

Wyre Forest District Council**CORPORATE GOVERNANCE FRAMEWORK**

Core principle 1: Focussing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area

Supporting Principles	Council Action	Council Evidence
1a) exercising strategic leadership by developing and clearly communicating the authority's purpose and vision and its intended outcome for citizens and service users	<ul style="list-style-type: none"> • develop and promote its purpose and vision • review regularly its vision for the District and its implications for governance arrangements • ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners • publish an annual report on a timely basis to communicate the Council's activities, achievements, financial position and performance 	<ul style="list-style-type: none"> ○ Sustainable Community Strategies (County and District) ○ Corporate Plan ○ Service Business plans ○ Medium Term Financial Strategy ○ Partnership Framework ○ Annual Council Report to replace the Best Value Performance Plan from April 2008 ○ Communications Strategy ○ Consultation Strategy ○ Council newspaper (NewsWyre) ○ Annual Governance Statement
1b) ensuring that users receive a high quality of service whether directly or in partnership or by commissioning	<ul style="list-style-type: none"> • decide how the quality of service for users is to be measured and make sure that the information needed to review service quality effectively and regularly is available • put in place effective arrangements to identify and deal with failure in service delivery 	<ul style="list-style-type: none"> ○ Performance Management Framework ○ Data Quality Policy ○ National Indicator Set ○ Monthly monitoring of Council Priorities

Supporting Principles	Council Action	Council Evidence
		<ul style="list-style-type: none"> ○ Quarterly general performance summaries ○ Consultation Strategy ○ Value for Money Policy ○ Scrutiny Committees ○ Audit Committee
<p>1c) ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money</p>	<ul style="list-style-type: none"> • decide how value for money is to be measured and make sure that the Council or partnership has the information needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decisions 	<ul style="list-style-type: none"> ○ Annual Audit & Inspection Letters ○ Budget ○ Use of Resources action plan ○ Value for Money Policy ○ Annual Statement of Accounts ○ Partnership Framework ○ Sustainability Strategy ○ Audit Committee ○ Scrutiny Committees

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

Supporting Principles	Council Action	Council Evidence
<p>2a) 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</p>	<ul style="list-style-type: none"> • set out a clear statement of the respective roles and responsibilities of the Cabinet and of individual Cabinet members and the Council’s approach to putting this into practice • set out a clear statement of the respective roles and responsibilities of other Council members, members generally and of senior officers 	<ul style="list-style-type: none"> ○ Constitution ○ Members’ Role & Accountability Statements ○ Member training (group and individual) by Head of Legal & Democratic Services
<p>2b) ensuring that a constructive working relationship exists between authority members and officers and that the responsibilities of members and officers are carried out to a high standard</p>	<ul style="list-style-type: none"> • determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters specifically reserved for collective decision of the Council, taking account of relevant legislation, and ensure that it is monitored and updated when required • make a chief executive or equivalent responsible and accountable to the Council for all aspects of operational management • 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 • make a senior officer (the S151) officer) responsible to the Council for ensuring that appropriate advice is given on all financial matters, for keeping proper financial 	<ul style="list-style-type: none"> ○ Constitution, including Codes & Protocols and responsibilities of Chief Executive, S 151 Officer and Monitoring Officer ○ Scheme of Delegation ○ Standards training by Head of Legal & Democratic services ○ Member / Officer Protocol

Supporting Principles	Council Action	Council Evidence
	<p>records and accounts, and for maintaining an effective system of internal financial control</p> <ul style="list-style-type: none"> • make a senior officer (usually the monitoring officer) responsible to the Council for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with 	
<p>2c) ensuring relationships between the authority, its partners and the public are clear so that each knows what to expect of the other</p>	<ul style="list-style-type: none"> • develop protocols to ensure effective communication between members and officers in their respective roles • set out the terms and conditions for remuneration of members and officers and an effective structure for managing the process, including an effective remuneration panel (if applicable) • ensure that effective mechanisms exist to monitor service delivery • ensure that the Council'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 • 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 Council • when working in partnership <ul style="list-style-type: none"> - ensure that there is clarity about the legal status of the partnership - ensure that representatives of organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions 	<ul style="list-style-type: none"> ○ Communications Strategy ○ No Surprises protocol ○ Members' Information Bulletins (monthly) ○ Corporate Plan (development process including stakeholder consultation with citizens' panel) ○ Partnership Framework ○ Brand Strategy ○ Performance Management Framework

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	Council Action	Council Evidence
<p>3a) ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance</p>	<ul style="list-style-type: none"> • ensure that the Council’s leadership sets a tone for the organisation by creating a climate of openness, support and respect • ensure that standards of conduct and personal behaviour expected of members and staff, or work between members and staff and between the Council, its partners and the community are defined and communicated through codes of conduct and protocols • put in place arrangements to ensure that members and employees of the Council are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice 	<ul style="list-style-type: none"> ○ Corporate Governance Framework ○ Constitution (codes of conduct) ○ Theft, Fraud & Corruption policy
<p>3b) ensuring that organisational value are put into practice and are effective</p>	<ul style="list-style-type: none"> • develop and maintain shared values including leadership values for both the organisation and staff reflecting public expectations, and communicate these with members, staff, the community and partners • 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 • develop and maintain an effective standards committee • use the Council’s shared values to act as a guide for 	<ul style="list-style-type: none"> ○ Ethics & Standards Committee ○ Corporate Values (Corporate Plan)

Supporting Principles	Council Action	Council Evidence
	<p>decision making and as a basis for developing positive and trusting relationships within the organisation</p> <ul style="list-style-type: none"> • in pursuing the vision of a partnership, agree a set of values against which decision making and actions can be judged. Such values must be demonstrated by partners' behaviour both individually and collectively 	

