

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 dimensions 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 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
<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</p> <p>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>25th July 2005 Personnel & Resources Committee Publish 2006/07 version in March 2006</p> <p>Produce quarterly digests to Cabinet – May, Nov and Feb. Plus a year end version in July 2005</p> <p>Review & update for publication no later than 30.06.05, includes BVPP</p> <p>Joint publication with NCC, Police & Fire Rescue.</p> <p>Advertise scheme March 2006</p> <p>Publish 2004/05 in May 2005</p>	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Produced 2006/07 in March 2006</p> <p>Advertised in Evening Post 29.03.06</p> <p>Achieved</p>	<p>26th June 2006 Personnel & Resources Committee</p> <p>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 2006.</p> <p>Review and update for publication no later than 30th June 2006 – includes BVPP</p> <p>Produce 2007/08 leaflet in March 2007</p> <p>Advertise March 2007</p> <p>Publish in May 2006</p>

Community Focus

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
<p>b. Publish on a timely basis a performance plan presenting an objective, balanced and understandable account and assessment of the authority's:</p> <ul style="list-style-type: none"> • Current performance in service delivery • Plans to maintain and improve service quality 	<p>Extract from Strategic Corporate Plan</p> <p>Budget & Service Plan</p> <p>Gedling Community Plan</p> <p>Gedling Contacts – Performance Plan</p> <p>Strategic Corporate Plan summary</p> <p>Summary Statement of Accounts</p>	<p>Review & update for publication no later than 30.06.05, includes BVPP – will incorporate statutory Performance Plan. Digests will also be produced.</p> <p>Publish 2006/07 version in March 2006</p> <p>Issue December 2005</p> <p>3 editions to be produced</p> <p>Publish July 2005</p>	<p>Achieved</p> <p>Achieved</p> <p>Achieved. Published March 2006</p> <p>Achieved</p> <p>Published on schedule</p> <p>Issued in Contacts Magazine March 2006 together with questionnaire for the public.</p>	<p>Review & update for publication no later than 30.06.06, includes BVPP</p> <p>Publish 2007/08 version in March 2007</p> <p>Keep under review and monitor progress</p> <p>3 editions to be produced plus a separate A-Z of Council Services Publish July 2006</p> <p>Analysing feedback and making adjustments to summary statement December 2006</p>

Community Focus

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
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>2004/05 letter reported to committee</p> <p>Budget working group sub committee</p> <p>Regular questioning of portfolio holders</p> <p>Quarterly meetings planned.</p> <p>No inspections programmed by the Audit Commission.</p> <p>Complete Self assessment</p>	<p>Achieved. Reported to Audit Sub-Committee 24th April 2006</p> <p>Achieved. Scrutiny Group looked at each departmental budget and made recommendations</p> <p>portfolio holders attended meetings on six occasions. Regular meetings held</p> <p>No service inspections</p> <p>Self assessment completed December 2005</p>	<p>2005/06 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 by December 2006. Further questioning sessions planned</p> <p>Ongoing. Meetings held on an ad hoc basis.</p> <p>No service inspections planned.</p> <p>Complete further self assessment</p>

Community Focus

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
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	Achieved.	Board to meet 4 times in year. Executive to meet every 6 weeks
	Area Based Initiatives (ABI)	Target community engagement aimed at the Borough's more deprived neighbourhoods to develop community capacity and address local concerns focussed largely but not exclusively at the Borough Council and Gedling Partnership's priorities.	Two ABIs launched and a further two agreed to be launched in 2006/07.	Launch two ABIs- typically expected to be three-year programmes.

