Gloucestershire
COUNTY COUNCIL

CODE OF CORPORATE
GOVERNANCE

2015-2016

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Context

Local Government has been undergoing significant change and the environment in which it works is increasing in complexity. In addition to economic and financial challenge, the Localism Act and other key legislation has brought new roles and opportunities and greater flexibility for authorities.

Local authorities are changing the way in which they operate and undertake service provision. Public services are delivered directly, through partnerships and collaboration and through commissioning, shared services and partnership boards have come into existence. The introduction of new structures and ways of working provide challenges for managing risk, ensuring transparency and demonstrating accountability.

Good governance enables an authority to pursue its vision effectively as well as underpinning that vision with control and the management of risk. A one-size-fits-all approach to governance is inappropriate. Local governance arrangements must be proportionate to the risks and are acknowledged as the responsibility of each local authority in its area of operation.

Introduction

Gloucestershire County Council (GCC) has adopted a Code of Corporate Governance based upon the CIPFA/SOLACE document entitled '*Delivering Good Governance in Local Government':* 2012 Framework.

What do we mean by Governance?

Governance is about how GCC ensures that we are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.

It comprises the systems and processes, culture and values by which GCC is directed and controlled and how it accounts to, engages with and, where appropriate, leads local communities.
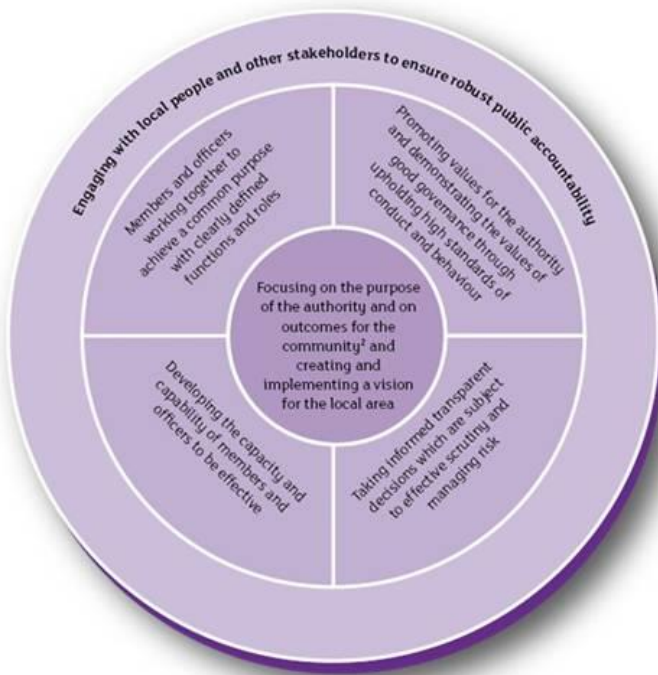
GCC operates through a governance framework that brings together an underlying set of legislative requirements, governance principles and management processes.

The County Council's Code of Corporate Governance specifically identifies the actions to be taken in relation to each of the core principles and supporting principles, please see below.

In order to assist the reader, a single sheet which defines the local framework by reference to key documents and contributory processes is detailed at **Appendix 1** attached to this Code.

Core Governance Principles

The Council's governance framework is consistent with the six core principles (underpinned by a number of supporting principles) of the CIPFA/SOLACE framework and these are summarised below:

Core Principle 1: Gloucestershire County Council aims to focus on its purpose and on outcomes for the community, creating and implementing a vision for the local area with partners.

Core Principle 2: Members and officers working together to achieve a common purpose with clearly defined functions and roles.

Core Principle 3: Promoting values for the authority, and demonstrating the values of good governance through upholding high standards of conduct and behaviour.

Core Principle 4: Taking informed and transparent decisions, which are subject to effective scrutiny and managing risk.

Core Principle 5: Developing the capacity and capability of members and officers to be effective.

Core Principle 6: Engaging with local people and other stakeholders to ensure robust public accountability.

