LOCAL CODE OF CORPORATE GOVERNANCE
~~2025~~2026/~~26~~27

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. ~~Whilst there is currently a review of CIPFA/SOLACE framework underway, the seven principles of good governance remain unchanged~~In May 2025 an Addendum to the framework was published providing further guidance on governance reviews and the Annual Governance Statement. The seven principles of good governance remained unchanged.~~.~~

Good Governance

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

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

	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 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
   o Officer Register of interests and declaration of interests policy
   o DBS check requirements for Members introduced in 2025/26
   o
▪ Provides a comprehensive Elected Member induction programme which includes Code of Conduct training which has delivered post- election in 2023/24.
▪ Requires Members of the Planning Committee and Environment and Licensing Committee to undertake mandatory training.
▪
▪ Has undertaken a rReviewed and updated of the Council's Arrangements for Dealing with Code of Conduct Complaints in 2024/25.

- Engages positively and effectively with the Local Government and Social care Ombudsman and reports annually on outcomes or more frequently if any maladministration finding made.
- ~~Cpntributed~~ Contributed to the Government's consultation on changes to the Standards regime in February 2024
- Adopted a new member code of Conduct in January ~~2023~~ 2024 with training to be delivered in ~~2024/25~~ 2025/26.
- Developing a Social Media Protocol for Members to be approved in 2025/26
- Has set up a Member Development Working Group cross party to ensure member engagement on key projects and training opportunities. More regular meetings to be organised for 2026/27
- Additional Member training is provided supported by a dedicated budget for Member training.
- ~~Bespoke Equality, Diversity and Inclusion Training to be delivered to Members in 2026/27~~
- Has a Standards Committee, which is not politically biased, with responsibility for standards and probity issues which includes 2 co-opted members.
- Is able to monitor and investigate officer behaviour through its corporate complaints procedure.
- On a quarterly basis reminds Members to keep their Register of Interests and gifts and hospitality register up to date.
- ~~Has completed a review of the Code of Practice for Gifts and Hospitality in 2023-24.~~
- Maintains a register of gifts and hospitality for Officers and Members, which is reported to Standards Committee on an annual basis and Senior Leadership team on a quarterly basis. The register of ~~gifts and hospitality for Members is published on the Council's website on a quarterly basis if gifts received~~ interests for Members including any gifts over £50 is published on the Council's website.~~.~~
- Has an Audit Committee which has overall responsibility for the Council's governance and risk management arrangements.
- Has an independent member on the Audit Committee from 2024/25.
- Has ~~approved a~~ reviewed the Counter Fraud and Corruption Strategy, ~~including whistle-blowing procedures~~ which is ~~currently under review to be updated in~~ to be approved in 2026/27.~~2025/26..~~
- Has developed appropriate arrangements for an Officer's Register of Interests
- Provides mandatory fraud awareness training to Officers and Members
- Has guidance for Officers in respect of establishing partnerships and the governance and ongoing monitoring of these.
- Has clear role specifications within the Constitution in respect of the Head of Paid Service, Chief Financial Officer and Monitoring Officer.
- Has a monthly statutory officers meeting to ensure any governance issues are raised.
- Has introduced a Gedling Employee, Manager and Leader Standard which sets out behaviours expected by employees ~~including consideration of actions to support carbon reduction which are to be~~ reviewed and updated in 2025/26.
- Conducts ~~annual Personal Development Reviews which include a review of behaviours in the workplace, this process to be reviewed for 2025/26~~ monthly one to one sessions with staff and their line managers, 3 monthly for front line staff.~~.~~
- Requires reports to be considered for legal and financial implications and signed off on behalf of the Chief Financial Officer and Monitoring Officer with a template agreed to ensure that the details of review and approval are documented on the report.
- All reports must consider Equality, Data and Carbon impacts with accompanying templates for Equality impact Assessments, Data Impact Assessments and Carbon Impact Assessments.
- Offers training to Managers and Officers on report writing and the legal requirements.
- Has set out a Data Breach Management Policy within the Information Security Policy (ISP)