Community Focus

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
d. Continued from previous section.	<p>Process for carrying out Impact Needs Assessment agreed.</p> <p>Tenants Participation Panel</p> <p>Consultation Framework</p> <p>On-line Surveys</p> <p>Community Safety Partnership</p>	<p>Undertake training programme. Undertake full consultation on Stock Option Appraisal</p> <p>To be reviewed</p> <p>Implementation</p> <p>Monitor performance against Strategy & plan. Develop 2006-07 Delivery plan. Links to Local Area Agreement (LAA).</p>	<p>Decision taken by Council on 26 April 2006 to pursue stock transfer following recommendation from Stock Option appraisal Working Party. Training Programme complete</p> <p>Review not yet undertaken.</p> <p>Achieved</p> <p>Achieved</p>	<p>Training to be carried out May 2006 and programme of assessments ongoing.</p> <p>Training for tenants on LSVT. Develop Shadow Board and train tenants representatives.</p> <p>To be reviewed.</p> <p>Ongoing</p> <p>Monitor performance against Strategy and Action plans, ensuring links to LAA. Progress towards joint South Notts Partnership in shadow forum.</p>

Community Focus

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
d. Continued from previous section.	BME (Black Minority and Ethnic) Consultation Framework	Introduction planned.	Proposal presented to Cabinet in May 2004 has not proved to be effective.	Alternatives to be developed by March 2007.
	Race Awareness Forum			Proposal to be presented to LSP May 2006. Proposal to be developed and implemented with LSP.
	Friends of Gedling Wood	Enhanced delivery of the Woodland Management plan following successful grant bid of £500 – DEFRA and £14,000 Living Spaces.	Increased level of maintenance undertaken by volunteers through friends of Gedling Wood following successful grant bids.	Looking to secure further grants from external bodies such as the Forestry Commission using the Council's match funding of £10,000.
	Gedling Youth Council Netherfield lagoons	In place Transfer of the site directly to the recently formed Gedling Conservation Trust (GCT). Capital grants and revenue support to be agreed by the Borough.	Ongoing Transfer of site from UK Coal to GCT not achieved. The agreement between GCT and the Council providing grants for development and management was put in place.	Ongoing Transfer from UK Coal Plc to GCT April/ May 2006. Appointment of member representation on to GCT, signing of agreement and release of funding May 2006.

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d. Continued from previous section.	<p>Friends of Arnot Hill Park</p> <p>Self management with local sports clubs</p>			<p>Establish the group through volunteers. Establish the constitution, agree its aims and objectives. Bring the park to Green Flag Standard and make an application for the award by March 2007.</p> <p>Agree a self management plan with Newstead Cricket Club for management of the square. Agreement to be completed by September 2007.</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>

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d. Continued from previous section.	<p>Sports Forum</p> <p>Scrutiny meetings in community locations</p> <p>Scrutiny Review - Services for the Disabled</p> <p>Consultation with Industrial & Commercial representatives on the budget.</p>	<p>Further meetings at community locations planned</p> <p>Carry out consultation with disabled in the Borough.</p> <p>February 2006</p>	<p>Meetings were held in Calverton, Newstead and Carlton.</p> <p>Face to face questionnaires completed by members of the working group.</p> <p>Achieved</p>	<p>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.</p> <p>Ongoing to meet statutory requirement.</p> <p>Complete review and make recommendations to Cabinet.</p> <p>February 2007</p>

Community Focus

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
d. Continued from previous section.	Statement of Community involvement as part of Local Development Framework.	Commence summer 2005/06. Completion summer 2006/07	Ongoing	To be adopted August 2006.
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 Forward Plan Freedom of Information Publication scheme (original scheme 2003/04) Records Management Policy Audit sub-committee	Ongoing Ongoing To be reviewed in 2005/06. To be reviewed Quarterly meetings planned	Ongoing Ongoing Reviewed Reviewed Regular meetings held	Review of Standing Orders for Contracts. Ongoing Publication Scheme to be revised following review and resubmitted for approval by the Information Commissioner in accordance with statutory requirement December 2006. Ongoing Ongoing. Meetings held on an ad hoc basis.