Actions taken by GCC in relation to each principle

Core Principle 1

Compliance Key
⭐ - Compliant
🟠 - Improvement Required
🔺 - Not Compliant

> **Focusing on the purpose of the authority and on outcomes for our customers and stakeholders and creating and implementing a vision for the local area.**

Supporting Principles	The County Council is required to:	Evidence that the Council complies with these requirements:	Compliant R / A / G 🔺🟠⭐	Actions for improvement (incl. timescales)
1.1 Exercising strategic leadership by developing and clearly communicating the authority's purpose and vision.	➤ Develop and promote the purpose and vision through the Council Strategy	➤ The Council's Strategy sets out the Council's vision, values and high level priorities.	⭐	
	➤ Review on a regular basis the authority's vision for the local community and the implications for our governance arrangements.	➤ The Strategy is updated annually and informed by public consultation. Progress is monitored on a quarterly basis through strategic performance reports to Cabinet and Scrutiny Committees, which are publicly available.	⭐	

	➢ Ensure that Partnerships are underpinned by a common vision of their work that is understood and agreed by all Partners.	➢ The Council's Strategy priorities are developed in partnership with other public/private bodies and the voluntary sector. We have joint partnership plans and outcome agreements/contracts which include key performance indicators and activities which are monitored and progress discussed at regular Board and Business meetings. ➢ A jointly agreed vision for the Shared Services Programme between Gloucester City Council and the County Council and a Memorandum of Understanding has been agreed and signed by both parties.	🟠	

	➢ Publish an annual report (or similar documents) on a timely basis to communicate GCC's activities and achievements, its financial position and performance.	➢ Quarterly strategic performance reports are produced, which are publicly available. ➢ **Medium Term Financial Strategy** published. ➢ The Council publishes an annual report on the activity of the scrutiny function. ➢ **Annual Statement of Accounts** and Annual Governance Statement published. ➢ **Annual External Audit and Inspection Letter.** ➢ A Complaints and Compliments Annual Report is produced and available on the Council's website.	★

1.2 Ensuring that customers receive a high quality of service whether directly, or in partnership, or by commissioning.	➢ Decide how the quality of service for customers is to be measured and make sure that the information needed to review service quality effectively and regularly is available.	➢ The Council has developed Strategic Commissioning Plans, Service Level/Outcome Agreements and Annual Business Plans with clearly defined outcomes and a balanced set of measures and risks to evaluate performance. Performance scorecards are circulated to managers on a regular basis. ➢ External inspection regimes including OFSTED and CQC. ➢ Internally led service reviews, as well as independent challenge sponsored by Challenge Team to support service improvement and value for money.	★	

	➤ Put in place effective arrangements to identify and deal with failure in service delivery.	➤ Quarterly performance reports analysing trends and latest budget position are monitored at management and Board meetings and mitigation strategies are implemented to manage current and emerging risks. ➤ Formal **complaints policy and procedures** in operation. This intelligence is used to improve services and focus on the needs of our customers. ➤ Independent Challenge Team to support rigorous commissioning, review significant issues arising from performance, finance and risk monitoring, support transformational change, value for money and efficiencies, and promote and support the development of a culture of challenge for all staff.	★

| 1.3 Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money. | ➢ Decide how value for money is to be measured and make sure that the authority or partnership has the information needed to review value for money and performance effectively.

➢ Measure the environmental impact of policies, plans and decisions. | ➢ Annual Organisational Value for Money Assessment by the External Auditor.

➢ Benchmarking exercises to compare information on the authority's economy, efficiency and effectiveness of services with that provided by similar organisations. This information is shared with Scrutiny Committees and other relevant Boards and Management Teams.

➢ Value for Money Policy in place.

➢ The Cabinet report template enables the recording of the environmental impact of decisions taken.

➢ The Corporate Risk management Strategy considers environmental risk as a key category of risk and enables the impacts to be measured. | ★ | |

Core Principle 2

Members and officers working together to achieve a common purpose with clearly defined functions and roles.

