meetings</p>	<p>To be approved by Council May 2007.</p> <p>Ongoing.</p> <p>Ongoing.</p> <p>To be agreed by Leader May 2007.</p>	<p>Approved at annual meeting May 2007.</p> <p>Ongoing.</p> <p>Ongoing review, compliance monitored via audit activity. Meeting programme agreed.</p>	<p>To be approved by Council May 2008.</p> <p>Ongoing.</p> <p>Ongoing review (Jan 2008).</p> <p>Regular meetings to be diarised for the year.</p>
d. Develop and maintain a scheme of delegated or reserved powers, which should include a formal schedule of those matters specifically reserved for the collective decision of the authority.	Constitution	Ongoing amendment as required.	Ongoing.	Ongoing.
e. Put in place clearly documented and understood management processes for policy development, implementation and review for decision making monitoring and control and reporting; and formal procedural and financial regulations to govern the conduct of the authority's business.	Constitution	Ongoing amendment as required.	Ongoing.	Ongoing.

Structures and Processes

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
Roles and Responsibilities of Members				
f. Put in place arrangements to ensure that members are properly trained for their roles and have access to all relevant information, advise and resource as necessary to enable them to carry out their roles effectively.	Members induction scheme Regular update sessions and Training plan Cabinet Responsibilities Portfolio Holder responsibility Cabinet Observers	In place. No action required. Ongoing. Member Information Officer recruited, no further action required.	Ongoing. Ongoing. N/a	Ongoing. Ongoing. N/a
g. Ensure that the role of the executive member(s) is/are formally defined in writing, to include responsibility for providing effective strategic leadership to the authority and for ensuring that the authority successfully discharges its overall responsibilities for the activities of the organisation as a whole.	Constitution	Ongoing monitoring of attendance at training.	Attendance recorded.	Ongoing.

Structures and Processes

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
Roles and Responsibilities of Members				
h. Ensure that the roles and responsibilities of all members of the local authority, together with the terms of their remuneration and its review is defined clearly in writing.	Constitution Members Allowance Scheme	Ongoing amendment as required. Undertake Annual Review by March 2008.	No amendment required. Review completed.	Ongoing. Undertake annual review by March 2009.
i. Ensure that a chief executive or equivalent is made responsible to the authority for all aspects of operational management.	Conditions of employment Chief executive appointed with effect from 01.10.04 as Head of Paid Service with overall management responsibility Scheme of delegation Job descriptions and specifications Performance management system	Ongoing. Ongoing. Ongoing. Ongoing.	Ongoing. Ongoing. Ongoing. Agreement reached to procure COVALENT – integrated PM system.	Ongoing. Ongoing. Ongoing. Effective implementation of COVALENT and integration with the risk management module.

Structures and Processes

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
Roles and responsibilities of Officers				
j. Ensure that a senior officer is made responsible to the authority for ensuring that appropriate advice is given to it on all financial matters, for maintaining an effective system of internal financial control.	Sect. 151 responsibilities) Statutory provision) Statutory reports) Budget documentation Job Description/Specification Personal Development review Audit sub-committee	Deputy appointed. No further action required. Approval by Council March 2008. Management Competencies ongoing. Ongoing to meet quarterly.	Ongoing. Approved by Council March 2008. Ongoing. Ongoing, quarterly meetings held during 2007-08. Chair attended BGF course.	Deputy appointed. No further action required. Approval by Council March 2009. Ongoing. Ongoing. Meetings held on an ad hoc basis.
k. Ensure that a senior officer is made responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes, regulations and other relevant statements of good practice are complied with.	Monitoring officer provisions Statutory provision Job description/specification Personal development review	Deputy appointed. No further action required. See j above.	— —	— —

Structures and Processes

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
Roles and responsibilities of Officers				
l. Ensure that the roles and responsibilities of all senior officers, together with the terms of their remuneration and its review are defined clearly in writing.	Job descriptions /specifications Pay and conditions of service Performance development review	Ongoing. Ongoing. Ongoing.	Ongoing. Ongoing. Ongoing.	Ongoing. Ongoing. Ongoing.
m. Adopt clear protocols and codes of conduct to ensure that the implications for supporting community political leadership for the whole council are acknowledged and resolved.	Protocols governing member/officer relations	Member / Officer relations code in place (ongoing).	Ongoing.	Ongoing.