Community Focus

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e. Continued from previous section.	<p>Open Committee meetings – public able to speak in Planning Committees</p> <p>E-Government - Committee Admin System</p>	<p>In place</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>Gedling Contacts</p> <p>Website</p> <p>Website Review</p>	<p>Achieve compliance with BV157 by December 2005</p> <p>Develop strategy</p> <p>3 editions to be produced</p> <p>Results of investigation in place September</p> <p>Review in 2005/06</p>	<p>Achieved</p> <p>Strategy completed December 2005</p> <p>Achieved</p> <p>On line planning applications live system running September 2006</p> <p>Undertaken and new look website launched in Summer 2005.</p>	<p>Ongoing maintenance of ESD Toolkit</p> <p>Implement the strategy</p> <p>3 editions to be produced plus a separate A-Z of Council Services.</p> <p>Ongoing improvement.</p>

Community Focus

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
f. Continued from previous section.	<p>Access Strategy (services)</p> <p>Undertake a telephony trial for Gedling One Stop Service particularly focussing on Housing Benefit and Council Tax.</p>	<p>To be agreed by Cabinet</p>	<p>Agreed by Cabinet August 2005.</p>	<p>Ongoing review of strategy</p> <p>Trial due to start July 2006.</p>
	<p>Statement of Licensing Policy</p>	<p>Ongoing review</p>	<p>Ongoing</p>	<p>Ongoing review</p>
	<p>Civil Contingencies Act 2004 compliance</p>	<p>Develop Business Continuity Plan (BCP) and test. Service Level Agreement (SLA) with County for Emergency Planning (EP).</p>	<p>BCP developed. No test carried out in 2005/06. SLA signed February 2006</p>	<p>Develop and undertake test of BCP.</p> <p>EP compliance ongoing as a result of SLA and countywide risk assessments.</p>
	<p>liP accreditation achieved September 2004.</p>	<p>Ongoing action plan for re-accreditation in 2006/07</p>	<p>Implementation of action plan continued.</p>	<p>Re-accreditation September 2006.</p>
	<p>CPA Improvement plan</p>	<p>Complete outstanding issues. External Strategy 2005-06</p>	<p>Substantially completed and delivered</p>	<p>Update based on Use of Resources Assessment and CPA Pilot Assessment</p>

Community Focus

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f. Continued from previous section.	<p>Communication strategy</p> <p>Consultation framework</p> <p>Employee consultation & information group</p> <p>BME Consultation framework</p>	<p>Under development</p> <p>To be reviewed</p> <p>Ongoing as STEP2</p> <p>Introduction planned</p>	<p>Ongoing</p> <p>Review not yet undertaken.</p> <p>Ongoing</p> <p>Proposal presented to Cabinet in May 2004 has not proved to be effective.</p>	<p>In place</p> <p>To be reviewed.</p> <p>Continuing as a forum for consultation.</p> <p>Alternatives to be developed.</p>
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.	<p>Gedling Community Plan</p> <p>Budget & Service Plan</p> <p>Strategic Corporate Plan</p>	<p>Issue December 2005</p> <p>Publish 2005/06 version in March 2005</p> <p>Review & update for publication no later than 30.06.05, includes BVPP</p>	<p>Achieved. Published March 2006</p> <p>Achieved</p> <p>Achieved</p>	<p>Keep under review and monitor progress</p> <p>Publish 2006/07 version in March 2006</p> <p>Review and update for publication no later than 30th June 2006 – includes BVPP</p>

Community Focus

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g. Continued from previous section.	<p>Local Area Agreement</p> <p>Greater Nottingham Partnership.</p> <p>“Drawing Together- Nottingham as a Core City”</p> <p>“The Story Unfolds – How we develop Greater Nottingham”</p> <p>Freedom of Information Act Record Management Policy</p>	<p>To be determined</p> <p>Complete in 2004/05</p>	<p>Memorandum of understanding signed 1 April 2006.</p> <p>Commitment made by the Council.</p> <p>Adopted</p>	<p>Support ongoing review and updating to include Conurbation Area Agreement</p> <p>Ongoing review</p>

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)	<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 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
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 Asset Management Plan Waste Management Strategic Plan	Review & update for publication no later than 30.06.05, includes BVPP. Action Plan for Planning Best Value Update AMP by end of July 2005 Ongoing	Achieved Completed Achieved Ongoing	Review and Update for publication no later than 30.06.06, includes BVPP Principles of Best Value applied to all services and reviews. Update AMP by end of July 2006 Ongoing