Supporting Principles	The County Council is required to:	Evidence that the Council complies with these requirements:	Compliant R / A / G 🔺🟠⭐	Actions for improvement (incl. timescales)
2.1 Ensuring effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function.	➤ Set out a clear statement of the respective roles and responsibilities of the executive and of the executive's members individually and the authority's approach towards putting this into practice. ➤ Set out a clear statement of the respective roles and responsibilities of other authority members, members generally and senior officers.	➤ The Council's Constitution sets out the respective roles and responsibilities of the Council, the Cabinet, Scrutiny and other Committees, as well as Officers. It covers, among other things, Codes of Conduct for Members and Employees, a protocol on the relationship between members (including shadow members) and officers and the scheme of members' allowances. ➤ Officer role descriptions (particularly for reward band/senior posts).	⭐	

		➢ Leadership performance management/Performance Development Review and leadership development programme.		
2.2 Ensuring that a constructive working relationship exists between Elected Members and Officers and that the responsibilities of Members and Officers are carried out to a high standard.	➢ Determine a scheme of delegation and reserve powers within the Constitution / Partnership Arrangement including a formal schedule of those matters specifically reserved for collective decision of the authority, taking account of relevant legislation, and ensure that it is monitored and updated when required.	➢ The Council's Constitution defines the Scheme of delegation and approval powers, which is reviewed at least annually in the light of legal and organisational changes. ➢ Register of authorisations (i.e. detailed schemes of delegations that sit beneath the overarching scheme) which are maintained by the Monitoring Officer. ➢ Terms of Reference of Joint Committees included within the Constitution. ➢ Officer role descriptions and employment contracts.	★	

		➢ Performance management framework and leadership development programme in place.		
		➢ New Operating Model Accountabilities & Responsibilities framework in place.		
	➢ Make a Chief Executive responsible and accountable to the authority for all aspects of operational management.	➢ The Council has three Statutory Officers responsible for good governance. The Chief Executive is the Council's Head of Paid Service, The Director of Strategic Finance is the S151 Officer and the Director of Strategy and Challenge is the Monitoring Officer. They meet on a regular basis.	★	
	➢ Develop protocols to ensure that the Leader and Chief Executive negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained.	➢ The Council's Constitution defines the relevant roles and their respective delegated powers.	★	

		➤ GCC have a job description/job profile for the Leader and the Chief Executive. ➤ The Leader and Chief Executive have regular 1:1 meetings each week. ➤ Regular Cabinet / CoMT meetings take place.		
	➤ Make a Senior Officer (the S151 Officer) responsible to the authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control.	➤ The Council's Constitution reflects the statutory appointment of a Section 151 officer, who is also a member of the Corporate Management Team. ➤ The Council has complied with the *CIPFA Statement on the Role of the Chief Financial Officer in Local Government* and has reported on it accordingly in its Annual Governance Statement.	★	

		➢ The Council has complied with the *CIPFA Statement on the Role of the Head of Internal Audit in Public Service Organisations* and has reported on it accordingly in its Annual Governance Statement.		
	➢ Make a Senior Officer (the Monitoring Officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable Statutes and Regulations are complied with.	➢ The Council's Constitution reflects the statutory appointment of a Monitoring Officer, who is also a member of the Corporate Management Team.	★	
2.3 Ensuring relations between the authority, its partners and the public are clear so that each knows what to expect of the other.	➢ Develop protocols to ensure effective communication between members and officers in their respective roles.	➢ Protocol on Member / Officer Relations in the Constitution. ➢ Portfolio Holder (and shadow) meetings.	★	
	➢ Set out the terms and conditions for the remuneration of members and officers and an effective structure for managing the process including an effective remuneration panel.	➢ The Council has an Independent Remuneration Panel. ➢ A scheme for member remuneration and allowances is published.	★	

		➢ The Council has an Appointments Committee which enables members to play a full role in deciding which persons should be employed as the Council's most senior officers and to determine any changes to contractual terms of employment and decisions on pension policy discretions for the Council. ➢ For officers, the Council's Pay Policy and reward structure, including authorisation procedures are in place. ➢ Established process for job evaluation and appeals procedures in respect of disciplinary, dismissal and grievance procedures..		
	➢ Ensure that effective mechanisms exist to monitor service delivery	➢ Quarterly strategic performance and risk reporting. ➢ Independent inspections such as OFSTED and CQC.	★	

	➢ Ensure that the organisation's vision, strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other key stakeholders, and that they are clearly articulated and disseminated.	➢ The organisation has a Consultation Planning and Implementation Protocol, which clearly sets out how we deliver consultation in a consistent and meaningful way, whilst also being legally compliant.
		