Reference documents	Tools to assist local authorities for self assessment purposes
<ul style="list-style-type: none"> • A statement on the role of the Finance Director in Local Government (CIPFA 1999). • Consultative draft of proposed guidance and regulations on New Constitutions for Councils DETR (2000). • New forms of Political Management Arrangement I&DEA (2000) • Local Government Act 2003. 	<p>Self Evaluation tool kit: New Forms of Political Management Arrangement I&DEA (2000).</p>

Risk Management and Internal Control

Gedling Borough Council needs to establish and maintain a systematic strategy, framework and processes for managing risk. Together, these arrangements should:

- Including making public statements to stakeholder on the authority's risk management strategy, framework and processes to demonstrate accountability.
- Including mechanisms for monitoring and reviewing effectiveness against agreed standards and targets and the operation of controls in practice.
- Demonstrate integrity by being based on robust systems for identifying, profiling, controlling and monitoring all significant strategic and operational risks.
- Display openness and inclusivity by involving all those associated with planning and delivering services, including partners.
- Include mechanisms to ensure that the risk management and control process is monitored for continuing compliance to ensure that the changes in circumstances are accommodated and that it remains up to date.

Risk Management and Internal Control

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
a. Develop and maintain robust systems for identifying and evaluating all significant risks which involve the proactive participation of all those associated with planning and delivering services.	<p>Risk Management Strategy</p> <p>Authority Risk Profile</p> <p>Scrutiny Committee Role</p> <p>Budget & Performance Management System</p> <p>Risk Management Group</p> <p>Growth Budget bids evaluation process</p>	<p>Ongoing reporting and raising profile to increase emededness.</p> <p>Introduction of revised reporting arrangements.</p> <p>Ongoing.</p> <p>In place (ongoing).</p> <p>Main responsibilities incorporated within the Audit Sub-Committee. To meet ad-hoc for policy development. Ongoing.</p>	<p>Policy guidelines produced and rolled out via Section Heads meeting. Corporate Scorecard developed and deployed. Risk Scorecard introduced providing holistic source of assurance.</p> <p>Ongoing.</p> <p>Procurement progressed.</p> <p>Ongoing.</p> <p>Ongoing.</p>	<p>Ongoing bi-annual review of the Risk Registers and quarterly reporting of the Risk scorecard to SMT / ASC. Ongoing bi-annual review of the Risk Registers and quarterly reporting of the Risk scorecard to SMT / ASC.</p> <p>Ongoing.</p> <p>Implementation planned.</p> <p>Main responsibilities incorporated within the Audit Sub-Committee. To meet ad-hoc for policy development. Ongoing.</p>

Risk Management and Internal Control

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
	Business continuity And Emergency Plan	Develop and undertake test of BCP. EP compliance ongoing as a result of SLA and countywide risk assessments.	BCP reviewed and updated. Key services identified, Disaster Recovery plan in place for key systems. Contract with ADAM includes annual test.	Ongoing review and test of DR plan.
b. Put in place effective risk management systems including systems of internal control and an internal audit function. These arrangements need to ensure compliance with all applicable statutes, regulations and relevant statements of best practice and need to ensure that public funds are properly safeguarded and are used economically, efficiently and effectively and in accordance with the statutory and other authorities that govern their use.	Scheme of delegation Internal Audit protocol Performance management system Corporate Risk Register Operational Risk Register	Review Corporate Risks September and March. Introduce new risk reporting arrangements as per strategy. Ongoing. Ongoing. Ongoing. Ongoing.	Ongoing. Ongoing. Agreement reached to procure COVALENT – integrated PM system. Corporate Risk Scorecard produced and submitted to SMT and ASC on a quarterly basis. Corporate Risk Scorecard produced and submitted to SMT and ASC on a quarterly basis.	Ongoing. Ongoing. Effective implementation of COVALENT and integration with the risk management module. Strategic Risk register reviewed quarterly. Operational Risk register reviewed quarterly.

Risk Management and Internal Control

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
	Risk Register of Violent Persons (electronically available)	Ongoing.	Established, ongoing maintenance and review.	Established, ongoing maintenance and review.
	Statement on Internal Control	Included within statement of accounts.	Achieved.	Include within statement of accounts (AGS).
	Budget process	Introduced resource weightings based on super output area data (ongoing).	Implemented.	Ongoing.
	Financial standards and regulations	Ongoing.	Ongoing.	Ongoing.
	Policy for insurance cover arrangements	Renewed Insurance policies March 2007 (ongoing).	Ongoing.	Ongoing review of renewals / premiums. Broker contract subject to review by Sept 2008.