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
a. Continued from previous section.	Equalities Standard Customer Service Values	To achieve level 2	Level 2 not achieved but Corporate Equality Plan adopted April 2006. Developed values through Customer Focus Group.	Move towards Level 2 by March 2007. Finalise values and publicise them.
b. Put in place a sound system for providing management information for performance measurement purposes	Performance Management and Information Systems Budget & Service Plan monitoring AMP – Project Mgt for larger projects	Integrate with service planning Monitoring of management of the Capital Programme Action plan agreed for implementation in 05/06	Introduced Area Based Initiatives Reviewed in 2005 and new procedures introduced to monitor capital slippage. Achieved	Options for updating. Performance management system to be reviewed. Continue to monitor closely.
c. Monitor and report performance against agreed standards and targets and develop comprehensive and understandable performance plans	Performance Digest Budget & Service Plan	Produce quarterly digests to Cabinet – May, Nov, Feb. Plus a year end version in July 2005 Publish 2006/07 version in March 2006	Achieved Achieved	Produce quarterly digests to Cabinet – May, Nov, Feb. Plus a year end version in July 2006 Publish 2007/08 version in March 2007

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
c. Continued from previous section.	<p>Scrutiny Committee Reports Cabinet reports</p> <p>CPA Improvement plan</p> <p>Parks & open Spaces Action Plan</p> <p>Waste Management Action Plan</p> <p>Planning Improvement Plan</p> <p>Planning delivery targets</p>	<p>Ongoing.</p> <p>Complete outstanding issues. External Strategy 2005-06</p> <p>Investigate private sector provision, including new burial ground</p> <p>Ongoing.</p> <p>Action Plan by September 2005</p> <p>To achieve national targets</p>	<p>Ongoing and regular</p> <p>Substantially completed and delivered</p> <p>Undertook investigation of private sector provision. Met with private landowner on A60. Concluded not suitable for the Council's purposes. Looked at new burial ground and identified that land required to ensure continued burial at Redhill and Carlton.</p> <p>Targets achieved</p> <p>Achieved</p> <p>National targets exceeded</p>	<p>Ongoing</p> <p>Update based on Use of Resources Assessment and CPA Pilot Assessment</p> <p>Look at suitable land to replace Redhill, Carlton and Gedling Cemeteries. Request through capital funding money to purchase land.</p> <p>Ongoing</p> <p>Ongoing</p>

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
c. Continued from previous section.	Procurement strategy (Procurement milestones) liP monitoring	Review procurement strategy Regularly through STEP2	Review started Implementation of action plan continued.	Revised strategy to be agreed September 2006. Re-accreditation September 2006.
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. Scrutiny working group Strategic Risk register review quarterly Operational Risk Register Review Aug-Sept.	Reviewed Established Reviewed half yearly Review completed October 2005.	Review Capital Strategy Ongoing Review quarterly Review quarterly through Audit Sub-Committee
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 Rushcliffe partnering	Board to meet 4 times in year. Executive meet every 6 weeks Debtors by end of 2005/06. Also considering Clinical Waste, Vehicle maintenance, tree work & DLO procurement	Achieved Rushcliffe Borough Council (RBC) undertaking debtors services for the Council. Tree work being done for GBC August 2005	Board to meet 4 times in year. Executive meet every 6 weeks RBC undertaking Clinical Waste on behalf of GBC from 3rd June 2006

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
e. Continued from previous section.	<p>Shared Procurement Officer with RBC</p> <p>Payroll Services for RBC</p> <p>Shared Services</p> <p>PCT partnering – positive moves (partnership with the PCT has all 15 GP practices referring patients)</p>	<p>Make an appointment</p> <p>Expansion of the service supported with grant aid totalling £20,000 from the PCT and GBC.</p>	<p>Appointment made October 2005</p> <p>Achieved</p>	<p>Savings identified from improved procurement to offset costs of employment.</p> <p>Review potential fro payroll services to be delivered to RBC by the Council.</p> <p>Develop a strategy at the Council for shared services using external consultants</p> <p>Continue to develop</p>