		➢ Dissemination, including through individual and team performance targets via the Performance Development Review Scheme.
		
		➢ Relating to the workforce as stakeholders:
		
		    – Employee Engagement Strategy;
		
		    – Trade Unions;
		
		    – Consultation arrangements;
		
		    – STAFFNET.
			★

	➤ When working in partnership, ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the authority. ➤ Ensure that there is clarity about the legal status of the partnership. ➤ Ensure that representatives or organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions.	Appointments to outside bodies ➤ The Council is one of a number of organisations that enter into partnerships with other public sector and with private sector organisations. It is represented on such partnership bodies by County Councillors and Officers, who must be formally appointed to them. The appointments process is what is called a "local choice function", which means that it may be exercised by the Cabinet or the full Council; ➤ In line with the Secretary of State's advice, the Cabinet will make appointments to those bodies with functions, which are its responsibility. Other appointments will be made by or on behalf of the full Council.		

		➢ A list of all appointments to outside bodies is maintained by the Head of Democratic Services.		

Core Principle 3

Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.

Supporting Principles	The County Council is required to:	Evidence that the Council complies with these requirements:	Compliant R / A / G ▲●★	Actions for improvement (incl. timescales)
3.1 Ensuring authority Members and Officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance.	➢ Ensure that the authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect.	➢ The Council has up to date Members and Employees Codes of Conduct. Incorporating the Council's Whistleblowing procedure. ➢ There are established procedures for investigating complaints about standards of conduct and behaviour. These include Fairness and Diversity, Bullying and Harassment policies.	★	

		➤ The Council has appointed three Independent Persons to assist the Monitoring Officer in dealing with complaints against members. ➤ Performance Development Review and regular 121 and supervision meetings..		
	➤ Ensure that standards of conduct and personal behaviour expected of members and staff, of work between members and staff and between the authority its partners and customers are defined and communicated clearly and through Codes of Conduct and Protocols.	➤ Members' / Employees' Codes of Conduct. ➤ Performance appraisal processes in place. ➤ Anti-Fraud and Corruption Policy and Strategy in place. ➤ Regular review/updates of the above codes/policies. ➤ Staff awareness briefings.	🟠	**Anti Fraud and Corruption Strategy** Fighting Fraud and Corruption Locally 2016–2019 strategy has been developed and supported by the CIPFA Counter Fraud Centre. The strategy includes practical steps for fighting fraud, shares best practice and brings clarity to the changing anti-fraud and corruption landscape.

			During 2016/2017 the Chief Internal Auditor will undertake a self assessment against the new guidance to measure the Council's counter fraud and corruption culture and response and propose enhancements as required.
	➢ Put in place arrangements to ensure that members and employees of the authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and/or customers and put in place appropriate processes to ensure that they continue to operate in practice.	➢ Register of declaration of interests held for both Members and Officers. ➢ Procedures in place for dealing with conflicts of interest, defined within the Codes of Conduct. ➢ Registers of gifts and hospitality maintained.	★	

| 3.2 Ensuring that organisational values are put into practice and are effective. | ➢ Develop and maintain shared values including leadership values for both the organisation and staff reflecting customer / public expectations, and communicate these to members, staff, customers and partners. | ➢ The Council Strategy sets out clear values for the organisation.

➢ As part of the annual appraisals, the Council's Leadership Skills and Behaviours are used to set and review performance and associated behaviours and to identify personal development needs.

➢ Leadership and Management Development which promotes and develops individuals' behaviours, capabilities and skills.

➢ Integration of organisational values in learning and development for all staff.

➢ Whistle blowing – confidential reporting procedures are in place and protect individuals raising concerns. | ★ | |

		➢ Complaints procedures are in place.		
	➢ Put in place arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards and monitor their continuing effectiveness in practice.	➢ Registers of Members and Staff Interests maintained by the Monitoring Officer.	★	
	➢ Develop and maintain an effective standards framework.	➢ The Council's Audit and Governance Committee's role is to promote, maintain and assist the achievement of high standards of conduct by County Councillors and co-opted members in accordance with the Council's Code of Conduct for Members.	★	
	➢ Use the organisation's shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the authority. ➢ In pursuing the vision of a partnership, agree a set of values	➢ As part of annual appraisals, the Council's Leadership Skills and Behaviours are used to set and review performance and associated behaviours and to identify personal development needs.	★	

	against which decision making and actions can be judged. Such values must be demonstrated by partners' behaviour both individually and collectively.	➢ Terms of Reference of Partnership Boards. The Council's Codes of Conduct to apply.		