- Has completed a review of the ISP in 2023/24 with further review to be undertaken in ~~2025/26~~2026/27.
- Ensures commitment to paying the national minimum wage.
- Complies with the Procurement Act 2023 during procurement activity for the carrying out of works or provision of supplies or services.
- Approved new Procurement and Contract Rules in January 2025 to ~~to~~ ensure compliance with the Procurement Act 2023.
- Has undertaken a review of the procurement function with a new in house role and shared service provider in place for 2025/26.
- Has ~~commenced preparation of~~adopted a ~~new~~ Procurement Strategy for 2025/~~2~~27~~6~~.
- Continually reviews the constitution to ensure it remains effective, updated the council's procedural standing orders in ~~2024~~2025/~~25~~26.
- Financial regulations to be updated in 2026/27
- Adopted a new Equality~~,~~, Diversity and Inclusion Policy from 1st April 2024 which includes input from overview and scrutiny committee.
- Has created an Equality and Diversity Action plan through annual delivery planning for ~~2025/26~~2026/27 with actions tracked through the Council's performance management system ~~P~~pentana.
- Has a Strategic Equalities Group of Members and Officers to support delivery on the Council's equality policy, framework and action plan.
- Has established a staff inclusion group (GIGS) to improve staff relations and promote inclusivity.
- Provides mandatory Equality and Diversity training to Officers and Members and is providing bespoke EDI training to frontline staff in 2025/26.
- Has an approved Modern Slavery and Human Trafficking Transparency Statement and Modern Slavery Policy which is reviewed annually.
- Has briefed staff on the Modern Slavery requirements
- Has provided mandatory training for officers in respect of safe-guarding and prevent training.
- Has reviewed and updated safeguarding policies in ~~2024/25~~2025/26.
  - Has put in place measures to respond to the GDPR and Data Protection Act requirements, including appointing a Data Protection Officer and deputy.
- Has established a Corporate Risk Board of senior officers which meets every 2 months to review risk across the organisation including strategic and corporate risks.
- Has ~~adopted~~ updated the~~a new~~ Risk management Strategy in ~~2024/25~~2025/26 ~~with training delivered to all senior officers in 2024.~~
- Has undertaken Risk management Workshops with all risk owners in 2025/26
- ~~Has completed a senior management restructure to provide robust snior leadership across the organisation.~~
- ~~Has established a~~A new governance structure for SLT and Members operated in 2025/26 to ensure effective governance across the organisation including establishment of Corporate Risk Board, Budget and Performance Board, Business Technology and Design Authority.
- Has established a Connected Council Board through Senior Leadership team to provide strong oversight of work streams and governance across the organisation.
- Connected Council board report to Cabinet following every Cabinet meeting to update on annual delivery Plan activities and any governance/risk concerns.
- ~~Will align new governance reporting structures with member Portfolios in 2025/26.~~
- Has undertaken a self-assessment of governance through Corporate Governance Assessment toolkit.

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 as other public or third sector organisations) or organisations to which they are accountable*	- 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 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~~taxpayers and service users.