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
e. Continued from previous section.	<p>Exercise promotion Officer funded jointly with PCT.</p> <p>Joint IT procurement</p> <p>Greater Nottingham Partnership</p> <p>Arts Officer joint funded with Arts Council England</p>	<p>Develop additional pathways for referral including cardio vascular from City Hospital and secure funding from PCT and the Council for P/T Assistant post to enable delivery of enhanced action plan.</p> <p>IBS Revenues and benefits – Complete</p> <p>Ongoing & working jointly on bids for the borough</p> <p>Adoption of the Arts Strategy and delivery of its action plan</p>	<p>Secured assistant post to exercise promotion officer plus leisure centre based instructors to deliver the exercise programme and expand the range of referrals</p> <p>Ongoing</p> <p>Members of the Nottinghamshire Partnership which oversees the Local Area Agreement (LAA)</p> <p>Arts strategy adopted and Arts Officer appointed with grant funding from Arts Council England</p>	<p>Increase the number of referrals and the range of medical referrals</p> <p>Ongoing</p> <p>Continued delivery of Action Plan for Arts Strategy and establishment of Arts Forum.</p>

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
e. continued from previous section.	<p>Examination of procurement options for the future delivery and management of the Council's five leisure centres.</p> <p>Adherence to good employment practice</p> <p>Partnership framework</p> <p>Procurement strategy</p>	<p>liP implementation and assessment.</p> <p>Sickness attendance incentive reward scheme continuing</p> <p>Consultation on new Community Strategy.</p> <p>IEG implementation plan</p> <p>ICT Strategy to meet national priorities.</p> <p>Ongoing</p>	<p>Implementation of Action Plan continued.</p> <p>Scheme continuing</p> <p>Undertaken</p> <p>Complete IEG6 and progress towards national priorities.</p> <p>ICT Strategy approved December 2005</p> <p>Ongoing</p>	<p>Work with consultants to produce an options document for consideration by Members for April 2007.</p> <p>Re-accreditation September 2006.</p> <p>Scheme continuing</p> <p>Ongoing</p>

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
e. Continued from previous section.	Stock Transfer	Determine option for future management and maintenance of Housing Stock	Decision taken by Council on 26 April 2006 to pursue Stock Transfer	Apply to DCLG for inclusion on the 2006 Annual Disposals programme for Stock Transfer. Tenant ballot to be undertaken in 2006/07
	Voluntary Sector Compact	Explore SLA & agree local compact	Signed 2005	Include in procurement strategy commitment to working with Voluntary Community Organisations (VCOs)
	Community Safety Partnership (meets quarterly. Tactical group meets monthly)	Implement new Strategy	Achieved	Ongoing
	PCSO's joint funded	Integrate private security patrol with PCSOs & neighbourhood wardens.	Resolved at Council on 14 th December 2005 to continue the currently agreed level; of PSCO funding for the coming financial year.	Ongoing
Equalities	Achieve level 2	Level 2 not achieved but Corporate Equality Plan adopted April 2006	Move towards Level 2 by March 2007	

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
e. Continued from previous section	Licensing policy	Ongoing review	Ongoing review	Ongoing review
	Gedling Community Plan	Issue December 2005	Achieved. Published March 2006	Keep under review and monitor progress
	Home Improvement Agency (HIA)	Continue membership of steering group to monitor progress & delivery	Partnership progressing. Performance monitoring in place.	Complete review to determine future funding and continuation of HIA.
	<p>2005/06 HEAT</p> <p>Sure Start</p> <p>Joint working arrangements</p>	<p>Annual review</p> <p>Killisick Community Centre - Completion of building works by June 2005 & implementation of delivery plan.</p> <p><u>Joint Use</u> Review of Calverton LC operation to be completed May 2005. Review of other centre operations to be completed by March 2006</p>	<p>Promotional material sent to residents to encourage uptake of assistance towards energy efficient measures.</p> <p>Building works completed and delivery plan implemented.</p> <p>Review of Calverton Leisure Centre undertaken and reduced operation and opening hours introduced. Review of other Leisure Centres completed March 2006.</p>	<p>Review endorsement and monitoring of progress.</p> <p>Continuing full year implementation of delivery plan.</p> <p>Implement Action Plans formulated from 2005/06 Centre Reviews by March 2007.</p>