Risk Management and Internal Control

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
c. Ensure that services are delivered by trained people.	People Management Strategy	Strategy to be reviewed in light of the implementation of the Council's Vision.	Strategy agreed Dec 07.	Actions within strategy to be progressed.
	Workforce Development Plan	Review plan in light of the implementation of the Council's Vision and drivers to be agreed July 2007.	Workforce development plan completed July 07.	Workforce Development Plan to be completed for each department by June 08 then compiled into corporate plan.
	Job desc./specifications	Ongoing.	Ongoing.	Ongoing.
	Training plan	Corporate Training Plan Ongoing.	Ongoing	Ongoing – to be reviewed in light of workforce development plan.
	PDR	Updated to include management competencies (ongoing).	Ongoing	Review of competencies through management forum Autumn 08.

Risk Management and Internal Control

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
	IIP	Re-accreditation achieved February 2007. Level 2 of the profile reached. Action plan agreed to meet development recommendations in the assessor's report.	Re-accreditation achieved February 2007. Achieved level 2 of the profile assessment.	Delivery of action plan arising from assessment.
d. Put in place effective arrangements for an objective review of risk management and internal control, including internal audit.	<p>Performance Management system</p> <p>Annual Audit Plan</p> <p>Business Continuity Plans</p>	<p>Ongoing.</p> <p>Ongoing.</p> <p>Develop and undertake test of BCP.</p>	<p>Agreement reached to procure COVALENT – integrated PM system.</p> <p>2007-08 plan achieved. 2008-09 plan reviewed (ASC) and agreed.</p> <p>BCP reviewed and updated. Key services identified, Disaster Recovery plan in place for key systems. Contract with ADAM includes annual test.</p>	<p>Effective implementation of COVALENT and integration with the risk management module.</p> <p>Complete 2008-09 plan, produce the 2009-10 plan based on a risk approach.</p> <p>Ongoing review and test of DR plan.</p>

Risk Management and Internal Control

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
	Emergency Plan	EP compliance ongoing as a result of SLA and countywide risk assessments.	Ongoing.	EP compliance ongoing as a result of SLA and countywide risk assessments.
	Statement on Internal Control	Produce for 07/08 Statement of Accounts.	Achieved	Include within statement of accounts (AGS).
e. Maintain an objective and professional relationship with their external auditors and statutory inspectors.	Inspectorate reports	Ongoing.	Ongoing.	Ongoing, submitted to ASC as per Audit Commission schedule.
	Managed Audit Status	Ongoing including Audit Commission review of Internal Audit function.	Ongoing.	Ongoing including Audit Commission review of Internal Audit function.
	Annual Audit Letter and other	Capital programme monitored by Property Management Group (PMG). New processes introduced for capital monitoring. Review improvements required by Use of Resources Judgment.	Ongoing.	Review improvements required by Use of Resources Judgment.

Risk Management and Internal Control

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
	<p>Audit reports Finalised Internal and external Audit Reports taken to Audit Sub-committee</p> <p>Audit protocol</p>	<p>26 internal audit reports to be produced. Quarterly monitoring of performance against targets. Internal Audit follow-up of recommendations reported to committee.</p> <p>Ongoing.</p>	<p>Internal Audit plan achieved, 27 reports produced. Progress reports submitted quarterly to ASC regarding audit recommendations.</p> <p>Ongoing.</p>	<p>26 internal audit reports to be produced. Quarterly monitoring of performance against targets. Internal Audit follow-up of recommendations reported to committee.</p> <p>Ongoing annual review as per review of IA.</p>
<p>f. Publish on a timely basis, with the annual report, an objective, balanced and understandable statement of the authority's risk management and internal control mechanisms and their effectiveness in practice.</p>	<p>Statement of Accounts incorporating the Statement on Internal Control</p> <p>Strategic Corporate Plan</p> <p>Annual Internal Audit Report</p>	<p>June 2008 cabinet.</p> <p>Produce statutory BVPP with intention of producing a fuller new Strategic Corporate Plan based on the priorities of the new administration by March 2008.</p> <p>Produced to support SIC (ongoing).</p>	<p>Achieved.</p> <p>Completed – Strategic Corporate Plan adopted April 2008.</p> <p>Achieved.</p>	<p>June 2009 cabinet.</p> <p>Consider refresh of Strategic Corporate Plan spring 2009.</p> <p>Produced to support AGS.</p>

