

ANNUAL GOVERNANCE STATEMENT (2009/2010) ACTION PLAN

Objective 1: Establishing principal statutory obligations and organisational objectives:

Step 1: In support of objective 1 – Mechanism established to identify principal statutory obligations		
Examples of assurance:	Evidenced by:	WDC Actions & Responsible Officer
1. Record held of statutory obligations	<ul style="list-style-type: none"> Accessible record of statutory obligations (e.g. central registry or legal library, intranet) 	<p><i>Understand County Council approach to holding of statutory obligations and make any necessary changes – HoMS June 2010</i></p> <p>County Council hold a library and online resources and have specialists in all areas able to advise clients on their obligations.</p>
2. Effective procedures to identify, evaluate, communicate, implement, comply with and monitor legislative change exist and are used	<ul style="list-style-type: none"> Review of established processes in place Appointment of suitably qualified and experienced employees, selected against accurate and specific job descriptions and person specifications Appropriate induction training has been given to specific post holders Awareness training tailored to job profiles has been provided Evidence of effective arrangements for internal and external communication (e.g. by review of communication of recent legislation to relevant officers and members) Inspection of reports to members on implications of new legislation Evidence that assurance has been given to Chief Executive that all relevant legislative changes have been reported and addressed 	<p><i>Understand County Council approach to advising of changes to statutory obligations and make any necessary changes – HoMS June 2010</i></p> <p>Advice is available from the County Council Legal Service as required and through professional organisations.</p>
3. Effective action is taken where areas of non-compliance are found in either mechanism or legislation	<ul style="list-style-type: none"> Review of evidence to demonstrate that action has been taken to overcome identified areas of non-compliance, for example: <ul style="list-style-type: none"> Internal /external audit reports to audit committee or equivalent; Monitoring reports on progress on delivering action plans in response to identified legal/statutory risks in risk register (e.g. on implementation of Freedom of Information Act 2000); Evidence of corrective action being taken in response to upheld complaints against the authority 	<p><i>Approach to Corporate and Strategic Risk Register to be considered as part of development of CBIP – A&RM June 2010</i></p> <p>Approach has been revised and now forms part of the Corporate Business Improvement Plan – Fit For the Future (FFF) approved by Council.</p>

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Step 2: In support of Objective 1 – Mechanism in place to establish organisational objectives ⁵		
Examples of assurance:	Evidenced by:	WDC Actions & Responsible Officer
1. The authority's priorities and organisational objectives have been agreed (taking into account feedback from consultation).	<ul style="list-style-type: none"> Authority's approved and published strategic plan takes account of all consultation and local and national priorities Priorities and objectives in strategic partnerships are aligned with corporate priorities and objectives 	<p><i>Corporate Business and Improvement Plan to be considered by Executive – CEx June 2010</i></p> <p>FFF approved by Council at its meeting of October 2010.</p>
2. Priorities and objectives are aligned to principal statutory obligations and relate to available funding	<ul style="list-style-type: none"> Corporate priorities and objectives are clearly set out in the strategic plan Strategic plan takes account of annual budget and medium term financial plan Financial plans take account of strategic partnership contributions and income streams 	<p><i>Corporate Business and Improvement Plan to be considered by Executive – CEx June 2010</i></p> <p>FFF approved by Council at its meeting of October 2010.</p>
3. The authority's objectives are clearly communicated to staff and to all stakeholders, including partners.	<ul style="list-style-type: none"> A communication strategy in respect of the corporate objectives has been developed, approved and implemented Evidence of consultation with stakeholders (e.g. public and internal surveys etc) and strategic partners on service provision against cost. Documented meetings across departments to discuss key objectives in corporate and departmental and/or service plans Corporate objectives and aims are set out in key documents (annual plans, Local Area Agreements etc) on the authority's website and intranet site 	<p><i>Communication and Marketing Strategy being prepared - HoMS June 2010</i></p> <p>Draft Communications and Marketing Strategy was prepared by May 2010, however, as it links with the Support Services Review (a review of all the Council's support functions) it has not yet been approved.</p>

⁵ In the police service it is assumed that the Authority's corporate objectives will subsume those of the Force.

