

Delivering Good Governance in Local Government – ACTION PLAN UPDATE – 28 FEBRUARY 2011
Review of the CIPFA/SOLACE 6 Underlying Principles

1. Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area.

The code should reflect the requirement for local authorities to:	Area for Improvement/Further Action:	Responsibility:	Current Position
<ul style="list-style-type: none"> Develop and promote the authority's purpose and vision. 	<ul style="list-style-type: none"> Ensure that new business plans interpret new Corporate Plan Proceed with the Wyre Forest Forward Programme 	<ul style="list-style-type: none"> Chief Executive Directors 	<ul style="list-style-type: none"> The Council has developed the new Corporate Plan which was adopted by Council in February 2011 Terms of Reference for the Wyre Forest Forward Programme to be considered by Cabinet in March 2011.
<ul style="list-style-type: none"> Put in place effective arrangements to identify and deal with failure in service delivery. 	<ul style="list-style-type: none"> Implementation of Performance Clinics during 2009/10 	<ul style="list-style-type: none"> Directors Cabinet Members Corporate Services 	<ul style="list-style-type: none"> Clinic have been meeting regularly to review successful and failing areas. Review of the effectiveness of the Performance Clinics to be undertaken by June.
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Development of revised approach to Value for Money to be considered and implemented during 2009/10. 	<ul style="list-style-type: none"> Director of Resources 	<ul style="list-style-type: none"> Report on Value for Money being presented to the Audit Committee on 14 March 2011. Concludes that the Council has adequate arrangements for delivering Value for money. Also large increase in public opinion via consultation results.

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

The local code should reflect the requirement for local authorities to:	Area for Improvement/Further Action:	Responsibility	Current Position
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • On-going training and development for Members 	<ul style="list-style-type: none"> • Monitoring Officer 	<ul style="list-style-type: none"> • Review of the constitution to was started during 2010 and will completed in 2011, this will ensure that the roles and responsibilities are clear.
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Improve quality of forecasting as part of reporting. 	<ul style="list-style-type: none"> • Director of Resources 	<ul style="list-style-type: none"> • During 2010/11 the Council implemented the a new purchase order processing system to improve financial management • Significant improvement in results of Internal Audit reports in last 12 months around financial controls.
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • On-going responsibility as detailed. 	<ul style="list-style-type: none"> • Director of Resources 	<ul style="list-style-type: none"> • Major consultation exercise undertaken to support the Financial Strategy 2011/14, coinciding with the Comprehensive Spending Review 2010.

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

The local code should reflect the requirement for local authorities to:	Area for Improvement/Further Action:	Responsibility:	Current Position
<ul style="list-style-type: none"> • Ensure that the authority’s leadership sets a tone for the organisation by creating a climate of openness, support and respect. 	<ul style="list-style-type: none"> • No additional action is necessary. 	<ul style="list-style-type: none"> • Chief Executive • Directors 	<ul style="list-style-type: none"> • strengthened arrangements for engagement between CMT and other managers through revamping Management Forum and introduction of WF20 • Minutes of CMT, Management Forum and WF20 are now available to all staff.. • Wyred Weekly now well established regular corporate briefings for staff to meet leader and chief executive; 3 rounds held in 2010/11

4. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk

The local code should reflect the requirement for local authorities to:	Area for Improvement/Further Action:	Responsibility:	Current Position
<ul style="list-style-type: none"> Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the authority's performance overall and that of any organisation for which it is responsible. 	<ul style="list-style-type: none"> Support the development of Scrutiny activity through on-going training and development. 	<ul style="list-style-type: none"> Monitoring Officer 	<ul style="list-style-type: none"> This has been reinforced this year through the establishment of the Performance Clinics
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Training for Audit Committee members 	<ul style="list-style-type: none"> Director of Resources 	<ul style="list-style-type: none"> Further training delivered on role of committee and the International Financial Reporting Standards

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

The local code should reflect the requirement for local authorities to:	Area for Improvement/Further Action:	Responsibility	Current Position
<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. 	<ul style="list-style-type: none"> Training and Development Programmes kept under review. 	<ul style="list-style-type: none"> Corporate Mgmt Team 	<ul style="list-style-type: none"> On-going, the Council has procedures in place for induction and training sessions.
<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. 	<ul style="list-style-type: none"> All training and development is kept under review. 	<ul style="list-style-type: none"> Corporate Mgmt Team 	<ul style="list-style-type: none"> Due to reductions in budget training opportunities are limited, however, Health & Safety training is fully resourced.

The local code should reflect the requirement for local authorities to:	Area for Improvement/Further Action:	Responsibility	Current Position
<ul style="list-style-type: none"> • 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"> • All training and development is kept under review. 	<ul style="list-style-type: none"> • Monitoring Officer 	<ul style="list-style-type: none"> • Although no formal training undertaken in the last year, this remains an areas to be kept under review.
<ul style="list-style-type: none"> • Ensure that effective arrangements designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the authority. 	<ul style="list-style-type: none"> • Further work required to evidence that all sections of the Community are engaged. 	<ul style="list-style-type: none"> • Corporate Mgmt Team 	<ul style="list-style-type: none"> • During the last year the Council has implemented Equality Impact Assessments to ensure that there is no discrimination

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

The local code should reflect the requirement for local authorities to:	Area for Improvement/Further Action:	Responsibility	Current Position
<ul style="list-style-type: none"> • Make clear to themselves, all staff and the community to whom they are accountable and for what. • Consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and any changes required. 	<ul style="list-style-type: none"> • Continue to participate with the Wyre Forest Matters Local Strategic Partnership. 	<ul style="list-style-type: none"> • Corporate Mgmt Team 	<ul style="list-style-type: none"> • As stated above the Council is a full partner in Wyre Forest Matters • During last year Council consulted widely including issues in relation to the Budget

The local code should reflect the requirement for local authorities to:	Area for Improvement/Further Action:	Responsibility	Current Position
<ul style="list-style-type: none"> • Ensure that clear channels of communication are in place with all sections of the community and other stakeholders, and put in place monitoring arrangements to 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 authority 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. 	<ul style="list-style-type: none"> • Implementation of Transparency measures 	<ul style="list-style-type: none"> • Monitoring Officer 	<ul style="list-style-type: none"> • All meetings are held in public, only when item is exempt is the public removed, now Internal Audit reports are taken in the open session; • The Council has implemented a transparency section on the website which provides details of expenditure and pay.
<ul style="list-style-type: none"> • Establish a clear policy on the types of issues they 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. 	<ul style="list-style-type: none"> • Implement Stronger Communities Action Plan. 	<ul style="list-style-type: none"> • Chief Executive 	<ul style="list-style-type: none"> • Most obvious example relates to the budget process. The results are used within the Prioritisation process