

Open

Amended Paper

Audit Committee

Agenda Item 6 – Statement of Accounts 2018-19

Page 31 – Updated recommendation

For reference:
Statement of Accounts 2018-2019 pages 38 to 49

6pm
Monday, 29th July 2019
Council Chamber
Wyre Forest House
Finepoint Way
Kidderminster



WYRE FOREST DISTRICT COUNCIL**AUDIT COMMITTEE REPORT****29th JULY 2019****STATEMENT OF ACCOUNTS 2018/19**

OPEN ITEM	
CABINET MEMBER:	Strategy and Finance
DIRECTOR:	Corporate Director: Resources
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APPENDIX 1	Appendix 1 - Draft Letter of Representation 2018/19 Appendix 2 - Statement of Accounts Overview 2018/19

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to present the changes that have been required to the Statement of Accounts for 2018/19 following the audit undertaken by Grant Thornton UK LLP (Grant Thornton).
- 1.2 The Council is also required to provide an updated version of the Letter of Representation to the auditors, before they will issue the audit opinion for 2018/19; the wording of this is attached for approval.

2. RECOMMENDATION

The Audit Committee is asked to DECIDE that:

- 2.1 **The Revised Statement of Accounts for 2018/19 including the revised Annual Governance Statement on pages 38 to 49 of the full document be approved.**
- 2.2 **The Letter of Representation for 2018/19 attached at Appendix 1 be approved.**

3. BACKGROUND

- 3.1 The draft Statement of Accounts was certified as a true and fair position by the Chief Financial Officer, and endorsed by Audit Committee at the meeting held on May 29th 2019.
- 3.2 During the course of the audit there were some minor issues raised by the Auditors and the Accounts were amended accordingly. Most of these were changes to/or additional disclosures that improve the presentation of the clarity of the financial statements for the users of the accounts, these are detailed within the Annual Findings Report also on this agenda.

WYRE FOREST DISTRICT COUNCIL
STATEMENT OF ACCOUNTS 2018-19

ANNUAL GOVERNANCE STATEMENT 2018-19

Why we have prepared this Annual Governance Statement (AGS) 2018-19?

To fulfil the statutory requirement for each local authority to conduct a review of its system of internal control and prepare and publish an AGS at least once a year in each financial year.

- To demonstrate whether, and to what extent, the council has sound system of governance and has complied with its local requirements in 2018-19
- To demonstrate our achievements and help us to be more effective and take action to improve

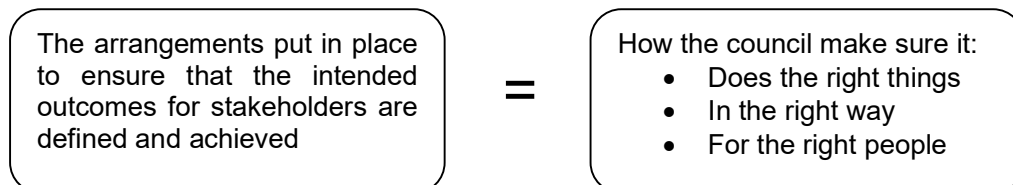
What is the annual governance statement?

Legislation requires local authorities to prepare and publish an Annual Governance Statement, in order to report publically on the effectiveness of the Council's governance arrangements. The statement provides an overview of the current governance framework and a summary of the review on the effectiveness of Wyre Forest District Council's governance framework for 2018-19 (which coincides with the annual statement of accounts). The statement openly communicates significant governance issues that have been identified during the review and sets out how the authority will secure continuous improvement in these areas over the coming year.

What do we mean by governance?

By governance, we mean the arrangements that are put in place to ensure the intended outcomes for local people are defined and achieved. It comprises the systems and processes, cultures and values, by which local government bodies are directed and controlled. Good governance is about making sure the Council does the right things, in the right way for the right people, in a timely, inclusive, open, honest and accountable manner.

This is summarised visually below:



What is the Scope of our responsibility?

Wyre Forest District Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. Wyre Forest District Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, Wyre Forest District Council is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions, which includes arrangements for the management of risk.