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
e. Continued from previous section		<u>Bestwood Country Park.</u> Bi-annual meetings to agree a capital & revenue development plan for the park.	Bi-annual meetings established and capital and revenue agreed	Continue with Action Plan for the Park. Support Heritage Lottery Development Grant for restoration of Bestwood Winding Engine House.
	Joint working arrangements	<u>St George's Centre Netherfield.</u>	Ongoing	Funding of Intermediary Service £10,000
		<u>Concessionary Fares</u> Ongoing	Ongoing	Full fare concessions
	Nottinghamshire Public Service Agreement (PSA)	<u>Gedling One Stop</u> Service coordinates district council, county council and a range of other public service providers including Police and DWP.	Final performance monitoring & report by NCC. Could explore potential for PSA2.	Not yet completed. (PSA2 is now LAA)
	Planning – Conservation advice	Out-sourced	Continuing	Continuing

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
e. Continued from previous section	<p>Planning design advice</p> <p>Building Control</p>	<p>Out-sourced</p> <p>Ongoing investigation</p>	<p>Continuing</p> <p>Participation in a review held by RBC regarding establishing a Nottinghamshire Joint Building Control, Service</p>	<p>Continuing</p> <p>Consider implications of proposals put forward.</p>
	<p>Waste Management (MRF)</p> <p>Trade Recycling and bring sites</p>	<p>BFO review</p> <p>Joint arrangements by Autumn 2005</p>	<p>Progress delayed. Nottinghamshire County Council (NCC) and the successful bidder still negotiating with a view to an agreement being signed for 1st June 2006 commencement.</p> <p>Progress delayed due to above contractual issues. Districts need locations and acceptance criteria (contamination issues etc.) to be agreed prior to commencement of any new scheme</p>	<p>It is envisaged that the Districts will now enter into a partnering agreement with NCC in the Autumn of 2006 taking into consideration the arrangements agreed between NCC and the successful bidder.</p> <p>It is envisaged that the scheme will now be introduced in the Autumn of 2006.</p>

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
f. Continued from previous section	Refuse Collection & Transport Service Joint working	Await outcome of bid & potential action plan	Bid was submitted in 2005/06 and was finally approved by EMCE in late April 2006.	It is envisaged that the project will commence in late summer and be completed by March 2007.
	Honeywood Gardens	Build the Community centre, youth and play facility. Sell surplus land. Put in place a SLA with the Residents Association to manage the centre.	Surplus land sold. SLA with Residents' Association agreed. Build programme deferred until 2006/07 by agreement with the Residents' Association	Build community centre youth and play facility and establish Residents' Association management of the facility September 2006.
	Nottingham for Tourism	Continued support to the organisation Experience Nottinghamshire and its action plan	Support provided and input into the organisation's delivery plan.	Continued support to Experience Nottinghamshire and its delivery plans.
	New Deal (PSA)	Ongoing	Ongoing	Review recruitment policy in terms of how the Council wish to take New Deal forward.
	Local Government East Midlands (LGEM) (formerly EMRLGA)	Ongoing SLA	Ongoing SLA	Review as contract terminates January 2007.

Service Delivery Arrangements

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
e. Continued from previous section	<p>N&S college Pt tutored Mgt development programmes</p> <p>Area based initiatives</p>	<p>Team Leader course & NVQs</p> <p>Develop methodology and roll out first two areas.</p>	<p>Further Team leader courses delivered</p> <p>Two ABIs launched and a further two agreed to be launched in 2006/07.</p>	<p>Deliver Leadership Development Course at Level 3 and Level 5</p> <p>Launch two ABIs- typically expected to be three-year programmes.</p>
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.	<p>Annual Audit Letter and other audit reports.</p> <p>CPA Inspectorate reports.</p>	<p>Management of the Capital Programme to be monitored.</p> <p>Ongoing</p>	<p>Capital programme monitored by Property Management Group (PMG). New processes introduced for capital monitoring. Improved spending position expected to be reported in June 2006.</p>	<p>Review improvements required by Use of Resources Judgment.</p> <p>Taken any action required from annual Use of Resources assessment and Direction of Travel Statement included in Annual Audit Letter.</p>
	<p>Planning Inspectorate Reports</p>	<p>BVR Action plan for June 2005</p>		