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Step 3: In support of objective 1 – Effective corporate governance arrangements are embedded within the authority		
Examples of assurance:	Evidenced by:	WDC Actions & Responsible Officer
1. Review and monitoring arrangements in place	<ul style="list-style-type: none"> The Code itself incorporates a review date and/or a system for continuous update in response to changed requirements There are clear arrangements for continuously monitoring compliance with the Code e.g. reports on compliance are regularly submitted to the committee charged with corporate governance responsibility An annual report on compliance with the Code of Corporate Governance is prepared and submitted to members Internal/external audit reports on adequacy of corporate governance arrangements An action plan is prepared to address any significant identified weaknesses in complying with the Code and is continuously monitored by the authority or committee charged with corporate governance responsibility 	<p><i>Ensure that all aspects of work programme are delegated when a senior manager leaves the authority – CEx & DCEx as necessary</i></p> <p>Head of Members' Services (and Monitoring Officer) left organisation in September 2010. Interim arrangements (pending Support Services Review) started immediately following departure.</p>
2. Staff, public and other stakeholder awareness of corporate governance	<ul style="list-style-type: none"> There is a general staff awareness training programme The Code has been published and is accessible to all staff, the public and other stakeholders 	<p><i>Consider at least one item annually on Corporate Governance at the Senior officers meeting – DCEx</i></p> <p>Item on community leadership considered at Senior Officers' Meeting of 7th September 2010.</p>

Step 4: In support of objective 1 – Performance management arrangements are in place		
Examples of assurance:	Evidenced by:	WDC Actions & Responsible Officer
1. Comprehensive and effective performance management systems operate routinely	<ul style="list-style-type: none"> There is a clearly defined performance management framework that identifies: <ul style="list-style-type: none"> all sources of performance measures; who is responsible for achieving each performance measure; who is responsible for collating the data for each one; who determines and approves the performance measures; who receives reports on performance and how often; how data quality is assured; how performance data is captured and its integrity maintained; 	<p><i>Executive to agree reporting arrangements for key strategic partnerships – DCEx June 2010</i></p> <p>Executive agreed scrutiny and reporting arrangements at the meeting of 23rd June 2010.</p>

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	<ul style="list-style-type: none"> o how poor performance is addressed; o how performance is driven upwards over time • Reports resulting from internal or external reviews of performance management • Year-on-year comparison of achievement against performance targets (e.g. in annual reports) • Best value reviews, including benchmarking results • Departmental and/or service benchmarking results • Annual reports issued by, or in relation to, strategic partnerships 	
2. The authority knows how well it is performing against its planned outcomes	<ul style="list-style-type: none"> • Regular reports are presented to members on the delivery of national, authority, departmental and partnership performance targets • Internal and external auditor's reports on key performance indicators • Key performance indicator risk scorecards • Use of Resources (PURE for police service) reviews and progress reviews against the action plans. • Monitoring reports on the achievement of <ul style="list-style-type: none"> o Local performance targets o National Indicators o Internal performance indicators o Regular budget monitoring reports (capital and revenue, current year and medium-term) • Voluntary benchmarking exercises with peer groups • National comparative performance measures against comparable authorities (e.g. QuAnTa data on comparative policing performance against 'most similar force') • Local Area Agreements and other strategic partnerships • Balanced score card • EFQM model adopted • External audit/agency reports on performance (e.g. compliance with National Crime Recording Standard, HMIC reports, Police Standards Unit reports) 	<p><i>Approach to benchmarking to be determined and adopted for 2011/2012 Service Planning process – IPM & HoF July 2010</i></p> <p>Senior Management Team agreed the corporate approach to benchmarking at its meeting of 28th April 2010. The agreed principles have been used as an integral part of the Council's Fees and Charges work.</p> <p><i>Performance Management Framework being revised as part of review of Corporate Strategy – CEx June 2010</i></p> <p>Approach has been revised and now forms part of FFF.</p>