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

- Has ~~an informative, user friendly website to share appropriate information with the community and is looking to improve and upgrade the website in 2025/26~~a new website which went live in 2025.
- Proactively provides information and interacts with the community through Contacts magazine, ~~'Keep me Posted'~~through monthly news articles, emails and social media, ~~in particular X (formerly Twitter) and Facebook.~~
- Works with Community groups and Stakeholders to deliver Community Outreach sessions in the Borough with regular sessions at Calverton, ~~Bestwood~~ and Carlton.
- Has reviewed the structures of Customer Services providing Subject Matter Aspects across key service delivery areas including waste, housing, revenues and licensing to improve advice and quality of service.
- Has undertaken a review of the Communities and Communications Structure creating a new team for communications and engagement.
- Has updated Social Media guidance for officers to ensure clear and appropriate messaging
- Has adopted an Artifcial Intelligence Policy to support officers to safely use AI tools.
- Has arrangements in place to seek and respond to the views of the community by:
  - ~~Creating a public consultation strategy to be approved in 2025/26 following consultation.~~Having a Corporate Consultation Policy approved in 2025/26
  - Consulting with residents on ~~the Gedling Plan for 2023-27~~the Leisure Strategy and future leisure plans twice in 2025/26
  - Using resident feedback from the LGR consultation to align legacy priorities with customer need
  - Consulting with residents on the development of the Local Plan
  - Consulted with residents on the Ambition Arnold Business Plan
  - Holding meetings in public wherever possible
  - Recording and streaming public meetings
  - Publishing agendas, minutes and decisions
  - Making provision in the Council's Procedural Standing Orders in the Constitution for the public to ask questions at Council meetings and creating an online form for the public to submit such questions
  - Undertakes annual budget consultation with business ratepayers
  - ~~Undertakes consultation with residents on budgets~~
  - Having effective relationships with other public sector agencies and the private and voluntary sectors
  - Supported development of the Gedling CVS through UKSPF funding
  - ~~Undertaking miscellaneous consultation with residents, service users and relevant stakeholders including surveys, workshops and focus groups.~~
- Undertakes Equality Impact Assessments where appropriate to identify how the needs of particular groups have been considered to inform decision making, ensuring that appropriate consultations request data on the profile of respondents
- Has an approved Statement of Community Involvement to compliment the preparation of the Local Plan Development Framework.
- Proactively engages in the health agenda through involvement in the Nottinghamshire Health & Wellbeing Board and Integrated Care Partnerships.
- Will be undertaking further wider ~~publication~~ consultation on significant plans for ~~2025/26~~2026/27 including Leisure Transformation~~,~~ and Gedling Local Plan ~~and~~

- ~~Ambition Arnold~~ projects.
- Proactively engages in a number of partnerships including: D2N2, Joint Planning Advisory Board, Gedling Health & Wellbeing Delivery Group, South Notts Community Safety Partnership and Gedling Employment and Skills Group.
- Has developed a Housing Strategy in consultation with stakeholders
- Has a Freedom of Information Act Publication Scheme on the Council's website.
- Complies with the provisions of the Transparency Code.
- Has clear privacy notices in line with data protection legislation.
- 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.
- Has reviewed and updated the Contracts Register to ensure it is accessible and up to date.
- Has developed and introduced 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, streaming and recording of public meetings where necessary.~~
- ~~Has a Customer Promise updated in 2022/23 setting out how the Council will interact with all customers.~~
- Has a Complaints, Compliments and Comments Policy and Unacceptable Customer Behaviour Policy setting out how the Council will manage and respond to complaints which aligns with the Local Government and Social Care Ombudsman's Complaints Code and is reviewed annually. Training in relation to complaint handling is to be completed in 2026/27
- Has established a Youth Council and Senior's Council to ensure engagement with different sections of the Community.
- ~~Has introduced~~Offers webchat as another communication channel with the Council.
- ~~Is implementing new waste management and customer relationship management systems to better improve customer engagement.~~has implemented a new waste management system and customer relationship management system to ensure better access to services for customers
- Is Undertaking a Digital Inclusion programme to supports residents who are digitally excluded.
- Has established a customer engagement programme board to deliver improved customer experience and engagement.
- Has adopted an Identification and Verification process to ensure accuracy when engaging with customers.

