

**Delivering Good Governance in Local Government – ACTION PLAN UPDATE – 28 FEBRUARY 2010**  
**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.**

<b>The code should reflect the requirement for local authorities to:</b>	<b>Area for Improvement/Further Action:</b>	<b>Responsibility:</b>	<b>Current Position</b>
<ul style="list-style-type: none"> <li>• Develop and promote the authority’s purpose and vision.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to promote the Council’s strategic focus amongst staff and engender staff buy-in of the golden thread concept.</li> <li>• Ensure that new business plans for the reduced number of services interpret vision.</li> <li>• Ensure that Employee Development Reviews are maintained for all staff</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Executive</li> <li>• Directors</li> </ul>	<ul style="list-style-type: none"> <li>• The Council has updated the format of business plans following the Qedis Review</li> <li>• Revised arrangements for EDR have now been implemented.</li> </ul>
<ul style="list-style-type: none"> <li>• Review on a regular basis the authority’s vision for the local area and its impact on the authority’s governance arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to develop closer and joined-up working with parishes and community groups through the Community Forums.</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Community and Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Community Conversation approach agreed at LSP and Council</li> <li>• Community consultation forum also being established.</li> <li>• Community Forum established through Wyre Forest Matters.</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties.</li> </ul>	<ul style="list-style-type: none"> <li>• On-going responsibility to produce an annual Partnership report by September of the preceding year.</li> </ul>	<ul style="list-style-type: none"> <li>• Directors</li> </ul>	<ul style="list-style-type: none"> <li>• The Council produces 6 monthly updates in relation to partnerships</li> <li>• The Council continues to be represented on Local</li> </ul>

<b>The code should reflect the requirement for local authorities to:</b>	<b>Area for Improvement/Further Action:</b>	<b>Responsibility:</b>	<b>Current Position</b>
	<ul style="list-style-type: none"> <li>• On-going representation on local forums and groups.</li> </ul>		Groups
<ul style="list-style-type: none"> <li>• Publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to develop the content of Best Value Performance Plan and the Financial Statements, by the end of September.</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Executive</li> <li>• Director of Resources</li> <li>• Director of Community and Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• The Financial Statements are produced within the timescales.</li> <li>• In addition Summary Statement of Accounts are produced for ease of understanding</li> </ul>
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• The Council needs to continue using customer and community evidence as intelligence to inform effective decision-making.</li> <li>• Staff survey to be undertaken during 2009/10.</li> </ul>	<ul style="list-style-type: none"> <li>• All Directors</li> </ul>	<ul style="list-style-type: none"> <li>• Staff survey has been undertaken and internal group formed to implement improvements</li> </ul>
<ul style="list-style-type: none"> <li>• Put in place effective arrangements to identify and deal with failure in service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of Performance Clinics during 2009/10</li> </ul>	<ul style="list-style-type: none"> <li>• Directors</li> <li>• Cabinet Members</li> <li>• Corporate Services</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Clinics established. Currently undertaking a 6 month review into effectiveness of new group.</li> </ul>
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of revised approach to Value for Money to be considered and implemented during 2009/10.</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Resources</li> </ul>	<ul style="list-style-type: none"> <li>• New approach to efficiency approved by Council on 24 February 2010.</li> <li>• Also review into benchmarking underway.</li> </ul>

**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"> <li>• 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.</li> <li>• Set out a clear statement of the respective roles and responsibilities of other authority members, members generally and senior officers.</li> </ul>	<ul style="list-style-type: none"> <li>• On-going training and development for Members</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Training is on-going with the elected members.</li> <li>• Review of the constitution to be undertaken during 2010, to ensure that the roles and responsibilities are clear..</li> </ul>
<ul style="list-style-type: none"> <li>• 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 authority, taking account of relevant legislation, and ensure that it is monitored and updated when required.</li> </ul>	<ul style="list-style-type: none"> <li>• No additional action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Scheme of delegation currently under review. May lead to more decisions being delegated to speed and stream line up decision making.</li> </ul>
<ul style="list-style-type: none"> <li>• Make a chief executive or equivalent responsible and accountable to the authority for all aspects of operational management.</li> </ul>	<ul style="list-style-type: none"> <li>• No additional action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Executive</li> </ul>	<ul style="list-style-type: none"> <li>• New Chief Executive appointed on 9 December 2009</li> </ul>
<ul style="list-style-type: none"> <li>• Develop protocols to ensure that the Leader and Chief Executive (or equivalent) negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained.</li> </ul>	<ul style="list-style-type: none"> <li>• No action required</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Executive</li> </ul>	<ul style="list-style-type: none"> <li>• The Chief Executive and Leader have agreed their roles and responsibilities and maintain dialogue over them on a regular basis.</li> </ul>