Risk Management and Internal Control

Reference documents	Tools to assist local authorities for self assessment purposes
<ul style="list-style-type: none">• Treasury Management in Local Authorities: Code of Practice and Guide of Chief Finance Officers CIPFA (2001)• Internal Control – Guidance for Directors on the Combined Code (Turnbull report 1999)• Effective Internal Control – A Framework for Public Service Bodies CIPFA (1994)• Accounts and Audit Regulations• Audit Code of Practice• Role of Finance Director	

Standards of Conduct

The openness, integrity and accountability of individuals within Gedling Borough Council forms the cornerstone of effective corporate governance. The reputation of the authority depends on the standards of behaviour of everyone in it, whether members, employees or agents contracted to it.

Member and Senior Officers of Gedling Borough Council, therefore, will need to:

- Exercise leadership by conducting themselves as role models for others within the authority to follow.
- Define the standards of personal behaviour that are expected from members and staff and all those involved in service delivery and put in place arrangements to ensure:
 - Accountability, through establishing systems for investigating breaches and disciplinary problems and taking action where appropriate, including arrangements for redress.
 - Effectiveness in practice through monitoring their compliance.
 - That objectivity and impartiality are maintained in all relationships to demonstrate integrity.
 - That such standards are documented and clearly understood to display openness and inclusivity and are reviewed on a regular basis to ensure that they are kept up to date.

Standards of Conduct

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
Balance of Power and Authority				
a. Develop and adopt codes of conduct defining the standards of personal behaviour to which individual members, officers and agents of the authority are required to subscribe and put in place appropriate systems and processes to ensure that they are complied with.	Members code of conduct	New Members Code of Conduct adopted 16 May 2007.	Code of Conduct adopted May 2007.	Ongoing.
	Officer Code of Conduct	Review following receipt of government guidance.	Guidance not yet issued.	Ongoing.
	Anti-fraud and corruption policy	Reviewed Money Laundering Policy. Policy updated and made available on the intranet (ongoing).	Money laundering workshop held, policy reviewed.	Ongoing review.
	Complaints procedures	Ongoing.	Ongoing.	Ongoing.
	Performance Management System	Ongoing.	Agreement reached to procure COVALENT – integrated PM system.	Effective implementation of COVALENT and integration with the risk management module.
	Performance appraisal	Ongoing.	Ongoing.	Ongoing.

Standards of Conduct

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
Balance of Power and Authority				
	Confidentiality Policy	Policy to be agreed and accredited	Data Security Group established to include development of Confidentiality Policy.	Confidentiality Policy to be developed and deployed March 2009.
	Hospitality & Gifts Register	Monitor.	Register maintained.	Ongoing.
	Interdepartmental relations protocol – Employee handbook	In place.	N/a	N/a
	Customer Charter	In place.	Agreed Customer Charter produced and promoted through posters in all customer areas.	May be reviewed through Customer Service Group to make more accessible.
b. 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.	Standing orders Code of Conduct Financial Regulations	Monitoring.	Ongoing.	Ongoing.
	Politically Restricted Posts	Ongoing.	Ongoing.	Ongoing.

Standards of Conduct

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2007/08	Out-turn for 2007/08	Proposed actions for 2008/09
Balance of Power and Authority				
c. Put in place arrangements to ensure that their procedures and operations are designed in conformity with appropriate ethical standards and to monitor their continuing compliance in practice.	Codes of conduct	Ongoing.	Ongoing.	Ongoing.
d. Put in place arrangements for whistle blowing to which staff and all those contracting with the council have access.	Whistle blowing policy	Ongoing review.	Ongoing review.	Ongoing review.

Standards of Conduct

Reference documents	Tools to assist local authorities for self assessment purposes
<ul style="list-style-type: none">• Standards Committees: Strengthening Conduct in Local Government – The University of Birmingham School of Public Policy (1999).• Local Government Act 2000 & 2003.• Standards Board Issues.• Internal Audit Code of Practice.	