LOCAL CODE OF CORPORATE GOVERNANCE

Introduction

1.   Governance arrangements in the public services are vitally important and local government organisations need to ensure that they meet the highest standards, are kept up to date and are relevant. Governance is about how the Council ensures resources are directed in accordance with agreed policy and according to priorities, that there is sound and inclusive decision making and there is clear accountability for the use of those resources in order to achieve the desired outcomes for service users and communities.

2.   CIPFA[1]/SOLACE[2] have together produced a corporate governance framework which was updated for 2016/17. It is an integrated system that brings together an underlying set of legislative requirements, governance principles and management processes. The governance framework produced by CIPFA/SOLACE remains a discretionary code and is offered to local authorities as good practice.

3.   In conducting its business, Gedling Borough Council is fully committed to the key principles of good governance set out in the CIPFA/SOLACE framework. The framework is underpinned by seven core principles. This Local Code of Corporate Governance sets out below how Gedling Borough Council demonstrates that its governance structures comply with these seven core principles.

Core Principle A - Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law.

Sub- principle	Actions to demonstrate good governance
Behaving with integrity	▪ Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation. ▪ Ensuring members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles). ▪ Leading by example and using the above standard operating principles or values as a framework for decision making and other actions. ▪ Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and

[1] Chartered Institute of Public Finance and Accountancy
[2] Society of Local Authority Chief Executives

	processes which are reviewed on a regular basis to ensure that they are operating effectively.
Demonstrating strong commitment to ethical values	▪ Seeking to establish, monitor and maintain the organisation's ethical standards and performance. ▪ Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation. ▪ Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values. ▪ Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with ethical standards expected by the organisation.
Respecting the rule of law	▪ Ensuring members and staff demonstrate a strong commitment to the rule of law as well as adhering to relevant laws and regulations. ▪ Creating the conditions to ensure that the statutory officers, other key post holders, and members, are able to fulfil their responsibilities in accordance with legislative and regulatory requirements. ▪ Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders. ▪ Dealing with breaches of legal and regulatory provisions effectively. ▪ Ensuring corruption and misuse of power are dealt with effectively.

To demonstrate its commitment to Core Principle A Gedling Borough Council:

▪ Has developed and promotes a culture of behaviour based on shared values, high ethical principles and good conduct underpinned by the following:
   o Members' code of conduct
   o Officers' code of conduct
   o Protocol on member/officer relations
   o Gifts and Hospitality Code of Practice for Members and Officers
   o Members' Register of Interests
   o Protocol for members on dealing with planning matters
▪ Provides a comprehensive elected member induction programme which includes Code of Conduct training.
▪ Additional Member Training is provided supported by a dedicated budget for Member training.
▪ Has approved arrangements for dealing with complaints that a councillor has breached the Code of Conduct.
▪ Has a Standards Committee, which is not politically biased, with responsibility for standards and probity issues.
▪ Is able to monitor and investigate officer behaviour through its corporate complaints procedure.
▪ On an annual basis reminds Members to keep their Register of Interests up to date.
▪ Maintains a register of gift and hospitality for Officers and Members, which is reported to Standards Committee on an annual basis.
▪ Has an Audit Committee which has overall responsibility for the Council's governance and risk management arrangements.

- Has an established anti-fraud strategy, including whistle-blowing procedures, communicated to members, officers and the public and available on the Council's website.
- Is developing new governance arrangements in respect of its significant partnerships.
- Has clear role specifications within the Constitution in respect of the Head of Paid Service, Chief Financial Officer and Monitoring Officer.
- Has introduced a Gedling Employee, Manager and Leader Standard which sets out behaviours expected by employees.
- Conducts annual Personal Development Reviews which include a review of behaviours in the workplace.
- Requires reports to be considered for legal and financial implications and signed off on behalf of the Chief Financial Officer and Monitoring Officer.
- Has set out a Data Breach Management Policy within the Information Security Policy.
- Ensures commitment to paying the national minimum wage.
- Complies with the Public Contracts Regulations 2015 during procurement activity for the carrying out of works or provision of supplies or services.