Core Principle 4

Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.				
Supporting Principles	**The County Council is required to:**	**Evidence that the Council complies with these requirements:**	**Compliant** **R / A / G** ▲ ● ★	**Actions for improvement (incl. timescales)**
4.1 Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny.	➢ Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the organisation's performance overall, and that of any organisation for which it is responsible.	➢ The role of and responsibility for scrutiny have been established and detailed within the Council's Constitution. ➢ [Agenda and minutes of scrutiny meetings](#) which are publicly available. ➢ The position of Statutory Scrutiny Officer is identified in the job role of the Head of Democratic Services. Specific officers have been identified in the Democratic Services Unit to support scrutiny committees. ➢ Gloucestershire's scrutiny principles acknowledged nationally as best practice. ➢ Monitoring scrutiny recommendations after 6, 12 and 18 months.	★	

		➤ Independent Challenge Team to support rigorous commissioning, review significant issues arising from performance, finance and risk monitoring, support transformational change, value for money and efficiencies and promote and support the development of a culture of challenge for all staff. ➤ An effective internal audit function is resourced and maintained.		
	➤ Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based.	➤ Decisions made by the Cabinet and by Individual Cabinet Members are documented and published on the Council's website http://glostext.gloucestershire.gov.uk/uuCoverPage.aspx?bcr=1. Reports include requirements to explain background, options, resource implications, risk, consultation, equality's considerations, officer advice and performance management. ➤ Article 7 of the Constitution includes information on decision making, including principles of decision making.	★	

	➢ Put in place arrangements to safeguard members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice.	➢ Members' and Officers' Codes of Conduct which refers to a requirement to declare interests. ➢ Reminder on all Committee agenda papers to declare interests. ➢ Minutes of meetings, showing declarations of interest were sought and appropriate declarations made. ➢ Members and Staff Registers of Interests maintained.	★
	➢ Develop and maintain an effective Audit and Governance Committee, which is independent of the executive and scrutiny functions, or make other appropriate arrangements for the discharge of such a function.	➢ The Council's Audit and Governance Committee's Terms of Reference is to advise Council on the adequacy and effectiveness of the Council's corporate governance arrangements and internal control environment. ➢ A self assessment as to their effectiveness undertaken against the CIPFA's Audit Committees – Practical Guidance for Local Authorities 2013.	★

	➢ Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints.	➢ The Council has implemented a revised Customer Complaints Policy and procedure. Complaints information is shared with Overview Management Scrutiny Committee on a quarterly basis.	🟠	
4.2 Having good quality information, advice and support to ensure that services are delivered effectively and are what the customer wants / needs.	➢ Ensure that those making decisions whether for the authority or the partnerships are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications.	➢ Committee report templates require full consideration of key risks, impacts and opportunities. ➢ Discussion/consultation between members and officers on the information needs of members to support decision making. ➢ Support / training/guidance is provided to management, by the Executive Support Manager, to ensure that all decisions are made in accordance with the Council's Constitution and are supported by good quality documentation. ➢ Internal Audit reviewed compliance with the Council's decision making processes during 2014/2015.	🟠	

	➢ Ensure that proper professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately.	➢ Committee reports require formal sign off from relevant professional disciplines. ➢ Record of consultation, decision making and supporting rational is required under the Council's Constitution. ➢ Meeting reports provides details of advice given.	★	
4.3 Ensuring that an effective risk management system is in place.	➢ Ensure that risk management is embedded into the culture of the authority with members and managers at all levels recognising that risk management is part of their jobs.	➢ A Corporate Risk Management Policy and Strategy has been formally approved and adopted and is reviewed and updated on a regular basis. ➢ Risk Management principles and roles and responsibilities are clearly defined with the Council's Constitution (Financial Regulations). ➢ Strategic Risk Register is owned by CoMT. ➢ External Audit annually reviews the effectiveness of risk management arrangements operating with the Council and report the outcome publicly.	★	