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<p>3. Knowledge of absolute and relative performances achieved is used to support decisions that drive improvements in outcomes</p>	<ul style="list-style-type: none"> Monitoring reports are regularly presented to the appropriate committee The reports include detailed performance results, both absolute and relative to peer authorities, a clear indication of below target, on target and at, or above, target results, highlighting areas where corrective action is necessary Committee reports on below par performance include 'SMART' action plans to improve performance Performance targets in subsequent corporate and departmental and/or service business plans are revised in the light of actual performance Continuous improvement is strived for by increasing the difficulty of performance targets when they have been met over a period (e.g. movements on KPI results) Performance trends are established and reported upon over the medium term and are fed into the corporate and departmental and/or service planning process and into the planning process of key partnerships Performance targets are adjusted in the light of the performances of peer authorities 	<p><i>Approach to benchmarking to be determined and adopted for 2011/2012 Service Planning process – IPM & HoF July 2010</i></p> <p>Senior Management Team agreed the corporate approach to benchmarking at its meeting of 28th April 2010. The agreed principles have been used as an integral part of the Council's Fees and Charges work.</p> <p><i>Performance Management Framework being revised as part of review of Corporate Strategy – CEx June 2010</i></p> <p>Approach has been revised and now forms part of FFF.</p>
<p>4. The authority continuously improves its performance management</p>	<ul style="list-style-type: none"> The performance management systems are regularly reviewed and updated to take account of changes in organisational structure, new performance measurement frameworks (i.e. new Government initiatives, new internal performance measures etc) and other factors The performance management arrangements are revised in line with external or internal review of the arrangements Performance management arrangements are reviewed to assimilate new techniques and/or technology e.g. developments in performance management information systems Performance management arrangements are developed and monitored in relation to key partnerships 	<p><i>Performance Management Framework being revised as part of review of Corporate Strategy – CEx June 2010</i></p> <p>Approach has been revised and now forms part of FFF.</p> <p><i>Link our performance management arrangements with the Sustainable Community Strategy – CEx June 2010</i></p> <p>FFF establishes a "golden thread" linking the priority outcomes of the Sustainable Community Strategy with the Council's performance management framework.</p>

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Objective 2: Identify principal risks to achievement of objectives:

Step 1: In support of objective 2 – The authority has robust systems and processes in place for the identification and management of strategic and operational risk		
Examples of assurance:	Evidenced by:	WDC Actions & Responsible Officer
<p>1. There is a written strategy and policy in place for managing risk which:</p> <ul style="list-style-type: none"> Has been formally approved at political and risk management board (or equivalent) level Is reviewed on a regular basis Has been communicated to all relevant staff Includes partnership risks 	<ul style="list-style-type: none"> Existence of approved strategy and policy document Evidence of formal approval (e.g. management board/committee minutes) Evidence of formal review (e.g. management board/committee minutes, document version number and date) Evidence of communication strategy, possibly covered in strategy document Examples of dissemination e.g. induction, briefings, awareness sessions, policy and strategy published on intranet, strategic diagnostic questionnaire results Partnership risk registers 	<p><i>Executive to agree reporting arrangements for key strategic partnerships – DCEx June 2010</i></p> <p>Executive agreed scrutiny and reporting arrangements at the meeting of 23rd June 2010.</p> <p><i>KRI to be agreed by SMT and included as part of the CBIP – A&RM Sept 2010</i></p> <p>Key Risk Indicators (Measures) agreed by SMT and forms part of the Corporate and Strategic Risk Register contained within FFF.</p>
<p>2. The authority has implemented clear structures and processes for risk management which are successfully implemented and:</p> <ul style="list-style-type: none"> Management board and elected members see risk management as a priority and support it by personal interest and input Decision making considers risk A senior manager has been appointed to “champion” risk management Roles and responsibilities for risk management have been defined Risk management systems are subject to 	<ul style="list-style-type: none"> Management board/committee minutes Job descriptions of senior and operational managers and corporate risk manager Internal audit reports and external audit comments on risk management system CPA or PPAF review comments on risk management Annual business plans Link between internal audit and risk management functions is clearly defined in terms of reference of internal audit Responsibility for risk management function, including partnership risk management, is set at appropriate senior level Committee reports setting out options for change include an appropriate risk assessment, including the ‘no change’ option The corporate business plan and financial plan assess risks as appropriate and in particular take account of new and emerging risks facing the authority Partnership risks are assessed before agreements are signed 	<p><i>Executive to agree reporting arrangements for key strategic partnerships – DCEx June 2010</i></p> <p>Executive agreed scrutiny and reporting arrangements at the meeting of 23rd June 2010.</p>

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Step 1: In support of objective 2 – The authority has robust systems and processes in place for the identification and management of strategic and operational risk		
Examples of assurance:	Evidenced by:	WDC Actions & Responsible Officer
<ul style="list-style-type: none"> independent assessment Risk management is considered in the annual business planning process Risk management extends to partnership risks 		