Core Principle B - Ensuring openness and comprehensive stakeholder engagement

Sub-principle	Actions to demonstrate good governance
Openness	- Ensuring an open culture through demonstrating documenting and communicating the organisation's commitment to openness. - Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided. - Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear. - Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/courses of action.
Engaging comprehensively with institutional stakeholders *NB. Institutional stakeholders are the other organisations that local government needs to work with to improve services and outcomes (such as commercial partners and suppliers as well*	- Effectively engaging with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably. - Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively. - Ensuring that partnerships are based on: - Trust - A shared commitment to change - A culture that promotes and accepts challenge among partners

as other public or third sector organisations) or organisations to which they are accountable	and that the added value of partnership working is explicit
Engaging with individual citizens and service users effectively	- Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve communities, individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes. - Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement. - Encouraging, collective and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds, including reference to future needs. - Implementing effective feedback mechanisms in order to demonstrate how views have been taken into account. - Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity. - Taking account of the impact of decisions on future generations of tax payers and service users.

To demonstrate its commitment to Core Principle B Gedling Borough Council:

- Has developed an informative, user friendly website to share appropriate information with the community.
- Proactively provides information and interacts with the community through Contacts magazine, 'Keep me Posted' emails and social media, in particular Twitter and Facebook.
- Has arrangements in place to seek and respond to the views of the community by;
  - o Consulting with residents about Council services and priorities through the bi-annual Gedling Conversation and Satisfaction Survey
  - o Holding meetings in public wherever possible
  - o Publishing agendas, minutes and decisions
  - o Making provision in the Council's Procedural Standing Orders in the Constitution for the public to ask questions at Council meetings
  - o Having effective relationships with other public sector agencies and the private and voluntary sectors
  - o Undertaking miscellaneous consultation with residents and relevant stakeholders including surveys, workshops and focus groups
- Undertakes Equality Impact Assessments where appropriate to identify how the needs of particular group have been considered to inform decision making.
- Has an approved statement of Community Involvement as part of the Local Development Framework.
- Proactively engages in the health agenda through involvement in the Nottinghamshire Health & Wellbeing Board.
- Proactively engages in a number of partnerships including: D2N2, Gedling Health & Wellbeing Delivery Group, South Notts Community Safety Partnership and Gedling Employment and Skills Group.
- Has a Freedom of Information Act Publication Scheme on the Council's website.
- Complies with the provisions of the Transparency Code.

- Requires officers to adhere to a calendar of dates for submitting, publishing and distributing timely reports.
- Sets out in the Financial Regulations appropriate control measures for entering into partnership arrangements.
- Is developing a Partnership Register, which identifies significant partnerships and potential impacts on the Council.
- Ensures reports to Cabinet include an analysis of alternative options together with the reasons for the recommendation contained within the report.
- Facilitates the filming and recording of public meetings where necessary.

Core Principle C - Defining outcomes in terms of sustainable economic, social and environmental benefits

Sub-principle	Actions to demonstrate good governance
Defining outcomes	- Having a clear vision, which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provide the basis for the organisation's overall strategy, planning and other decisions - Specifying the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of the year or longer. - Delivering defined outcomes on a sustainable basis within the resources that will be available. - Identifying and managing risks to the achievement of outcomes. - Managing service users expectations effectively with regard to determining priorities and making the best use of the resources available.
Sustainable economic, social and environmental benefits	- Considering and balancing the combined economic, social and environmental impact of policies and plans when taking decisions about service provision. - Taking a longer term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation's intended outcomes and short-term factors such as the political cycle or financial constraints. - Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible in order to ensure appropriate trade-offs. - Ensuring fail access to services.

To demonstrate its commitment to Core Principle C Gedling Borough Council:

- Has clearly set out its vision and priorities in the Gedling Plan.
- Reflects the Council's vision and strategic priorities through individual service plans. These are captured and monitored in the Council's performance management system, Covalent.
- Monitors delivery against the Gedling Plan through quarterly reports to SLT, Cabinet and Overview and Scrutiny Committee.
- Has developed and maintains proper financial management arrangements.

These include agreeing a balanced budget before the start of each financial year together with a Medium Term Financial Plan which looks ahead four years; and an Annual Statement of Accounts that details the Council's financial position in the previous year.

- Regularly reviews risks at a corporate project and operational level and ensures that appropriate plans are in place to mitigate risks as far as possible.
- Has arrangements in place to publish the external auditor's report which includes a formal conclusion on whether the Council has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.
- Has Procedural Standing Orders, Contract Standing Orders and Financial Regulations in place.
- Internal audit regularly reviews the risk and control framework and produces an annual report including an audit opinion on the adequacy and effectiveness of the Council's risk management, governance and control processes.
- Undertakes Equality Impact Assessments where appropriate to identify how the needs of particular group have been considered to inform decision making
- Maintains an approach to fair access to services.
- Takes account of the Public Services (Social Value) Act 2012 requirements when undertaking procurement activity.