		➢ Risk Management is embedded into the day to day business systems and processes operating within the Council.		
	➢ Ensure that effective arrangements for whistle blowing are in place to which officers, staff and all those contracting with or appointed by the authority have access.	➢ Whistleblowing arrangements are set out in the Employees Code of Conduct and on the Council's website. The Monitoring Officer is responsible for dealing with whistleblowing allegations.	★	
4.4 Using their legal powers to the full benefit of stakeholders.	➢ Actively recognise the limits of lawful activity placed on them by, for example, the ultra vires doctrine, but also strive to utilise their powers to the full benefit of their stakeholders.	➢ Legal support is available to all service areas. ➢ Training provided to Officers. ➢ Awareness briefings are provided as required. ➢ Monitoring Officer and Head of Legal Services review of all Cabinet and Cabinet Member reports prior to submission.	★	

	➢ Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on the authority by public law.	➢ Regular Legal updates. ➢ [Council's web-pages]().	★	
	➢ Observe all specific legislative requirements placed upon us, as well as the requirements of general law, and in particular to integrate the key principles of good administrative law – rationality, legality and natural justice – into our procedures and decision making processes.	➢ Legal and Regulatory risk is one of the key categories of risk to be fully considered when delivering objectives. ➢ Guidance provided on decision making. ➢ Chief Executive, the Chief Financial Officer and Monitoring Officer sign off of all Cabinet reports. ➢ Commissioning Board Papers are reviewed by the Head of Legal Services to be alerted to any potential unlawfulness.	★	

Core Principle 5

Developing the capacity and capability of Members and Officers to be effective.				

Supporting Principles	The County Council is required to:	Evidence that the Council complies with these requirements:	Compliant R / A / G 🔺🟠⭐	Actions for improvement (incl. timescales)
5.1 Making sure that Members and Officers have the skills, knowledge, experience and resources they need to perform well in their roles.	➢ Provide induction programmes tailored to individual needs and opportunities for Members and Officers to update their knowledge on a regular basis.	➢ Staff Learning, Training, Induction and Development Programmes. ➢ The Council has put in place a Member Development Framework based around the Local Government Association Skills Framework. This is reviewed regularly at Group Leader meetings. ➢ Political awareness sessions provided to staff so that they are made aware of the Council's working arrangements under a Conservative minority administration.	⭐	

		➢ Role descriptions incorporate knowledge and behaviour requirements.		
	➢ Ensure that the Statutory Officers have the skills, resources and support necessary to perform effectively in their roles and these roles are properly understood throughout the authority.	➢ The Council's Constitution clearly defines these statutory roles. ➢ Membership of the Corporate Management Team. ➢ Membership of national / regional peer groups. ➢ Leadership Development Programme.	★	
5.2 Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group.	➢ Assess the skills required by Members and Officers and make a commitment to develop those skills to enable roles to be carried out effectively.	➢ Workforce and Organisational Development Strategy includes activity on: ➢ Leadership development; ➢ Workforce planning and capability; ➢ Workforce engagement; ➢ Performance & Reward.	★	

		➤ Ongoing Member development programme to ensure that members have the knowledge to undertake their roles effectively.		
	➤ Develop skills on a continuing basis to improve performance, including the ability to scrutinise and challenge and to recognise when outside expert advice is needed.	➤ Performance monitoring/appraisal process identifies skills gaps and future needs and Workforce and Organisational Development responds to these.	★	
	➤ Ensure that effective arrangements are in place for reviewing the performance of the Executive as a whole and of individual Members and agreeing an action plan, which might, for example, aim to address any training or development needs.	➤ Officer performance appraisal systems. ➤ Development plans linked to performance appraisals. ➤ Appraisal process not appropriate for members as they are elected individuals.	★	

5.3 Encouraging new talent at both Member and Officer level so that best use can be made of individuals' skills and resources in balancing continuity and renewal.	➤ Ensure that effective arrangements are in place designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the authority.	➤ Workforce and Organisational Development Strategy, including activity on equality and diversity and leadership and management development. ➤ As part of Grow Gloucestershire the council is committed to providing work experience placements / apprenticeships. This will enhance our commitment to young people in Gloucestershire and potentially contribute to developing a skilled workforce of the future.	★	

		➤ National Graduate Development Programme (NGDP). The NGDP is a national, two year, high profile, general management development programme for high calibre graduates with the potential to become senior leaders. It is one of the Improvement and Development Agency's (IDeA) flagship national leadership programmes.		
		➤ Peoples Panel in place with regular recruitment to ensure this panel is representative of the Community.		
		➤ Consult Gloucestershire – Consultation Portal.		
		➤ Information for prospective councillors published on GCC website.		
		➤ Political parties actively involved in recruiting political candidates.		