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~~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 fair 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 after thorough review of the Council's planning process and following consultation with residents~~Has developed a Gedling Legacy Plan taking into account feedback from resident consultation on Local Government Reorganisation and what matters most to residents.
- Uses data sources to conduct a SWAT analysis of local needs to feed into Legacy Plan.
- Maintains a data hub to ensure data to support priorities is considered including recent Census data.
- Uses the CRM system to better collate customer data and understand customer needs.
- Reflects the Council's vision and strategic priorities through the annual delivery plan for ~~2025/26~~2026/27.
- Actions on the Annual Delivery Plan are captured and monitored in the Council's performance management system, Pentana and programme management tool Jura.
- ~~Has established a Productivity Plan in 2024 which sets out the Council's work programmes from 2024-27 aligning with the Gedling Plan.~~
- Has established programme boards to monitor key activity and support delivery of actions. The boards include: Leisure Transformation Board, Depot Transformation board, Customer Experience Board, Smarter Working Board, Budget & Performance Board and Growth Board. Boards are to be reviewed in 2026/27 to ensure Local Government Re-organisation is effectively managed.
- Monitors delivery against the ~~Gedling~~ Annual Delivery Plan through quarterly reports to SLT, Cabinet and Overview and Scrutiny Committee.
- Has established a budget and performance board to ensure better alignment of budget and performance.
- Has developed a register of policies/plans and strategies to monitor review dates and ensure they remain fit for purpose.
- Has procured a risk module on Pentana to better track and report on risk management.
- 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~~Medium-Term Financial Plan which looks ahead five 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 through the Corporate Risk Board and ensures that appropriate plans are in place to mitigate risks as far as possible.
- Has ~~developed a new~~updated the risk management strategy to be used across all services, projects and business cases.
- Reviews health and Safety risks across the organisation as part of the Corporate Risk Board which meets every two months.
- Reviews safeguarding risks through Corporate Risk Board
- Reviews data Security risks through Corporate Risk Board
- 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 which are subject to regular review.
- ~~Is drafting a~~Has an approved Procurement strategy and updated procedure Rules for 2025/26 to align with the Procurement Act 2023.
- 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.
- Audit recommendations and actions are tracked through Pentana and internal auditors now have access to check compliance.
- Undertakes Equality Impact Assessments where appropriate to identify how the needs of particular groups have been considered to inform decision making
- Maintains an approach to fair access to services through Equality~~,~~,Diversity and Inclusion Policies.
- Has an Equality group with Member and Officer representation to facilitate the Council's Equality Framework and Action Plan.
- Has Equality Actions monitored through the Council's performance management system.
- Has adopted a Social value Policy in 2026 ~~Intends~~ to strengthen ~~its~~ the Council's role in enabling Social Value through its procurement activity in accordance with the Public Services (Social Value) Act 2012; and also. its role in securing improved environmental outcomes through consideration of sustainable procurement factors as part of the ~~update of the~~ Procurement Strategy.
- ~~Will develop a robust Social Value policy in 2025/26 to support Council objectives.~~
- Has a Carbon Impact Assessment which must be completed to demonstrate carbon impacts on decisions.
- Includes details of carbon reduction/environmental sustainability implications are documented in reports.
- Has developed a Carbon Management Strategy and ~~established an officer group to ensure implementation of the~~ action plan which is monitored through Budget and Performance Board.
- Has undertaken a review of Business Continuity plans within services and corporately and has undertaken Emergency Planning exercises in 2025/26.
- Actively engaging with the Local Resilience Forum
- Will be supporting implementation of Martyn's Law and providing training for staff in 2026/27
- Leads on the Social Mobility Commission for Gedling
- Procured the services of WISE to support in environmental awareness raising and enforcement