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Step 1: In support of objective 2 – The authority has robust systems and processes in place for the identification and management of strategic and operational risk		
Examples of assurance:	Evidenced by:	WDC Actions & Responsible Officer
3. The authority has well defined procedures for recording and reporting risk	<ul style="list-style-type: none"> • Evidenced by review of risk management strategy and policy • Examination of corporate and partnership risk registers • Key risk indicators have been determined and there is evidence of monitoring against these risks • Evidence of regular and frequent reporting of risk to political and management board level • Evidence of risk based auditing being carried out • Evidence of risks not properly addressed identified in internal audit reports etc being fed into the risk management process • Environmental scanning reports are fed into the risk management process so as to identify new and emerging risks 	<p>KRI to be agreed by SMT and included as part of the CBIP – A&RM Sept 2010</p> <p>Key Risk Indicators agreed by SMT and forms part of the Corporate and Strategic Risk Register contained within FFF.</p>
4. The authority has well-established and clear arrangements for financing risk	<ul style="list-style-type: none"> • Evidence that the authority's policy for risk financing is regularly reviewed in the light of costs and alternative risk mitigation strategies • All legal requirements for insurance are met • Evidence that self-insurance provisions are subject to annual independent actuarial valuation and that contributions to the fund are adjusted accordingly • Insurance claims being managed in accordance with 'Woolf' principles • Evidence of monitoring the incidence of successful and unsuccessful claims and of feeding the results back into the policy for risk financing accordingly 	<p>Insurance cover to be retendered – HoF 2010</p> <p>Insurance cover retendered June 2010.</p>
5. The authority has developed a programme of risk management training for relevant staff	<ul style="list-style-type: none"> • Training programme for risk management • Training needs analysis (both specialist staff development and general awareness) • Regular newsletter or other means of communicating risk management issues to staff • Induction programme includes risk management • Appropriate responsibilities for risk management incorporated into job descriptions and appraisals 	<p>Risk refresher/overview session to be provided for senior officers – A&RM Autumn 2010</p> <p>Three SMT sessions have been used to consider risk issues.</p>
6. Risks in partnership working are fully considered	<ul style="list-style-type: none"> • Evidence of risk assessments being undertaken before the commencement of major projects, preferably in the report on which the decision to proceed is based • Evidence that risk assessment are regularly reviewed during the project period 	<p>Executive to agree reporting arrangements for key strategic partnerships – DCEX June 2010</p>

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Step 1: In support of objective 2 – The authority has robust systems and processes in place for the identification and management of strategic and operational risk		
Examples of assurance:	Evidenced by:	WDC Actions & Responsible Officer
	<ul style="list-style-type: none"> • Evidence that potential partners are required to produce and submit risk assessments • Evidence that partnership arrangements are reviewed in terms of risk before they are entered into and, subsequently, that the risks are reviewed • Evidence that there are effective arrangements in place for risk sharing (e.g. in the partnering contract terms and conditions or agreement) 	Executive agreed scrutiny and reporting arrangements at the meeting of 23 rd June 2010.

Objective 3: Identify and evaluate key controls to manage principal risks:

Step 1: In support of objective 3 – The authority has robust system of internal control which includes systems and procedures to mitigate principal risks		
Examples of assurance:	Evidenced by:	WDC Actions & Responsible Officer
1. There are written financial regulations in place which have been formally approved, regularly reviewed and widely communicated to all relevant staff: <ul style="list-style-type: none"> • Authority has adopted CIPFA code on Treasury Management • Compliance with the Prudential Code 	<ul style="list-style-type: none"> • Financial regulations and instructions exist & are reviewed & updated regularly • Evidence of formal approval • Examples of dissemination e.g. induction, briefings, awareness sessions, accessible in finance manuals and/or on intranet site • Reports to audit committee or equivalent confirming compliance or identifying extent of non-compliance with regulations and instructions • Report approving annual treasury management and investment strategy • Outturn report on treasury mgt. • External audit assessment of compliance with Prudential Code • Results of Use of Resources (or PURE) assessment of internal control KLOEs 	<p>CoFP will be reviewed annually - HoF Feb 2011</p> <p>Code of Financial Practice will be reviewed for approval at Council March 2011.</p>
2. There are written contract standing orders in place which have been formally approved,	<ul style="list-style-type: none"> • Standing orders exist, are reviewed and updated regularly to cover new procedures such as partnering arrangements and on-line tendering 	<p>Principles of CoCP to be included in training for all budget managers –HoF Summer 2010</p>