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ANNUAL GOVERNANCE STATEMENT 2018-19 (continued)

Wyre Forest District Council has adopted the code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE Framework; *Delivering Good Governance in Local Government*. A copy of the code is on our website at www.wyreforestdc.gov.uk or can be obtained from Wyre Forest Customer Services Centre, Town Hall, Kidderminster DY10 1DB. This statement explains how Wyre Forest District Council has complied with the code and also meets the requirements of the Accounts and Audit Regulations 2015 in relation to the publication of a statement on internal control.

What is the definition of the governance framework?

This is defined as ‘the systems by which local authorities direct and control their functions and relate to their communities’. The governance framework encompasses the Council’s financial management arrangements that conform to the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer (Corporate Director: Resources as S151 Officer for this Council) in Local Government; the governance arrangements also conform to the requirements of the CIPFA Statement on the role of the Head of Internal Audit in public service organisations.

The key elements of the Council’s systems and processes that comprise the authority’s governance arrangements are included in the Council’s Constitution which is reviewed and updated throughout the year. The following diagram is reproduced from “Delivering Good Governance in Local Government Framework 2014” published by CIPFA/IFAC and shows core principles and how they are delivered within the robust framework at Wyre Forest.

WYRE FOREST DISTRICT COUNCIL
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GOVERNANCE PRINCIPLES		INTERNAL CONTROLS
<ul style="list-style-type: none"> ➤ Focussing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area ➤ Members and officers working together to achieve a common purpose with clearly defined functions and roles ➤ Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour ➤ Taking informed and transparent decisions which are subject to effective scrutiny and managing risk ➤ Developing the capacity and capability of members and officers to be effective ➤ Engage with local people and other stakeholders to ensure robust public accountability 	<div data-bbox="590 347 1325 1052" data-label="Diagram"> </div> <p data-bbox="590 1133 1352 1219">The governance framework has been in place at Wyre Forest District Council for the year ended 31st March 2019 and up to the date of approval of the statement of accounts.</p>	<p data-bbox="1425 256 1703 282">INTERNAL CONTROLS</p> <p data-bbox="1425 293 1822 319">Leadership, Culture and Planning Organisational goals and priorities Strategic and operational plans Performance management Medium term financial strategy</p> <p data-bbox="1425 418 1864 444">Statutory Officers & Decision Making The Constitution The Monitoring Officer Section 151 Officer</p> <p data-bbox="1425 544 1690 570">Policies & Procedures Codes of conduct Ways of working Anti-fraud, Bribery and Corruption Policy Whistleblowing Policy HR Policies and procedures Corporate Communications and Engagement Programme</p> <p data-bbox="1425 797 1858 823">People, Knowledge, Finance, Assets Robust HR practices Robust Internal Audit function Information governance Performance monitoring and improvement Financial management and reporting Ethical & legal practices</p> <p data-bbox="1425 987 1749 1013">Scrutiny and Transparency Freedom of Information requests Complaints procedure Reports considered by legal and finance Overview and Scrutiny Committee Equality impact assessments Corporate risk register Transparency duty publication</p> <p data-bbox="1425 1240 1982 1266">Partnership Working/Stakeholder Engagement 'Love to get involved' 'Let us know' Consultations Community Localism fund</p>

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ANNUAL GOVERNANCE STATEMENT 2018-19 (continued)

How does the Council deliver these outcomes?

The Council delivers these outcomes through:

- Annually reviewing local procedures and practices, which together create the framework for good corporate governance as described in the CIPFA/SOLACE Framework Corporate Governance in Local Government: A Keystone for Community Governance.
- Regularly reviewing progress against the elements of the Governance Framework
- Producing an Assurance Statement on the extent to which the local code has been adhered to and the actions required where adherence has not been achieved.

How is effectiveness reviewed?

Wyre Forest District Council has responsibility for regularly reviewing the effectiveness of its governance framework including the system of internal control. The review of the effectiveness of the system of internal control is informed by the work of the Corporate Leadership Team within the Authority, which has responsibility for the development and maintenance of the governance environment, the Audit Manager's annual report endorsed by the Corporate Director: Resources, and also by comments made by the external auditors and other review agencies and inspectorates.