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 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
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 to be reviewed	Reviewed by Standards Committee 29 th March 2005	
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	Reviewed and changes implemented Ongoing	Ongoing amendment as required. Ongoing

Structures and Processes

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
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>Approve by Council May 2005.</p> <p>Ongoing</p> <p>Ongoing</p> <p>To be agreed by Leader May 2005.</p>	<p>In place</p> <p>Ongoing</p> <p>Ongoing</p> <p>In place</p>	<p>To be approved by Council May 2006.</p> <p>Ongoing</p> <p>Ongoing</p> <p>To be agreed by Leader May 2006.</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 amendment as required
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 amendment as required

Structures and Processes

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
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	No new members anticipated. Ongoing Requirement for Member Information Officer post to be reviewed	No action required Establishment of Member training recording and monitoring system. Post requirement reviewed and added to the establishment	No new members anticipated. Recruit to post
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 events and input to scrutiny through Scrutiny Chairs meeting	Licensing and Planning Committees considered mandatory training of Members.	

Structures and Processes

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
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 Remuneration panel to review scheme and make recommendations to Council. Implemented by April 2005.	Ongoing amendment as required Annual Review completed by March 2006 and implemented April 2006	Ongoing amendment as required Undertake Annual Review by March 2007.
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 Reviews undertaken as required Ongoing 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 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
Roles and responsibilities of Officers				
<p>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.</p>	<p>Sect. 151 responsibilities) Statutory provision) Statutory reports)</p> <p>Budget documentation</p> <p>Job Description/Specification Personal Development review</p> <p>Audit sub-committee</p>	<p>Same documentation Council approval anticipated 1st March 2006.</p> <p>Management Competencies ongoing</p> <p>Ongoing to meet quarterly</p>	<p>Deputy appointed</p> <p>Approved by Council March 2006</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Ongoing</p> <p>Ongoing to meet quarterly</p>
<p>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.</p>	<p>Monitoring officer provisions Statutory provision</p> <p>Job description/specification Personal development review</p>	<p>See j above</p>	<p>Deputy appointed</p> <p>See j above</p>	<p>Ongoing</p>

Structures and Processes

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
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/manager relations	Review in 2005/06	Protocols examined by Standards Committee.	

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 	Self Evaluation tool kit: New Forms of Political Management Arrangement I&DEA (2000)

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 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
<p>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>	<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>Finalise early 2005/06</p> <p>Quarterly updates to Strategic register to be implemented.</p> <p>Full review of Operational Risks to be undertaken Sept 2005</p> <p>Ongoing</p> <p>In place</p> <p>Regular meetings to take place.</p> <p>Ongoing</p>	<p>Task carried forward to 2006/07</p> <p>Implemented</p> <p>Review undertaken</p> <p>Ongoing</p> <p>Ongoing</p> <p>No meetings took place</p> <p>Ongoing</p>	<p>Finalise early 2006/07</p> <p>Ongoing</p> <p>Ongoing</p> <p>Regular meetings to take place following review of strategy</p> <p>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 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
a. Continued from previous section.	Business continuity And Emergency Plan	Develop & test BCP and SLA with County for EP	BCP developed. No test carried out in 2005/06. SLA signed February 2006	Develop and undertake test of BCP. EP compliance ongoing as a result of SLA and countywide risk assessments.
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 Risk Register of Violent Persons (electronically available) Statement on Internal Control	Review Corporate Risks September and March. With quarterly additions Ongoing See previous See previous See previous Ongoing Included within statement of accounts	Reviewed in September with further review planned 9 th May 2006 Ongoing Ongoing Ongoing Ongoing Ongoing	Review Corporate Risks September and March. With quarterly additions Ongoing Ongoing Ongoing Ongoing Ongoing