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

Supporting Principles	Council Action	Council Evidence
<p>4a) being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny</p>	<ul style="list-style-type: none"> • develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the Council’s performance overall and that of any organisation for which it is responsible • develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based • 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 • develop and maintain an effective audit committee (or equivalent) which is independent of the executive and scrutiny functions or make other appropriate arrangements for the discharge of the functions of such a committee • ensure that effective, transparent and accessible arrangements are in place for dealing with complaints 	<ul style="list-style-type: none"> ○ Constitution ○ Council structure, including Audit Committee and Scrutiny Committees ○ Council & Committee minutes, including a dedicated ICT system (Cairo) ○ Independent Audit Committee ○ Complaints procedure ○ Whistle-blowing Policy
<p>4b) Having good-quality information, advice and support to ensure that services are delivered effectively and are what the</p>	<ul style="list-style-type: none"> • ensure that those making decisions whether for the Council or the partnership are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications • ensure that proper professional advice on matters that 	<ul style="list-style-type: none"> ○ Data Quality Policy and action plan ○ Performance Management Framework, systems and processes ○ Financial, legal, policy and risk

community wants/needs	have legal or financial implications is available and recorded well in advance of decision making and used appropriately	management implications and considerations are set out in Council reports ○ Consultation Strategy
4c) Ensuring that an effective risk management system is in place	<ul style="list-style-type: none"> • ensure that risk management is embedded into the culture of the organisation, with members and managers at all levels recognising that risk management is part of their jobs • 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. 	<ul style="list-style-type: none"> ○ Risk Management Policy & Strategy ○ Whistle-blowing Policy available on the intranet
4d) Using their legal powers to full benefit of the citizens and communities in their area	<ul style="list-style-type: none"> • actively recognise the limits of lawful activity placed on it by, for example, the ultra vires doctrine but also strive to utilise its powers to the full benefit of its communities • recognise the limits of lawful actions and observe both the specific requirements of legislation and the general responsibilities placed on the Council by public law • observe all specific legislative requirements placed upon it, as well as the requirements of general law, and in particular to integrate the key principles of good administrative law <ul style="list-style-type: none"> - rationality, legality, and natural justice - into procedures and decision making processes 	<ul style="list-style-type: none"> ○ Compulsory purchase orders to facilitate area regeneration ○ Property transfer proposals (Quirk) to ensure community benefit ○ High profile regulatory prosecutions in Crown Court for unauthorised development and encroachment ○ Voluntary property registration of Council's entire land holdings to provide accessibility and protection of the Council's real estate

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

Supporting Principles	Council Action	Council Evidence
<p>5a) making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles</p>	<ul style="list-style-type: none"> • provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis • ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the organisation 	<ul style="list-style-type: none"> ○ Induction Programme ○ Job descriptions / Members' Role & Accountability Statements ○ Training Plan ○ Member / Employee Development Reviews ○ Competency Framework ○ Member Development Charter ○ Members' Information Bulletin ○ Officer Communication Group
<p>5b) developing the capability of people with governance responsibilities and evaluating their performance as individuals and as a group</p>	<ul style="list-style-type: none"> • assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out 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 • ensure that effective arrangements are in place for reviewing the performance of the Cabinet as a whole and of individual members and agreeing an action plan which might, for example, aim to address any training or development needs 	<ul style="list-style-type: none"> ○ Competency Framework ○ Member Development Charter ○ Member / Employee Development Review Scheme ○ Training Plan
<p>5c) encouraging new talent for membership of the authority so that</p>	<ul style="list-style-type: none"> • ensure that effective arrangements are in place designed to encourage individuals from all sections of the community to engage with, contribute to and participate 	<ul style="list-style-type: none"> ○ Community Leadership Fund Scheme

Supporting Principles	Council Action	Council Evidence
<p>best use can be made of individuals' skills and resources in balancing continuity and renewal</p>	<p>in the work of the Council</p> <ul style="list-style-type: none"> • ensure that career structures are in place for members and officers to encourage participation and development 	

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

Supporting Principles	Council Action	Council Evidence
<p>6a) exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships</p>	<ul style="list-style-type: none"> • make clear to itself, all staff and the community, to whom it is accountable and for what • consider those institutional stakeholders to whom the Council is accountable and assess the effectiveness of the relationships and any changes required • produce an annual report on the activity of the scrutiny function 	<ul style="list-style-type: none"> ○ annual reports of Scrutiny Chairs to Full Council
<p>6b) taking an active and planned approach to dialogue with and accountability to the public to ensure effective an appropriate service delivery whether directly by the authority, in partnership or by commissioning</p>	<ul style="list-style-type: none"> • 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 that they operate effectively • hold meetings in public unless there are good reasons for confidentiality • ensure that arrangements are in place to enable the Council to engage with all sections of the community effectively. These arrangements should recognise that different sections of the community have different priorities, and establish explicit processes for dealing with these competing demands • establish a clear policy on the types of issues it will 	<ul style="list-style-type: none"> ○ Single Equality Scheme ○ Communications Strategy ○ Website, Newswyre, council tax leaflet and other publications ○ Consultation Strategy ○ No barriers Scheme ○ Active membership of County-wide equality & diversity partnership project (TEDS) ○ Annual Council Report ○ Parish Forums ○ Meetings held in public, and public speaking at Full Council meetings

Supporting Principles	Council Action	Council Evidence
	<p>meaningfully consult on or engage with the public and service users about including a feedback mechanism for those consultees to demonstrate what has change as a result</p> <ul style="list-style-type: none"> • on an annual basis, publish a performance plan giving information on the authority's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users in the previous period 	<ul style="list-style-type: none"> ○ Publication Scheme under the Freedom of Information Act

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