The Council process for maintaining and reviewing the effectiveness of the governance framework includes:

- Findings and recommendations of Internal Audit;
- Updates by the managers within the authority who have responsibility for the development and maintenance of the internal control environment;
- Findings and recommendations by the External Auditors and other review agencies and inspectorates;
- Audit Committee review of current arrangements against best practice, including consideration of progress against issues identified in the Annual Governance Statement, see agenda item 11 of the Audit Committee Agenda 25^h March 2019 on our website at http://www.wyreforest.gov.uk/council/docs/doc54334_20190325_audit_agenda.pdf

Regular reviews are carried out by the Corporate Leadership Team, including during March and again in April 2019. These reviews take into account:

- the Internal Audit Annual Assurance report from the Audit Manager for 2018-19, in consultation with the S151 Officer;
- comments of other review agencies, inspectorates and external bodies, including LGA Peer Review;
- the Audit Findings report of the External Auditor's was reported to the Audit Committee on 30th July 2018 and the Annual Audit Letter including key messages on the 26th November 2018.

WYRE FOREST DISTRICT COUNCIL
STATEMENT OF ACCOUNTS 2018-19

ANNUAL GOVERNANCE STATEMENT 2018-19 (continued)

All Councillors and Officers of the Council adhere to the Constitution and codes of conduct. The duty to ensure compliance is predominantly the responsibility of the Council's three statutory officers:

- Head of the Paid Service (Chief Executive)
- Monitoring Officer (Solicitor to the Council)
- Section 151 Officer (Corporate Director: Resources)

The constitution is under constant review, to ensure that it remains fit for purpose; May 2018 Council approved a number of updates, one being an amendment to the membership of the Audit Committee to include an Independent Person as a pilot for 2018-19. A suitable candidate was recruited and attended the November 2018 meeting. May 2019 Council approved further minor amendments including the creation of a Strategic Review Panel for 2019-20. The Panel will perform an advisory role on a range of issues including policy development on the new Corporate Plan. It will also consider the Cabinet's proposals for the Medium Term Financial Strategy for 2020-2023 and budget options, to inform the Cabinet's proposed strategy and budget and for the meeting in February 2020 in respect of any alternative budget proposals. These regular updates ensure it remains up to date for the Accounts and Audit Regulations 2015 and reflects the drive for channel shift, increased impetus for income generation, commerciality and increasing range of alternative service delivery models to meet the ongoing challenges of Local Government Finance reform.

The Audit Committee is the Member forum that is responsible for reviewing and monitoring Corporate Governance in relation to Risk and Audit matters. The Audit Committee also regularly considers the recommendations from Internal Audit. Progress against the External Auditor's key messages included in the Annual Audit Letter as reported to the Audit Committee on 26th November 2018 was considered at its meeting on the 25th March 2019 as part of the Annual Governance Statement and Corporate Risk Register Reviews. It is hoped that the extended membership of the Audit Committee to include an Independent Person as a non-voting member for a 12 month trial will provide an injection of an external view and bring a new perspective and flavour to the Committee.

The Council's Corporate Director: Resources as Chief Financial Officer has overall responsibility to ensure that the internal control environment is effective and adhered to. This is delivered through the Internal Audit service. Internal Audit undertake regular reviews of all of the Council's systems and produce reports containing recommendations for improvement wherever necessary, in line with the 2018-19 Annual Audit Plan.

The Council's Internal Audit team works with consideration to the UK Public Sector Internal Audit Standards. The service has also adopted an Internal Audit Charter in compliance with the UK Public Sector Internal Audit Standards that was updated at the July 2018 Audit Committee meeting. A number of other internal and external reports considered the challenges around governance, including the CIPFA delivering good governance in Local Government framework 2016 reports to ensure all appropriate controls and updates are in place across the Council discussed at the March 2017 meeting. Audit Committee on the 30th May 2018 received a report on the external assessment of the Internal Audit Service undertaken by Tilia Solutions. The review was positive overall, with no areas of non-compliance with the Standards found that would affect the operation of the Internal Audit function. A number of recommendations/action points were made and worked on during 2018-19 by the Audit Manager to revise the approach taken to audit planning to sharpen focus on corporate priorities and risk to increase compliance with the Standards. Audit Committee on the 28th November 2018 received a report on Quality Assurance Improvement Programme and the Internal Audit Plan 2019-20 approved at the March 2019 meeting also took into account the external review recommendations. An update on counter fraud arrangements for 2018-19 was also received at the July 2018 meeting

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ANNUAL GOVERNANCE STATEMENT 2018-19 (continued)