Core Principle D - Determining the interventions necessary to optimise the achievement of the intended outcomes

Sub-principle	Actions to demonstrate good governance
Determining interventions	- Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and associated risks. Therefore ensuring best value is achieved however services are provided. - Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind further impacts..
Planning interventions	- Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets. - Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered. - Considering and monitoring risks facing each partner when working collaboratively including shared risks. - Ensuring arrangements are flexible and agile so that the mechanisms for delivering goods and services can be adapted to changing circumstances. - Establishing appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured. - Ensuring capacity exists to generate the information required to review service quality regularly. - Preparing budgets in accordance with objectives, strategies and the medium term financial plan. - Informing medium and long term resource planning by drawing

	up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy.
Optimising achievement of intended outcomes	▪ Ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints. ▪ Ensuring the budgeting process is all-inclusive, taking into account eh full cost of operations over the medium and longer term. ▪ Ensuring the medium term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage. ▪ Ensuring the achievement of 'social value' through service planning and commissioning.

To demonstrate its commitment to Core Principle D Gedling Borough Council:

▪ Ensures reports to Cabinet include an analysis of alternative options together with the reasons for the recommendation contained within the report.
▪ Requires service plans and performance indicators to be aligned to Council priorities set out in the Gedling Plan.
▪ Performance against the Gedling Plan is reported to and monitored by Senior Leadership Team, Cabinet and Overview and Scrutiny Committee on a quarterly basis. Performance data is also made available to all Members and is published on the Council's website.
▪ The Council's budget is developed to reflect the Council's priorities and the Council has a clear financial strategy including a Medium Term Financial Plan – budgets, plans and objectives are aligned.
▪ Requires reports to be considered for legal and financial implications and signed off on behalf of the Chief Financial Officer and Monitoring Officer.
▪ Has introduced a project management framework, including the full use of business case development.
▪ Is reviewing its Risk Management Strategy to ensure that risk management is embedded into the culture of the Council.
▪ Has arrangements in place to seek and respond to the views of the community by:
    ○ consulting with residents about Council services and priorities through the bi-annual Gedling Conversation and Satisfaction Survey
    ○ undertaking miscellaneous consultation with residents and relevant stakeholders

Core Principle E - Developing the entity's capacity including the capability of its leadership and the individuals within it

Sub-principle	Actions to demonstrate good governance
Developing the entity's capacity	▪ Reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness. ▪ Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how resources are allocated so that defined

	outcomes are achieved effectively and efficiently.
	▪ Recognising the benefits of partnerships and collaborative working where added value can be achieved.
	▪ Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources.
Developing the capability of the entity's leadership and other individuals	▪ Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained.
	▪ Publishing a statement that specified the types of decisions that are delegated and those reserved for the collective decision making of the governing body.
	▪ Ensuring the leader and the chief executive have clearly defined and distinctive leadership roles within a structure whereby the chief executive leads in implementing strategy and managing the delivery of services and other outputs set by members and each provides a check and a balance for each other's authority.
	▪ Developing the capabilities of members and senior management to achieve effective leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by:
	- Ensuring members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged.
	- Ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis
	- Ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from governance weakness both internal and external
	▪ Ensuring that there are structures in place to encourage public participation
	▪ Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections
	▪ Holding staff to account through regular performance reviews which take account of raining or development needs
	▪ Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing.

To demonstrate its commitment to Core Principle E Gedling Borough Council:
▪ Has a comprehensive Member Induction Programme and Additional Member Training is provided supported by a dedicated budget for Member training.
▪ Has a dedicated corporate employee training budget.
▪ Performance and Development Reviews are undertaken for all members of staff at least annually. The process offers the opportunity to discuss performance and to identify any training and development needs.
▪ Requires the Service Manager, Organisational Development to be consulted on