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~~medium-term financial plan. - Informing ~~medium and long term~~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~~medium-term financial strategy integrates and balances service priorities, affordability and other resource constraints. - Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term. - Ensuring the ~~medium term~~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 and Portfolio holders include an analysis of alternative options together with the reasons for the recommendation contained within the report.
- Requires delivery plans and performance indicators to be aligned to Council priorities set out in the ~~Gedling Plan~~updated Gedling Legacy Plan.
- Performance against the Gedling Plan is reported to and monitored by Senior Leadership Team, Budget and Performance Board, 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.
- Cabinet Members are updated through Connected Council sessions on progress on Annual Delivery Plan
- The Council's budget is developed to reflect the Council's priorities, and the Council has a clear financial strategy including a ~~Medium Term~~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 with a new template agreed to ensure that the details of review and approval are documented on the report.
- Will develop a concise forward plan for all non-executive committees in 2026/27
- Has a project management framework, including the full use of business case development and the scrutiny of projects through ~~Corporate Management Team..~~Senior Leadership Team
- Has ~~reviewed~~ updated the Risk Management Strategy including a self- assessment of risk (which has improved in 2025/26) to ensure that risk management is embedded into the culture of the Council.
- Will implement the requirements of the Financial Management Code to support good practice in financial management and demonstrate financial resilience and sustainability.
- Has arrangements in place to seek and respond to the views of the community by:
  - consulting with residents about Council ~~services~~ projects and priorities and creating a policy to set out how this consultation will be achieved
  - undertaking miscellaneous consultation with residents and relevant stakeholders on a range of decisions and policy proposals
  - ~~undertaking a consultation with residents on the Gedling Plan for 2023~~reviewd resident feedback on the Local Government Reform survey to establish resident priorities to support Legacy Plan
  - ~~Undertaking a consultation with residents on budget setting~~
- ~~Has developed an External Funding Strategy to ensure bids for external funding comply with Financial Regulations and meet agreed Gedling Plan priorities which is to be reviewed in 2025/26~~Will update Financial Regulations in 2026/27 to provide clear guidance on external funding bids.
- Develop engagement with East Midlands Combined County Authority to enable funding opportunities
- Has implement a Fee and Charges Strategy to support statutory compliance and optimisation of income for ~~2025/26~~.
- ~~Will~~ Has implement~~ed~~ a Procurement Strategy in 2025/26 incorporating contract management guidance to ensure statutory compliance and value for money; setting out requirements for inclusion of social value and environmental outcomes in procurement.
- Has approved a Social Value Policy in 2025/26 to try and improve delivery of social value and lever better opportunities.
- ~~Agreed a Transformation programme from 2024/25 and a Digital, Data and Technology Strategy to align with the ICT Strategy and support the Council's~~

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<table>
<tr><td colspan="2">~~Productivity Plan~~Undertaken a number of re-structures in 2025/26 to deliver efficiency as well as improving service delivery and mitigating risks~~-~~.
■ Establishment of new internal governance system with a number of boards to better manage performance, risk, budget and system/process change.
■ Starting to look at opportunity to share services heading into LGR to mitigate staffing risks – Shared Monitoring Officer with Newark and Sherwood District Council.
■ Worked with all Nottinghamshire authorities to develop proposals for Local Government Reform
■ Roll out contract management training in 2026/27</td></tr>
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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 training 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 ~~which has been reviewed and updated for 2023~~ and additional Member Training is provided supported by a dedicated budget for Member training.
- Holds regular Corporate Induction sessions for new officers.
- Has a dedicated corporate employee training budget and ~~service based~~service-based training budgets.
- Is establishing a central training matrix for 2025/26 to ensure better oversight of training need and spend.
- Has a matrix of corporate governance training for senior officers.
- Has developed a new approach to Learning and development in 2025/26
- Approved a new approach to apprenticeships in 2025/26.
- Has developed a table of mandatory training for officers and methods of delivery.
- ~~Will be providing~~Provided digital training to front line staff in 2025/26 in conjunction with west Notts college to support implementation of Whitespace.
- Provides regular corporate governance training to officers.
- Has provided risk management ~~training~~ workshops to staff in ~~2024/25~~2025/26.
- ~~Performance and Development Reviews are undertaken for all members of staff at least annually. This process is being reviewed for 2025/26~~has rolled out 1:1 monthly sessions for all staff with their line managers focussing on employee standards and staff wellbeing as well as performance. Three monthly sessions are in place for frontline staff.
- Will undertake staff engagement surveys in 2026/27
- Requires the Assistant Director of Workforce~~Head of HR, Performance and Service Planning~~ 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 which is being reviewed to ensure diversity in the workforce.~~.~~
- Has a raft of HR policies and procedures in place which are included in the Employee Handbook and is available on the intranet. Policies are currently under review.
- Has reviewed Employee policies to ensure they remain fit for purpose including DBS policy, Absence Management Policy, Learning & Development Policy, Performance Management, Harassment in the Workplace Policy and Whistleblowing Policy.~~.~~
- ~~Has implemented a senior management restructure of the organisation to ensure efficiency and delvery of Council priorities.~~
- 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.
- Has an adopted agile working strategy and agreed a Flexible and Agile Working Policy.