External audit reports are reviewed and considered by the Audit Committee and the Council's Corporate Leadership Team. The Council's External Auditors, Grant Thornton take a proactive approach to Member involvement and actively engage Members at Audit Committee with their Update Reports being of particular interest. In addition to this, the Council is also subject to formal review by government inspectorates and was the subject of a LGA Peer Review in March 2017 that considered financial planning and viability in detail. Feedback from this independent process was positive and the constructive key recommendations to the Council informed the 2016-17 and 2017-18 Annual Governance Statements with ongoing issues identified also included in the 2018-19 Action Plan. The follow-up Peer Review visit took place in February 2019 and once again, feedback was very positive overall with relevant action learning points reflected in this 2018-19 Annual Governance Statement.

We have been informed by the sources noted above on the result of the review of effectiveness of the Governance Framework, that the arrangements continue to be regarded as fit for purpose in accordance with the Council's governance framework.

The key areas for improvement to be specifically addressed with action plans are outlined below, along with an update of the progress being made in implementing the actions to improve these areas.

WYRE FOREST DISTRICT COUNCIL

STATEMENT OF ACCOUNTS 2018-19

ANNUAL GOVERNANCE STATEMENT 2018-19 (continued)

Significant Governance Issues for 2018-19

Wyre Forest District Council have completed a number of actions over the last year, that have addressed or alleviated significant governance issues identified in the 2017-18 Annual Governance Statement. The following significant governance issues have been identified and further actions have been put in place against each, in order to continue to strengthen the Council's governance arrangements.

Ref	Governance issue	Source	Actions to address the issue	Measures of success	Lead/s	Timescale
1	<p>General – Significant Financial Challenges</p> <p>-Continue to maintain financial resilience by securing approval of a Medium Term Financial Strategy with a fully balanced budget, taking into account the challenges of the proposed Funding Reform, noting the impact of the progression of “Brexit” and global economy volatility.</p> <p>-Potential shortfall on the delivery of savings to meet the circa £2m Funding Gap by 2021-22.</p> <p>-Managing emerging budget pressures</p>	<p>AGS 2017-18 as highlighted by the Corporate Leadership Team and endorsed by the LGA Peer Review</p>	<p>a) To continue to actively participate in and understand/model the impact of the fundamental Finance Reform, encompassing New Homes Bonus and Business Rate Review, phasing out of Revenue Support Grant, transfer of New Burdens, progression of Welfare Reform.</p> <p>b) Ongoing work around income generation, commercialisation and expenditure reductions. Further develop and evolve the Financial Strategy to include: -potential for large scale service redesign, alternative delivery and service providers, digitalisation and demand management.</p> <p>- a refresh of the Wyre Forest Forward Programme and robust monitoring with the opportunity to challenge as appropriate, against savings plans, to meet the increased targets from 2019-20.</p> <p>c) Continue to develop thinking about the Council's future role and purpose post 2020. Detailed work to refresh the Corporate Plan to be undertaken during early part of 2019-20 with formal Council approval at September 2019 Council. This will ensure continued realignment to the Financial Strategy and future operating model so there is cohesive and compelling narrative about what the Council is striving to achieve and how it will deliver its priorities, including the ways by which it will remain financially viable, and the further organisational transformation required.</p>	<p>a)/b) Balanced Medium Term Financial Strategy (MTFS) for 2020-23 with developed proposals for significant savings/cost reductions to close the increased funding gap from 2019-20.</p> <p>b)Early work to agree detail of WFF Programme to close the funding gap</p> <p>c) Corporate Plan post 2020.</p>	<p>Corporate Director: Resources, Chief Executive and whole Corporate Leadership team</p>	<p>April 2019 to February 2020, early work on specific plans to close Funding Gap after All-out elections in May 2019</p> <p>c) May 2019 Council for process final approval of refreshed Corporate Plan – September 2019 Council</p>

WYRE FOREST DISTRICT COUNCIL

STATEMENT OF ACCOUNTS 2018-19

ANNUAL GOVERNANCE STATEMENT 2018-19 (continued)