staffing reports to ensure that team structures are fit for purpose and staffing resources are used to best effect.
- Operates a robust recruitment and selection process.
- Has a raft of HR policies and procedures in place which are included in the Employee handbook and is available on the intranet.
- Adopts and publishes an annual Pay Policy statement that sets out the Council's approach to pay and provides links to relevant policies and procedures.
- Is in the process of adopting an agile working strategy to facilitate flexible and agile working.
- Has introduced the principles of Timewise as a means of maximising the opportunity for current and prospective employees to work in a more agile manner and in doing so encourage a wider pool of applicants to vacant posts.
- Provides access to occupational health arrangements and counselling services to help improve employee wellbeing and ensure that sickness absence is kept to a minimum.
- Promotes health and wellbeing through a staff e-newsletter, Well At Work initiatives and an annual Health Fair.
- Has secured the Well-being at Work Bronze Award.
- Through the STEPs Group arranges an annual Staff Conference and events under the banner of 'Our Gedling'.
- Clearly set out roles and responsibilities of Senior Members and statutory officers in the Constitution. Roles and responsibilities of Officers are clearly set out in job descriptions and person specifications.
- Is in the process of drawing together a Partnerships Register which will be reviewed regularly to ensure value is being derived from the collaborative arrangements.
- Has set out a Scheme of Delegation within the Constitution.
- Requires Members of the Planning Committee and Environment and Licensing Committee to undertake mandatory training.
- Clearly sets out the role of the Leader and Chief Executive within the Council's Constitution.

Core Principle F – Managing risks and performance through robust internal control and strong public financial management

Sub-principle	Actions to demonstrate good governance
Managing Risk	- Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making - Implementing robust and integrated risk management arrangements and ensuring that they are working effectively - Ensuring that responsibilities for managing individual risks are clearly allocated
Managing performance	- Monitoring service delivery effectively including planning, specification, execution and independent post implementation review - Making decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook - Ensuring an effective scrutiny or oversight function is in place which provides constructive challenge and debate on policies

	and objectives before, during and after decisions are made thereby enhancing the organisation's performance and that of any organisation for which it is responsible (Or, for a committee system) Encouraging effective and constructive challenge and debate on policies and objectives to support balanced and effective decision making ▪ Providing members and senior management with regular reports on service delivery plans and on progress towards an outcome achievement ▪ Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (e.g. financial statements)

Robust internal control	▪ Aligning the risk management strategy and policies on internal control with achieving objectives
	▪ Evaluation and monitoring risk management and internal control on a regular basis
	▪ Ensuring effective counter fraud and anti-corruption arrangements are in place
	▪ Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor
	▪ Ensuring and audit committee or equivalent group/function, which is independent of the executive and accountable to the governing body:
	  - Provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment
	  - That its recommendations are listened to and acted upon

Managing data	▪ Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data ▪ Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies ▪ Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring
Strong public financial management	▪ Ensuring financial management is integrated at all levels of planning and control, including management of financial risks and controls ▪ Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls

To demonstrate its commitment to Core Principle F Gedling Borough Council:

- Has put in place assurance arrangements which conform with CIPFA's requirements:
  - o The Council has appointed an Audit Committee which can report to Full Council if it considers necessary.
  - o A Risk Management Strategy that is led by Senior Management for the identification and evaluation of Corporate Risks, and integrated with the work of Internal Audit to provide an holistic source of assurance aligned to corporate objectives.
  - o The Risk Management Strategy is reviewed by the Audit Committee along with

the corporate Risk Register.
- o The Council has contracted with RSM to provide an internal audit service. Internal auditors are independent and have access to all people, premises and systems. An annual report is presented to the Audit Committee.
- o The Annual Audit Plan is shaped through an assessment of the Council's key strategic risk areas and critical services.
- o Results of audit reviews are reported to the Audit Committee along with follow up work to ensure that the recommendations have been implemented.
- o Financial systems are reviewed annually to ensure appropriate, effective controls are in place.
- o External audit reports to the Audit Committee annually on the results of the audit of the financial statements.
- o Through the Chief Financial Officer, Members are advised on the robustness of estimates and the adequacy of reserves set within the budget process.
- o The Annual Governance Statement considers the internal control framework, and is presented to the Audit Committee annually with the Statement of Accounts.