<b>The local code should reflect the requirement for local authorities to:</b>	<b>Area for Improvement/Further Action:</b>	<b>Responsibility</b>	<b>Current Position</b>
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve quality of forecasting as part of reporting.</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Resources fulfils this role. Revised budget approved by Council on 24 February 2010. This involved forecasting budget requirement to year end.</li> </ul>
<ul style="list-style-type: none"> <li>• Make a senior officer (usually the monitoring officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with.</li> </ul>	<ul style="list-style-type: none"> <li>• No additional action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Not applicable already in place (see original response March 2009).</li> </ul>
<ul style="list-style-type: none"> <li>• Develop protocols to ensure effective communication between members and officers in their respective roles.</li> </ul>	<ul style="list-style-type: none"> <li>• No additional action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Not applicable already in place (see original response March 2009).</li> </ul>
<ul style="list-style-type: none"> <li>• 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).</li> <li>• Ensure that effective mechanisms exist to monitor service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• No additional action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Executive</li> </ul>	<ul style="list-style-type: none"> <li>• Not applicable already in place (see original response March 2009).</li> </ul>
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• On-going responsibility as detailed.</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Not applicable already in place (see original response March 2009).</li> </ul>

<b>The local code should reflect the requirement for local authorities to:</b>	<b>Area for Improvement/Further Action:</b>	<b>Responsibility</b>	<b>Current Position</b>
<ul style="list-style-type: none"> <li>• When working in partnership ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the authority.</li> <li>• When working in partnership:               <ul style="list-style-type: none"> <li>○ Ensure that there is clarity about the legal status of the partnership.</li> <li>○ 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.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• On-going responsibility as detailed.</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Community and Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• This is covered in the 6 monthly review of partnerships</li> </ul>

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

<b>The local code should reflect the requirement for local authorities to:</b>	<b>Area for Improvement/Further Action:</b>	<b>Responsibility:</b>	<b>Current Position</b>
<ul style="list-style-type: none"> <li>• Ensure that the authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect.</li> </ul>	<ul style="list-style-type: none"> <li>• No additional action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Executive</li> <li>• Directors</li> </ul>	<ul style="list-style-type: none"> <li>• Programme of "back to the floor" visits have been commenced</li> <li>• The Council have revamped the arrangements for the Management Forum</li> <li>• CMT minutes are also now available to all staff.</li> </ul>

<b>The local code should reflect the requirement for local authorities to:</b>	<b>Area for Improvement/Further Action:</b>	<b>Responsibility:</b>	<b>Current Position</b>
<ul style="list-style-type: none"> <li>Ensure that standards of conduct and personal behaviour expected of members and staff, and between the authority, its partners and the community are defined and communicated through codes of conduct and protocols.</li> </ul>	<ul style="list-style-type: none"> <li>New employee and member induction process and on-going training.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring Officer</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable already in place (see original response March 2009).</li> </ul>
<ul style="list-style-type: none"> <li>Put in place arrangements to ensure that members and employees of the authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice.</li> </ul>	<ul style="list-style-type: none"> <li>New employee and member induction process and on-going training.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring Officer</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>
<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>No additional action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Mgmt Team</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable already in place (see original response March 2009).</li> </ul>
<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>No additional action is necessary</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring Officer</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable already in place (see original response March 2009).</li> </ul>
<ul style="list-style-type: none"> <li>Develop and maintain an effective standards committee.</li> </ul>	<ul style="list-style-type: none"> <li>Support with on-going training.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring Officer</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable already in place (see original response March 2009).</li> </ul>

<b>The local code should reflect the requirement for local authorities to:</b>	<b>Area for Improvement/Further Action:</b>	<b>Responsibility:</b>	<b>Current Position</b>
<ul style="list-style-type: none"> <li>Use the organisation's shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the authority.</li> </ul>	<ul style="list-style-type: none"> <li>No additional action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Chief Executive</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable already in place (see original response March 2009).</li> </ul>
<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>No additional action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Directors</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable already in place (see original response March 2009).</li> </ul>

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

<b>The local code should reflect the requirement for local authorities to:</b>	<b>Area for Improvement/Further Action:</b>	<b>Responsibility:</b>	<b>Current Position</b>
<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Support the development of Scrutiny activity through on-going training and development.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring Officer</li> </ul>	<ul style="list-style-type: none"> <li>This has been reinforced this year through the establishment of the Performance Clinics</li> </ul>
<ul style="list-style-type: none"> <li>Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based</li> </ul>	<ul style="list-style-type: none"> <li>No additional action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring Officer</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable already in place (see original response March 2009).</li> </ul>

<b>The local code should reflect the requirement for local authorities to:</b>	<b>Area for Improvement/Further Action:</b>	<b>Responsibility:</b>	<b>Current Position</b>
<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>No additional action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring Officer</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable already in place (see original response March 2009).</li> </ul>
<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Training for Audit Committee members</li> </ul>	<ul style="list-style-type: none"> <li>Director of Resources</li> </ul>	<ul style="list-style-type: none"> <li>Training has been supplied in relation to the interpretation of the Financial Statements and the introduction of the International Finance Reporting Standards</li> </ul>
<ul style="list-style-type: none"> <li>Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints.</li> </ul>	<ul style="list-style-type: none"> <li>No additional action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Chief Executive</li> </ul>	<ul style="list-style-type: none"> <li>The Council has an approved 3 step process for handling of complaints. This is reinforced through the "Let Us Know" arrangements recently approved within the Council.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure that those making decisions whether for the authority 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.</li> </ul>	<ul style="list-style-type: none"> <li>No additional action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Mgmt Team</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable already in place (see original response March 2009).</li> </ul>