Ref	Governance issue	Source	Actions to address the issue	Measures of success	Lead/s	Timescale
2	<p>Governance of Commercialism Issues</p> <p>The ongoing drive for a more commercial council brings new Governance challenges.</p> <p>Decisions taken using increased delegations need to be transparent following revised governance processes with the opportunity for regular review</p>	AGS 2017-18. Highlighted by the Corporate Leadership Team and endorsed by the LGA Peer Review	<p>a) To work in accordance with adopted Commercial Strategy for 2018-23 using the delegation afforded to the Commercial Activity Programme Board (CAPB) to consider business case proposals for new commercial activity and allocate resources from the generic Capital and Revenue funding pots</p> <p>b) Embed the focus on commercial activity into not only reports to the CAPB but also to formal Cabinet Budget Monitoring Reports.</p>	<p>a) Increased Commercial Activity where appropriate and robust corporate value for money and due diligence procedures are satisfied</p> <p>b) Income targets included in MTFS are exceeded</p>	<p>a) Corporate Director of Community Well-Being and Environment supported by the Leadership team</p> <p>b) Corporate Director of Resources/ Financial Services Manager</p>	<p>a) Regular CAPB meetings</p> <p>b) Quarterly Progress check</p>
3	<p>Governance of Property and Loan Portfolios</p> <p>To further progress the implementation of the policies for the Development Loans Fund of £10m and Capital Portfolio Fund of £25m. To clarify with the wider public that the intended impact of these £35million policies is to support the Financial Strategy and the Corporate Plan priority to deliver a successful local economy rather than commercial investment.</p>	AGS 2017-18 MTFS 2019-22, endorsed by Peer Review	<p>a) Continue to implement revised Capital Portfolio Fund Strategy as approved at February 2019 Council by making proposals for suitable investment opportunities and secure approval and implementation/acquisitions.</p> <p>b) Now arrangements for external Fund Management of Development Loans Fund policy by Finance Birmingham are in place to progress this by sourcing suitable loan applicants and making loans.</p> <p>c) To work with the communications team to reinforce intended impact.</p>	<p>a) Implementation of approved proposals/acquisition of portfolio assets that secure net income streams as revised in approved budget</p> <p>b) Loans approved where appropriate and robust corporate value for money and due diligence procedures are satisfied</p> <p>c) Less negative social media comment</p>	CLT - Corporate Director of Economic Prosperity and Place, Corporate Director: Resources, Solicitor to the Council	<p>a) Further acquisitions secured by end March 2020</p> <p>b) By end 2020</p> <p>c) By end of 2019-20</p>

WYRE FOREST DISTRICT COUNCIL

STATEMENT OF ACCOUNTS 2018-19

ANNUAL GOVERNANCE STATEMENT 2018-19 (continued)

Re	Governance issue	Source	Actions to address the issue	Measures of success	Lead/s	Timescale
4	<p>Information governance issues and non-benefit fraud</p> <p>-utilising the Compliance Officer and Corporate Fraud Resource and separate Corporate Debt Recovery resources.</p> <p>Performance and impact of these resources to continue to be closely monitored and reported.</p>	<p>Annual Governance Statement 2016-17 and MTFs 2017-20</p>	<p>a) Information Governance Sub-Group (of the ICT Strategy Board) to continue to meet regularly to progress actions</p> <p>b) Compliance Officers within the Revenues & Benefits Section in post since March 2015. They are responsible for protecting and increasing the tax base through regular monitoring and reviewing council tax discounts and exemptions to ensure they are legitimately claimed. To review the decision last year to invest in more staff for council tax and business rates recovery jointly funded by Worcestershire County Council to maximise Council Tax Income.</p> <p>c) Review revised arrangements for delivery of Corporate Fraud /Corporate Debt Recovery</p>	<p>a) Implementation timetable achieved</p> <p>b) Income collected in terms of £s and % recovery rates</p> <p>c) Reports to Audit Committee will assess success of Corporate Fraud service</p>	<p>Chief Executive, Corporate Director: Resources Revenues, Benefits & Customer Services Manager</p> <p>c) Corporate Director: Resources/ Audit Manager</p>	<p>a)Ongoing consideration via Information Governance Sub-Group</p> <p>b)Monthly reporting of collections rates/amounts and half-yearly review of impact of extra resource for collection</p> <p>c) July Audit Committee for Fraud Update report</p>

WYRE FOREST DISTRICT COUNCIL

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ANNUAL GOVERNANCE STATEMENT 2018-19 (continued)