	➢ Ensure that career structures are in place for Members and Officers to encourage participation and development.	➢ Workforce/Organisational Development Strategy. ➢ A member development programme is in place to help councillors in undertaking their roles. Support is provided to members on an individual basis if they need assistance on a particular issue. Officers across the authority are encouraged to attend council meetings and other events involving councillors to improve their political awareness. ➢ Career structures not appropriate for elected members.	★

Core Principle 6

Engaging with local people and other stakeholders to ensure robust public accountability.

Supporting Principles	The County Council is required to:	Evidence that the Council complies with these requirements:	Compliant R / A / G ▲●★	Actions for improvement (incl. timescales)
6.1 Exercising leadership through a robust and open scrutiny function which effectively engages local people and stakeholders, including partnerships and develops constructive accountability relationships.	➢ Make clear to itself, all staff and the community to whom they are accountable and for what.	➢ The Council publishes an annual report on the activity of the scrutiny function. ➢ The Council's website records all Council meetings and key decisions. ➢ Group Leader meetings receive regular reports on scrutiny and working group activities. This ensures that the Leader of the Council, the leaders of the other political groups and the Chief Executive are kept fully informed about non-executive member activities.	★	

	➢ Consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and any changes required.	➢ The Council is recognised nationally as one of the leading scrutiny authorities and works closely with public sector partners. The Council was successful in winning the Centre for Public Scrutiny's 'Overall Impact' award in 2012 for its work with community representatives in examining the Environment Agency's proposals south of Gloucester. ➢ The Council features in the 2015 Centre for Public Scrutiny Guide to Good Scrutiny for the review of the community impact of the badger cull in West Gloucestershire.	★
	➢ Publish an annual report on the activity of the scrutiny function.	➢ The Council publishes an annual report on the activity of the scrutiny function. ➢ The Council website provides records for meetings of full Council, Council committees and Cabinet meetings.	★

		➢ Cabinet member decisions and significant officer decisions are also recorded on the website.		
6.2 Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning.	➢ Ensure clear channels of communication are in place with all sections of the community and other stakeholders, and put in place monitoring arrangements and ensure they operate effectively.	➢ Consultation Planning and Implementation Protocol. ➢ People's panel. ➢ Consult Gloucestershire – Consultation Portal. ➢ Strategic Performance reports are produced on a quarterly basis. They incorporate financial and risk reporting. They are reported to both Cabinet and Scrutiny Committees and papers are publicly available.	★	
	➢ Ensure that arrangements are in place to enable the authority to engage with all sections of the community effectively.	➢ Consultation Planning and Implementation Protocol. ➢ People's panel.	★	

	These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands.	➤ The above, alongside risk assessments helps to inform the direction of resources.	
	➤ Establish a clear policy on the types of issues we will meaningfully consult on or engage with the public and service users about, including a feedback mechanism for those consultees to demonstrate what has changed as a result.	➤ Consultation Planning and Implementation Protocol.	★
	➤ On an annual basis, publish a performance plan giving information on the authority's vision, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users in the previous period.	➤ Council's Strategy is updated annually and informed by public consultation. Progress is monitored on a quarterly basis through strategic performance reports to the Cabinet Scrutiny Committees, which are publicly available. ➤ Annual Statement of Accounts and AGS published which provides details on how the Council is directed and controlled.	★