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Step 1: In support of objective 3 – The authority has robust system of internal control which includes systems and procedures to mitigate principal risks		
Examples of assurance:	Evidenced by:	WDC Actions & Responsible Officer
regularly reviewed and widely communicated to all relevant staff	<ul style="list-style-type: none"> Evidence of formal approval Examples of communication and dissemination e.g. induction, briefings, awareness sessions, accessible in finance manuals and/or on intranet site 	Code of Contract Practice now Code of Procurement Practice approved by Council August 2010. Training rolled out for all relevant budget managers.
3. There is a whistle blowing policy in place which has been formally approved, regularly reviewed and widely communicated to all relevant staff	<ul style="list-style-type: none"> Whistle blowing policy exists and has been reviewed and updated regularly Evidence of formal approval Examples of communication and dissemination e.g. induction, briefings, awareness sessions, accessible on website and intranet site Evidence of effectiveness of policy (e.g. reports on incidence of usage, evidence on annual declarations on fraud to Audit Commission) 	<p><i>Publicity of Whistleblowing Policy to be undertaken – A&RM July 2010</i></p> <p>Publicity of Whistleblowing Policy undertaken through intranet bulletins and staff pay advice.</p>
4. Key risk indicators have been drawn up to track the movement of key risks and are regularly monitored and reviewed.	<ul style="list-style-type: none"> Appropriate key risk indicators are documented Evidence of regular monitoring Evidence of changes in risk indicators (and reasons for change) emanating from appropriate information sources (e.g. where internal audit findings are used to change the perceived level of risk) 	<p><i>KRI to be agreed by SMT and included as part of the CBIP – A&R Manager Sept 2010</i></p> <p>Key Risk Indicators agreed by SMT and form part of the Corporate and Strategic Risk Register contained within FFF.</p>

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Objective 4: Obtain assurance on the effectiveness of key controls:

Step 1: In support of objective 4 – Appropriate assurance statements are received from designated internal and external assurance providers: <ul style="list-style-type: none"> • The authority has identified appropriate sources of assurance • Appropriate external assurances are identified and obtained 		
Examples of assurance:	Evidenced by:	WDC Actions & Responsible Officer
1. Performance monitoring arrangements	<ul style="list-style-type: none"> • Annual and in-year reports on delivery of key performance indicators by internal and/or external review agencies 	<p><i>See Step 4 in support of objective 1</i></p> <p>Executive agreed scrutiny and reporting of partnership arrangements at the meeting of 23rd June 2010.</p>

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Theme 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 requirements for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	WDC Actions & Responsible Officer
1. develop and promote the authority's purpose and vision	Used as a basis for: corporate and service planning shaping the community strategy local area or performance agreements	<i>Corporate Business and Improvement Plan to be considered by Executive – CEx June 2010</i> FFF approved by Council at its meeting of October 2010.
2. review on a regular basis the authority's vision for the local area and its impact on the authority's governance arrangements	Used as a basis for: corporate and service planning shaping the community strategy local area or performance agreements	<i>Corporate Business and Improvement Plan to be considered by Executive – CEx June 2010</i> FFF approved by Council at its meeting of October 2010.
3. ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties	Used as a basis for: corporate and service planning shaping the community strategy local area or performance agreements	<i>Executive to agree reporting arrangements for key strategic partnerships – DCEX June 2010</i> Executive agreed scrutiny and reporting of partnership arrangements at the meeting of 23 rd June 2010.
4. publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance (not police service)	annual financial statements annual business plan formal annual report	<i>Following Council's agreement of CBIP, publish on website and publish performance against agreed measures on a quarterly basis. Use District Focus magazine to inform communities as to achievements and areas for development – CEx July 2010</i> FFF approved by Council at its meeting of October 2010. A user-friendly version of FFF is being developed by the Council's Communications Officer.
5. 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	This information is reflected in the authority's: corporate plan medium term strategy resourcing plan, in order to ensure improvement	<i>Corporate Business and Improvement Plan to be considered by Executive – CEx June 2010</i> FFF approved by Council at its meeting of October 2010.