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 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
b. Continued from previous section.	<p>Budget process</p> <p>Financial standards and regulations</p> <p>Policy for insurance cover arrangements</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Renewal March 2006.</p> <p>Broker contract subject to review by Sept 2004.</p>	<p>Introduced resource weightings based on super output area data</p> <p>Ongoing</p> <p>Renewed Insurance policies March 2006.</p> <p>Ongoing</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Renewal March 2007</p> <p>Ongoing</p>
c. Ensure that services are delivered by trained people.	<p>Draft People Management Strategy</p> <p>Workforce Development Plan</p> <p>Job desc./specifications</p>			<p>Refer to Committee on 26 June 2006 and if appropriate implement actions</p> <p>Approved April 2006.</p> <p>Implementation of action in plan.</p> <p>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 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
c. Continued from previous section.	<p>Training plan</p> <p>PDR</p> <p>liP</p>	<p>Corporate Training Plan Ongoing</p> <p>Ongoing</p> <p>Accreditation</p>	<p>Ongoing</p> <p>Updated to include management competencies</p> <p>Implementation of action plan continued.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Re-accreditation September 2006.</p>
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>Emergency Plan</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Plan to be finalised and tested</p> <p>Consider Civil Contingencies Act SLA with County</p>	<p>Ongoing</p> <p>Agreed April 2006.</p> <p>Plan finalised but not tested.</p> <p>EP compliance ongoing as a result of SLA and countywide risk assessments</p>	<p>Ongoing</p> <p>Risk to be reviewed and plan updated incorporating new strategy and risk based assessments Develop and undertake test of BCP.</p> <p>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 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
d. Continued from previous section.	Statement on Internal Control	Develop further for 04/05 Statement of Accounts	Produced for 04/05 Statement of Accounts	Produce for 05/06 Statement of Accounts
e. Maintain an objective and professional relationship with their external auditors and statutory inspectors.	<p>Inspectorate reports</p> <p>Managed Audit Status</p> <p>Annual Audit Letter and other</p>	<p>Planning report received March 2005</p> <p>Ongoing</p> <p>Received and reported to members</p>	<p>Planning report received March 2005</p> <p>Ongoing</p> <p>Capital programme monitored by Property Management Group (PMG). New processes introduced for capital monitoring. Improved spending position expected to be reported in June 2006.</p>	<p>Action plan</p> <p>Ongoing including Audit Commission review of Internal Audit function</p> <p>Review improvements required by Use of Resources Judgment.</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 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
e. Continued from previous section.	<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>Achieved and ongoing</p> <p>Ongoing</p>	<p>27 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>
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>Statement of Accounts incorporating the Statement on Internal Control.</p> <p>Strategic Corporate Plan</p> <p>Annual Internal Audit Report</p>	<p>June 2004 cabinet</p> <p>Review & update for publication no later than 30.06.05, includes BVPP</p> <p>Ongoing</p>	<p>June 2004 cabinet</p> <p>Achieved</p> <p>Ongoing</p>	<p>Ongoing</p> <p>Review and update for publication no later than 30th June 2006 – includes BVPP</p> <p>Ongoing</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 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
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/officers code of conduct Anti-fraud and corruption policy Complaints procedures Performance Management System Performance appraisal Confidentiality Policy Hospitality & Gifts Register Interdepartmental	Review Whistle Blowing Arrangements New system being developed and trialled in Housing Ongoing Ongoing To be developed Monitoring In place	Reviewed Whistle Blowing Policy. Policy updated and made available on the intranet. New system introduced during 2005/06 Ongoing Ongoing Draft policy for Supporting People developed. Monitored In place	Policy to be accredited by Sheltered housing Services. Monitored In place

Standards of Conduct

The local code should reflect the requirements to:	Source Documents /Processes or other means that demonstrate compliance.	Proposed actions for 2005/06	Out-turn for 2005/06	Proposed actions for 2006/07
Balance of Power and Authority				
	relations protocol – Employee handbook Customer Charter	In place	In place	In place
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 Politically Restricted Posts	Monitoring Ongoing	Monitoring Ongoing	Monitoring Ongoing
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	Review current documentation 2005/06	Reviewed Whistle Blowing Policy. Policy updated and made available on the intranet.	Ongoing

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	