		➢ We undertake an annual satisfaction survey with Adult Social care Users, bi-annual survey with Carers and bi-annual online pupil survey. Analysis informs future commissioning intentions and service improvements.		
	➢ Ensure that the authority as a whole is open and accessible to the community, service users and its staff and ensure that the authority has made a commitment to openness and transparency in all its dealings including partnerships, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so.	➢ The Council publishes an Annual Governance Statement in order to report how we have monitored the effectiveness of our governance arrangements in year and on any planned changes in the coming year. ➢ Freedom of Information Annual report published. ➢ Freedom of Information Act publication scheme. ➢ The Council's website. ➢ Public Meetings. ➢ Whistle blowing – confidential reporting procedures are in place and protect individuals raising concerns.	★	

6.3 Making best use of human resources by taking an active and planned approach to meet responsibilities to staff.	➤ Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making.	➤ We undertake periodic staff surveys. ➤ HR policy requires all staff have regular supervision and an annual appraisal. ➤ Support provided for training and Continuing Professional Development Programmes.	★	

Monitoring & Review

The governance arrangements in place will be monitored to ensure that they are adequate and operating effectively in practice, and will be subject to review on a periodic basis (at least annually).

The responsibility for arranging the review(s), providing oversight and robust challenge, is the Chief Executive, Director of Finance (s151) and the Monitoring Officer and when completed, the findings will be reported to the Audit and Governance Committee.

In addition, the Council will prepare an Annual Governance Statement (to be published alongside the annual accounts) to provide assurance that:

➢ the Council's governance arrangements are adequate and operating effectively in practice, or

➢ where the reviews of the governance arrangements have revealed gaps, action is planned that will ensure effective governance in future.

Monitoring the implementation of any agreed action plans emanating from the review(s) will be the responsibility of the relevant Directors.

An independent opinion on the control environment (comprising risk management, control and governance) will be provided by the Chief Internal Auditor and included within the Annual Governance Statement.

Gloucestershire County Council Corporate Governance Framework
Principles, Statutory Obligations and Organisational Objectives

Meeting Statutory Obligations	Implementing Local Vision	Working together to achieve a common purpose	Adherence to Ethical Values
Meeting Organisational Objectives	Taking Informed and Transparent Decisions	Developing Members and Officers	Maintaining a Community Focus

Corporate Governance comprises the systems and processes, cultures and values, by which local government bodies are directed and controlled and through which they account to, engaged with and, where appropriate, lead their communities.

Key Documents

- Constitution
- Council Strategy
- Scheme of Delegation
- Members and Officers Codes of Conduct
- Partnership Terms of Reference
- Consultation Planning & Implementation Protocol
- Commissioning Toolkit
- Communications Strategy
- Complaints Policy
- Workforce Organisational Development Strategy
- Medium Term Financial Strategy
- Statement of Accounts
- Annual Governance Statement
- Annual Performance Reports
- Commissioning/Delivery Business Plans
- Freedom of Information Publication Scheme
- Risk Management Strategy
- Strategic Risk Register
- Information Management and Security Policies
- Anti Fraud and Corruption Policy/Strategy
- Health and Safety Policy

Key Processes

- Audits/Inspections and assessments
- Financial Management Framework
- Corporate Governance Assurance Framework
- Information Governance Framework
- Partnership Protocols
- Gifts and Hospitality Registers
- Officer Employment Procedures Rules
- Member/Officer Relations
- Performance Management Framework
- Risk Management Framework
- Member and Officer Decision Making
- Declarations of Interests: Members and Officers
- Confidential reporting procedure (Whistleblowing)
- Health, Well-being and Safety processes
- Emergency Management/Business Continuity Arrangements
- Asset Management Planning
- Member/Officer Training
- Leadership and Staff appraisal processes
- Gloucestershire County Council Website
- Change Programme/Project Management

Key Roles/Functions

- Leader
- Cabinet
- Elected Members
- Committees
- Scrutiny
- Portfolio Holder/Group Spokespersons/Shadow Members
- Audit and Governance Committee
- Statutory Officers
- Head of Paid Service
- Monitoring Officer
- Chief Financial Officer (S151 officer)
- Corporate Management Team
- Commissioning Board
- Delivery Board
- Challenge Team
- Commercial Assurance Team
- Commercial Unit
- Heads of Service
- Partners
- Officers
- Internal Audit
- External Audit
- Other External Inspection Agencies
- Performance and Risk Managers, Finance, HR and Legal Teams