Ref	Governance issue	Source	Actions to address the issue	Measures of success	Lead/s	Timescale
5	<p>Partnership and Engagement Governance issues</p> <p>Maintaining resilience in the governance process with particular regard to the increasingly complex array of partnership agreements and alternative funding solutions the Council may sign up to as part of its pursuit of innovative alternative service delivery solutions to unlock funding opportunities and generate revenue income streams. This includes Public Sector Partnership Wyre Forest LLP set up on the 22nd March 2017 and the approved Group structure for a Local Authority Trading Company (LATC), localism, joint operations and potentially devolution and combined authorities</p>	Annual Governance Statement 2017-18	<p>a) Ensure new partnering arrangements have robust governance arrangements including full regard to legal, financial and HR implications. Once governance arrangements are in place continue to review and ensure they remain robust</p> <p>b) Ensure arrangements for traded services and arms-length organisations are fit for purpose</p> <p>c) Progress work with PSP Wyre Forest LLP by allocating sites/projects within the district for this new partnership arrangement to explore</p> <p>d) Further investigation of various structures for different arrangements, including utilisation and or expansion of the Group Structure of the approved LATC</p>	<p>a)/b)Robust due diligence for all proposals presented in business cases to be considered by Overview and Scrutiny Committee and Cabinet</p> <p>c)That work with PSP Wyre Forest LLP commences and delivers some tangible outcomes</p> <p>d) Reports prepared for proposals for alternative service delivery models</p>	CLT – Corporate Director of Economic Prosperity and Place author of Property LATC report, designated officers for PSP	<p>a)/b)Ongoing due diligence work presented to Overview and Scrutiny/Cabinet throughout 2018-19</p> <p>c)PSP utilised by end of 2018-19</p> <p>d) LATC Group Structure utilised as appropriate</p>

WYRE FOREST DISTRICT COUNCIL

STATEMENT OF ACCOUNTS 2018-19

ANNUAL GOVERNANCE STATEMENT 2018-19 (continued)

Ref	Governance issue	Source	Actions to address the issue	Measures of success	Lead/s	Timescale
6	<p>ICT Resilience Governance Issues Maintaining ICT resilience to ensure a secure network, ensuring the ICT infrastructure is protected adequately from attacks and threats; Progression of ICT Strategy Capital Allocation of £1.757m; GDPR –compliance</p>	<p>Corporate Risk Register and ICT Strategy Board; ICT Security {Sub-Group}</p> <p>MTFS 2019-2022</p> <p>GDPR Legislation - effective date 25th May 2018</p>	<p>a)Quarterly review of network security and cyber resilience</p> <p>b)ICT Strategy Board approvals</p> <p>c)Review of compliance by Information Governance Sub-Group (of the ICT Strategy Board)</p>	<p>a)PSN compliance, secure network;</p> <p>b)Timetable proceeds to timetable</p> <p>c)Review evidenced compliance</p>	<p>ICT Manager/ Corporate Director: Resources</p> <p>Data Controller</p>	<p>Ongoing reports to ICT Strategy Board, Information Governance Sub- Group, Cabinet Members and Group Leaders</p>
7	<p>Communication of Vision-Corporate Plan Wider communication of priorities and purposes and also further development of the approach to consultation, engagement and involvement of communities and stakeholders</p>	<p>LGA Peer Review Annual Governance Statement 2017-18</p>	<p>a) Results of Focus Groups to discuss Council and values, priorities and purposes to be discussed with CLT and incorporated in the new Corporate Plan.</p> <p>b)To trial the use of the new consultation template and prepare a marketing plan of actions.</p> <p>c) Continue to keep staff aware of Wyre Forest Forward Programme including updated information on the intranet and Website</p>	<p>a)Survey results included in new Corporate Plan.</p> <p>b)Improved consultation responses</p> <p>c)Increased levels of awareness and engagement with workforce</p>	<p>Chief Executive/CLT Cultural Services Manager/Media Team to prepare proposals</p> <p>CLT Cultural Services Manager/Media Team</p>	<p>By February 2019</p> <p>Ongoing</p>

WYRE FOREST DISTRICT COUNCIL

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ANNUAL GOVERNANCE STATEMENT 2018-19 (continued)

We propose over the coming year to take steps to address the matters detailed in the above table to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our annual review.

Ian R Miller
Chief Executive

Graham Ballinger
Leader of the Council

29th July 2019