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<p>6. 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.</p>	<p>The results are reflected in authority's performance plans and in reviewing the work of the authority</p>	<p>Approach to benchmarking to be determined and adopted for 2011/2012 Service Planning process – IPM & HoF July 2010</p> <p>Senior Management Team agreed the corporate approach to benchmarking at its meeting of 28th April 2010. The agreed principles have been used as an integral part of the Council's Fees and Charges work.</p>
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Theme 2: Members and officers working together to achieve a common purpose with clearly defined functions and roles		
The local code should reflect the requirements for local authorities to:	Source documents/good practice/other means that maybe used to demonstrate compliance	WDC Actions & Responsible Officer
<p>1. 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</p>	<p>Vision, strategy, corporate plans, budgets, performance plan/regime</p>	<p>Corporate Business and Improvement Plan to be considered by Executive – CEx June 2010</p> <p>FFF approved by Council at its meeting of October 2010.</p> <p>Following Council's agreement of CBIP, publish on website and publish performance against agreed measures on a quarterly basis. Use District Focus magazine to inform communities as to achievements and areas for development – CEx July 2010</p> <p>FFF approved by Council at its meeting of October 2010. A user-friendly version of FFF is being developed by the Council's Communications Officer.</p>
<p>2. 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</p>	<p>Protocols for partnership working. For each partnership there is:</p> <ul style="list-style-type: none"> • a clear statement of the partnership principles and objectives • clarity of each partner's role within the partnership • definition of roles of • partnership board members 	<p>Executive to agree reporting arrangements for key strategic partnerships – DCEX June 2010</p> <p>Executive agreed scrutiny and reporting of</p>

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authority	<ul style="list-style-type: none"> line management responsibilities for staff who support the partnership a statement of funding sources for joint projects and clear accountability for proper financial administration a protocol for dispute resolution within the partnership (NB from special report ' Local Partnerships and Citizen Redress by LGO) 	partnership arrangements at the meeting of 23 rd June 2010.
3. when working in partnership: - 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.	See above	<p><i>Executive to agree reporting arrangements for key strategic partnerships – DCEx June 2010</i></p> <p>Executive agreed scrutiny and reporting of partnership arrangements at the meeting of 23rd June 2010.</p>

Theme 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 requirements for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	WDC Actions & Responsible Officer
1. ensure that the authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect		<p><i>Leadership Development Programme to be rolled-out to next tier of management – CEx July 2010</i></p> <p>Workshop sessions for Service Area Managers and middle managers have been provided to enable managers to apply Systems Thinking to the development of Team Operational Plans and others aspects of our services.</p> <p><i>Staff and Member Consultation and Engagement to be reviewed on a weekly basis – CMT April 2010 and ongoing</i></p> <p>Consultation and Engagement reviewed each Monday at CMT. Bite Size Chunk sessions/"conversation" held and regular</p>

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		newsletter produced.
2. develop and maintain shared values including leadership values both for the organisation and staff reflecting public expectations and communicate these with members, staff, the community and partners	codes of conduct	<p><i>Leadership Development Programme to be rolled-out to next tier of management – CEx July 2010</i></p> <p>Workshop sessions for Service Area Managers and middle managers have been provided to enable managers to apply Systems Thinking to the development of Team Operational Plans and others aspects of our services.</p> <p><i>Staff and Member Consultation and Engagement to be reviewed on a weekly basis – CMT April 2010 and ongoing</i></p> <p>Consultation and Engagement reviewed each Monday at CMT. Bite Size Chunk sessions/"conversation" held and regular newsletter produced.</p>

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Theme 4: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk		
The local code should reflect the requirements for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	WDC Actions & Responsible Officer
1. develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based	Decision making protocols record of decisions and supporting materials.	<p><i>Process devised for recording when decision of Council, Executive and Committees are implemented, to be implemented in conjunction with introduction of new committee management system. Aiming for quarter 3 but dependent upon introduction of new Committee Management System. HoMS</i></p> <p>New Committee Management System introduced but process still being devised for new recording arrangements.</p>
2. ensure that those making decisions whether for the authority or partnership are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications.	members' induction scheme training for committee chairs	<p><i>Revised report template and guidance to be issued – HoMS July 2010</i></p> <p>Revised report template now in operation.</p>
3. ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately	record of decision making and supporting materials	<p><i>Revised report template and guidance to be issued – HoMS July 2010</i></p> <p>Revised report template now in operation.</p>
4. 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 job	risk management protocol financial standards and regulations	<p><i>Risk refresher/overview session to be provided for senior officers – A&RM Autumn 2010</i></p> <p>Three SMT sessions have been used to consider risk issues.</p> <p><i>KRI to be agreed by SMT and included as part of the CBIP – A&R Manager Sept 2010</i></p> <p>Key Risk Indicators agreed by SMT and forms part of the Corporate and Strategic Risk Register contained within FFF.</p>