- 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, under an Employee Assistance Programme, 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 annual Health Fair
- Has secured the Well-being at Work Bronze Award.
- Has a Menopause Policy in place to raise awareness and support women in the workplace.
- Arranges Staff events under the banner of 'Our Gedling'.
- Signed the Prevention Concordat for Better Mental Health.
- Provided mental health Awareness Training to all staff
- Adopted the dying to work charter.
- Adhere to the principles of the Disability Confident Employer Scheme.
- 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.
- Has 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.
- Has an employee Equalities Policy, including reasonable adjustments.
- Has reviewed the Workforce Strategy in 2023/24 for implementation covering the period up to 2027.
- Has reviewed succession planning arrangements with Assistant Directors to ensure staff development
- Ensures that performance against the Gedling Corporate Plan and agreed budget is reported to and monitored by the Senior Leadership Team, Budget and Performance Board, 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.
- Agreed to sign the GMB's Employee Charter to demonstrate commitment to supporting employees experiencing domestic abuse.
- Has a staff Equality and Diversity group called Gedling Inclusion Group "GIGS" to support inclusivity in the workforce
- Is migrating to a cloud basedcloud-based Employee management System in 2026/27 which will ensure better reporting of staff data.
- Became a Fostering-friendly Council in 2022
- Has adopted parental leave policy for Members to support continuation of duties and retain skills and knowledge and to encourage a wider range of prospective Councillors.
- Has established a central register of strategies, plans and policies to monitor review periods.
- Will look to roll out mental health champions for staff in 2025/262026/27
- Will be reviewing the Employee protection register in 2025/26
- Has reviewed updated the Council's DBS policy for staff.
- Has delivered Equality Diversity and Inclusion Training for staff to continue into 2026/27
- Has developed an improved internal communication plan and intranet to ensure effective communication
- Holds quarterly staff briefings with staff with face to faceface-to-face feedback provided

Commented [JL1]: I'm not familiar with this?

Commented [FW2]: Not sure what this is?

Commented [FW3]: Do we still have this?

to Depot staff.

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 to CIPFA's requirements.
▪ The Council has appointed an Audit Committee with an Independent Member which can report to Full Council if it considers necessary.
▪ A new the Risk Management Strategy has been adopted updated in 2025/26 that is led by Senior Management Team for the identification and evaluation of Corporate Risks, and integrated with the work of Internal Audit to provide a holistic source of assurance aligned to corporate objectives.
▪ The Risk Management Strategy is periodically reviewed by the Audit Committee along with a quarterly review of the corporate Risk Register by Senior Leadership Team and Audit Committee and regular review of risk through the Corporate Risk Board.
▪ The Council has contracted with BDO 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.
▪ The Annual Audit Plan is shaped through an assessment of the Council's key strategic risk areas and critical services.
▪ Results of audit reviews are reported to the Audit Committee along with follow up work to ensure that the recommendations have been implemented.
▪ Audit actions are included as part of the Pentana performance management system.
▪ Risk management is included as part of the Pentana performance management system.
▪ Financial systems are reviewed annually to ensure appropriate, effective controls are in place.
▪ The Council's finance system Agresso has been updated to the cloud to improve security and access controls have been reviewed and improved.
▪ Changes to the Council's financial management systems in 2025/26 will ensure better security and control in financial management processes.
▪ The Budget and Performance Board has now been established to better track performance against agreed budgets.
▪ External audit reports to the Audit Committee annually on the results of the audit of the financial statements.
▪ Through the Chief Financial Officer, Members are advised on the robustness of estimates and the adequacy of reserves set within the budget process.
▪ The Annual Governance Statement considers the internal control framework, and is presented to the Audit Committee usually 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 and monthly meetings