- ▪ Ensures that effective arrangements are in place for the discharge of statutory officer roles by defining roles and responsibilities in the Constitution.
- ▪ Ensures compliance with relevant laws and regulations, internal policies and procedures and that expenditure is lawful by:
  - o requiring all reports to be considered for legal and financial implications and signed off on behalf of the Chief Financial Officer and Monitoring Officer
  - o requiring all Council and Cabinet reports to be considered by Senior Leadership Team prior to inclusion in the agenda
- ▪ Has financial management arrangements in place which conform with the requirements of the CIPFA statement on the role of Chief Financial Officer in Local Government and with statutory provisions in the Local Government Act 1972, the Local Government Act 1988 and the Accounts and Audit Regulations 2015.
- ▪ Has put in place Financial Regulations and Contract Standing Orders and provided training to the relevant staff.
- ▪ Through Senior Leadership Team, carries out an annual review of corporate risks to ensure that they are relevant, whilst at the same time reviewing risk appetite.
- ▪ Ensures that performance against the Gedling Plan and agreed budget is reported to and monitored by the Senior Leadership Team, Cabinet and Overview and Scrutiny Committee on a quarterly basis. Performance data is also made available to all Members and is published on the Council's website.
- ▪ Publishes an up to date Forward Plan to enable forthcoming key decisions to be scrutinised at the earliest opportunity by Overview and Scrutiny Committee.
- ▪ Ensures Overview and Scrutiny Committee has sufficient access to Cabinet Portfolio Holders, key officers and information for the purpose of constructive challenge.
- ▪ Ensuring that effective arrangements for whistle-blowing are in place to which officers and those contracting with or appointed by the Council have access.
- ▪ Has robust arrangements in place for managing data:
  - • Training staff and Members in relation to information governance
  - • Ensuring data security breaches are reported and dealt with appropriately as set out in the Information Security Policy
  - • Setting out how data shall be dealt with in the Information Security Policy and Records Retention and Disposal Policy
  - • Ensuring appropriate Information Sharing Agreements signed off by the Data

	Protection Officer are in place.

Core Principle G – Implementing good practices in transparency, reporting, and audit to deliver effective accountability

Sub-principle	Actions to demonstrate good governance
Implementing good practice in transparency	▪ Writing and communicating reports for the public and other stakeholders in a fair, balanced and understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate ▪ Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand
Implementing good practices in reporting	▪ Reporting at least annually on performance, value for money and stewardship of resources to stakeholders in a timely and understandable way ▪ Ensuring members and senior management own the results reported ▪ Ensuring robust arrangements for assessing the extent to which the principles contained in this framework have been applied and publishing the results on this assessment, including an action plan for improvement and evidence to demonstrate good governance (the annual governance statement) ▪ Ensuring that this framework is applied to jointly managed or shared service organisations as appropriate ▪ Ensuring the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other, similar organisations
Assurance and effective accountability	▪ Ensuring that recommendations for corrective action made by external audit are acted upon ▪ Ensuring an effective internal audit service with direct access to members is in place, providing assurance with regard to governance arrangements and that recommendations are acted upon ▪ Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations ▪ Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement ▪ Ensuring that when working in partnership, arrangements for accountability are clear and the need for wider public accountability has been recognised and met

To demonstrate its commitment to Core Principle G Gedling Borough Council:
▪ Operates under Executive arrangements with an established Overview and Scrutiny Committee. ▪ Monitors compliance with the Freedom of Information Act and Access to

Information Act and deals with FOI requests through an Information and Practice Manager.

- Adopts a presumption of openness and transparency and publishes key information on it website. The Council has a Publication Scheme and publishes information in accordance with the Code on Data Transparency.
- Through reviews by external auditors, internal audit and Senior Leadership Team seeks ways of ensuring that value for money is achieved and for securing continuous improvement in the way in which its functions are exercised.
- Has an effective corporate complaints system which is managed through Customer Services. All complaints are monitored and evaluated, through a quarterly report to Senior Leadership Team.
- Ensures that performance against the Gedling Plan and agreed budget is reported and monitored by the Senior Leadership Team, Cabinet and Overview and Scrutiny Committee on a quarterly basis. Performance data is also made available to all members and is published on the Council's website.
- Ensures that all agendas, reports and minutes are published on the Council's website.
- Seeks to minimise the number of and sections of reports which need to be considered in the confidential section of Council, Committee and Cabinet meetings.
- Issues guidance to staff to ensure that the requirements of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 and Openness of Local Government Bodies Regulations 2014 are complied with.
- Determines that the Chief Executive is responsible and accountable for all aspects of operational management.
- Records in the minutes of the proceedings of a "budget decision meeting" of Council the names of the members who voted or abstained.
- When working in partnership, will take steps to develop working protocols, robust procedures for scrutiny of decisions and behaviour, and ensure meetings are held in public.