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Theme 5: Developing the capacity and capability of members and officers to be effective		
The local code should reflect the requirements for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	WDC Actions & Responsible Officer
1. 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	strategic partnership framework stakeholders forums' terms of reference area forums' roles and responsibilities residents panel structure	<i>Review of Locality Working to be reported to Executive – DCex July 2010</i> Report to November Executive.
2. ensure that career structures are in place for members and officers to encourage participation and development	succession planning	<i>Workforce Strategy developed, consulted on and approved – CEx September 2010</i> Forms part of FFF.

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Theme 6: Engaging with local people and other stakeholders to ensure robust public accountability		
The local code should reflect the requirements to:	Source documents/good practice/other means that may be used to demonstrate compliance	WDC Actions & Responsible Officer
1. make clear to themselves, all staff and the community, to whom they are accountable and for what	community strategy	<p><i>Corporate Business and Improvement Plan to be considered by Executive – CEx June 2010</i></p> <p>FFF approved by Council at its meeting of October 2010.</p>
2. consider those institutional stakeholders to whom they are accountable and assess the effectiveness of the relationships and any changes required		<p><i>Corporate Business and Improvement Plan to be considered by Executive – CEx June 2010</i></p> <p>FFF approved by Council at its meeting of October 2010.</p>
3. ensure that clear channels of communication are in place with all sections of the community and other stakeholders including monitoring arrangements to ensure that they operate effectively	community strategy processes for dealing with competing demands within the community	<p><i>Communications and Marketing Strategy to be agreed – CEx June 2010</i></p> <p>Draft Communications and Marketing Strategy was prepared by May 2010, however, as it links with the Support Services Review (a review of all the Council's support functions) it has not yet been approved.</p>
4. ensure 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		<p><i>Review of Locality Working to be reported to Executive – DCEx July 2010</i></p> <p>Report likely to November Executive.</p> <p><i>Continue progress with Hear by Right – DCEx ongoing</i></p> <p>The Youth Service delivered a workshop on 1st July and the following outcomes were agreed:</p> <ul style="list-style-type: none"> - The Youth Service, liaising with Housing Strategy and Cultural Services, to

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		<p>identify tangible areas for young people to be involved in service design. The first areas to be piloted are the involvement of young people in the Spa Centre programming and the installation of the Chase Meadows play equipment.</p> <ul style="list-style-type: none"> - Further workshops will be delivered over the coming year with the intention of mainstreaming the engagement of young people within relevant Service Areas. <p><i>Make recommendations for revised approach to gathering customer insight – IPM</i></p> <p>The information set out in the report about measures that went to SMT on 30th June.</p> <p>the need to embed the Community Engagement Strategy better</p> <p>the need to for us to use demand data (linked to LST interventions) to better understand what our customers want from us and what matters most to them.</p>
5. establish a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users including a feedback mechanism for those consultees to demonstrate what has changed as a result	partnership framework communication strategy	<p><i>Communications and Marketing Strategy to be agreed – CEX June 2010</i></p> <p>Draft Communications and Marketing Strategy was prepared by May 2010, however, links with Support Services Review (a review of all the Council's support functions) so integral that Strategy not yet approved.</p>

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KEY

CEx – Chief Executive
DCE (AJ) – Deputy Chief Executive (Andy Jones)
CMT – Corporate Management Team
HoF – Head of Finance
IPM = Improvement and Performance Manager
HoMS = Head of Members' Services
CMT = Corporate Management Team
HR = Human Resources Manager

LSP = Local Strategic Partnership
WPEG = Warwick Partnership Executive Group
CBIP = Corporate Business and Improvement Plan
SCS = Sustainable Community Strategy
SMT = Senior Management Team
LGO = Local Government Ombudsman
CoFP = Code of Financial Practice
CoCP = Code of Contract Practice
FFF = Council's Corporate Business Improvement Plan