- of statutory officers.
- 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 updated Financial Regulations, Standing Orders for Dealing with Land and ~~is reviewing~~ Contract Standing Orders and will provide training to the relevant staff.
- ~~Will~~ Has develop~~ed~~ and Asset management Plan for 2025/26 to ensure effective management and decision making around assets.
- Has procured condition surveys across Council assets and temporary accommodation.
- The Corporate Risk Board, carries out a regular review of corporate risks, health and safety and safeguarding 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, Budget and Performance Board, Cabinet and Overview and Scrutiny Committee on at least 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~~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.
- Is implementing the statutory Guidance on Overview and Scrutiny in Local and Combined Authorities.
- ~~Has approved a~~Is reviewing the Counter Fraud and Corruption Strategy, ~~including whistleblowing procedures during 2019/20~~during 2025/26 to ensure effective arrangements are in place. This is currently under review but has been published on the website and is accessible to officers and those contracting with or appointed by the Council and will introduce an Annual Fraud Report for consideration by Audit Committee.
- Has robust arrangements in place for:
  o Managing data.
  o Training staff and Members in relation to information governance (new training introduced in 2025.
  o Ensuring data security breaches are reported and dealt with appropriately as set out in the Information Security Policy
  o Setting out how data shall be dealt with in the Information Security Policy and Records Retention and Disposal Policy
  o Ensuring appropriate Information Sharing Agreements signed off by the Data Protection Officer are in place.
- Has put in place measures to respond to the GDPR and Data Protection Act requirements, including appointing a Data Protection Officer and deputy.
- Has created records of processing activities to improve Information Asset registers which will be reviewed annually.
- ~~Has d~~Will eveloped an External Funding Strategy to ensure bids for external funding comply with Financial Regulations and meet agreed Gedling Plan priorities, this strategy is to be reviewed in~~update~~ Financial Regulations in 2026/27 to ~~2025/26~~reflect the Council's approach to External funding bids.
- Quarterly risk management information is reported to Overview and Scrutiny

- Committee.
- Publishes clear informative and Privacy Notices setting out what personal data is collected and how it will be used.
- Continues to review and update the Constitution to ensure it remains fit for purpose.
- Has a project management framework, including the full use of business case development, which is monitored through SLT, project groups and relevant corporate boards.
- Has established a new suite of boards to manage performance and deliver work streams aligned to the Gedling Plan all overseen by a Connected Council board.
- Has developed a Data Hub to provide an easily accessible online portal to access data that will inform and evidence decision making service, planning and other project work.
- Will review cyber risk registers in 2025/26.
- reports annually on health and Safety to the Joint Consultative and Safety Committee.
- Have appointed an Independent Member to Audit Committee in accordance with recommended good practice.
- Has completed a review of Business Continuity plans in 2024/252025/26 with a review of the emergency plan to be conductedunderway in 2025/26.
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Comment [FW4]: Dan I'd be grateful for your input?

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 and that progress on completion of actions is reported quarterly to Senior

	Leadership Team through the use of the Council's performance management system.
	▪ 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 its website. The Council has a Publication Scheme and publishes information in accordance with the Code on Data Transparency.
- Presents annual reports to Cabinet on Information Governance, Regulation of Investigatory Powers Act usage and CCTV.
- Has appointed a Senior Responsible Officer and Single Point of Contact for CCTV and surveillance camera systems.
- 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 and the Complaints, compliments and Comments Policy is reviewed annually and presented to cabinet with annual complaints data.
- Complaints Training is to be delivered to officers in 2025/26 in line with the updated policy.
- Ensures that performance against the ~~Gedling~~ Corporate Plan and agreed budget is reported and monitored by the Senior Leadership Team, Budget and Performance Board, 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.
- Monthly statutory officers' meetings are held to ensure risks/actions identified.
- 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.
- Will ensureHas robust contract management processes are in place from 2025/26 to ensure better performance.
- Has put in place measures to respond to the GDPR and Data Protection Act requirements, including appointing a Data Protection Officer and deputy.
- Has provided access to internal auditors of audit actions on pentana to ensure regular updates.
- Has established a member development working group to ensure transparency and openness across parties.
- Has reviewed scrutiny arrangements to ensure a relevant and realistic work plan.
- Has established new governance structures within the council through Connected council Boards which will ensure effective reporting of risks, projects, budget and performance across the organisation and through SLT to members.
- Updates cabinet regularly on progress against the Annual delivery Plan through Connected Council meetings.
- Works collaboratively with other district councils in preparedness for LGR.
- Will review resource need for LGR implementation and set out a programme of works in 2026/27.