<b>The local code should reflect the requirement for local authorities to:</b>	<b>Area for Improvement/Further Action:</b>	<b>Responsibility:</b>	<b>Current Position</b>
<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>No additional action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring Officer</li> <li>Director of Resources</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable already in place (see original response March 2009).</li> </ul>
<ul style="list-style-type: none"> <li>Ensure that risk management is embedded into the culture of the authority, with members and managers at all levels recognising that risk management is part of their jobs.</li> </ul>	<ul style="list-style-type: none"> <li>No additional action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Director of Resources</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable already in place (see original response March 2009).</li> </ul>
<ul style="list-style-type: none"> <li>Ensure that arrangements are in place for whistle-blowing to which staff and all those contracting with the authority have access.</li> </ul>	<ul style="list-style-type: none"> <li>No additional action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring Officer</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable already in place (see original response March 2009).</li> </ul>
<ul style="list-style-type: none"> <li>Actively recognise the limits of lawful activity places on them by, for example, the ultra vires doctrine but also strive to utilise powers to the full benefit of their communities.</li> </ul>	<ul style="list-style-type: none"> <li>No additional action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring Officer</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable already in place (see original response March 2009).</li> </ul>
<ul style="list-style-type: none"> <li>Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on local authorities by public law.</li> </ul>	<ul style="list-style-type: none"> <li>No additional action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring Officer</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable already in place (see original response March 2009).</li> </ul>
<ul style="list-style-type: none"> <li>Observe all specific legislative requirements placed upon them, as well as the requirements of general law, and in particular to integrate the key principles of good administrative law – rationality, legality and natural justice – into their procedures and decision-making processes.</li> </ul>	<ul style="list-style-type: none"> <li>No further action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring Officer</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable already in place (see original response March 2009).</li> </ul>

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

<b>The local code should reflect the requirement for local authorities to:</b>	<b>Area for Improvement/Further Action:</b>	<b>Responsibility</b>	<b>Current Position</b>
<ul style="list-style-type: none"> <li>• Provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Training and Development Programmes kept under review.</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Mgmt Team</li> </ul>	<ul style="list-style-type: none"> <li>• On-going, the Council has procedures in place for induction and training sessions.</li> </ul>
<ul style="list-style-type: none"> <li>• 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 authority.</li> </ul>	<ul style="list-style-type: none"> <li>• No further action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Statutory Officers</li> </ul>	<ul style="list-style-type: none"> <li>• Not applicable already in place (see original response March 2009).</li> </ul>
<ul style="list-style-type: none"> <li>• Assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively.</li> </ul>	<ul style="list-style-type: none"> <li>• All training and development is kept under review.</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Mgmt Team</li> </ul>	<ul style="list-style-type: none"> <li>• On-going responsibility however supported by the recent approval of the Work Force Development Plan</li> </ul>
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• No further action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Mgmt Team</li> </ul>	<ul style="list-style-type: none"> <li>• Not applicable already in place (see original response March 2009).</li> </ul>
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• All training and development is kept under review.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Training continues to be kept under review.</li> </ul>
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Further work required to evidence that all sections of the Community are engaged.</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Mgmt Team</li> </ul>	<ul style="list-style-type: none"> <li>• During the last year the Council has implemented Equality Impact Assessments to ensure that there is no discrimination</li> </ul>

<b>The local code should reflect the requirement for local authorities to:</b>	<b>Area for Improvement/Further Action:</b>	<b>Responsibility</b>	<b>Current Position</b>
<ul style="list-style-type: none"> <li>Ensure that career structures are in place for members and officers to encourage participation and development.</li> </ul>	<ul style="list-style-type: none"> <li>No further action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Chief Executive</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable already in place (see original response March 2009).</li> </ul>

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

<b>The local code should reflect the requirement for local authorities to:</b>	<b>Area for Improvement/Further Action:</b>	<b>Responsibility</b>	<b>Current Position</b>
<ul style="list-style-type: none"> <li>Make clear to themselves, all staff and the community to whom they are accountable and for what.</li> <li>Consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and any changes required.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to participate with the Wyre Forest Matters Local Strategic Partnership.</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Mgmt Team</li> </ul>	<ul style="list-style-type: none"> <li>As stated above the Council is a full partner in Wyre Forest Matters</li> <li>During last year Council consulted widely including issues in relation to the Budget</li> </ul>
<ul style="list-style-type: none"> <li>Produce an annual report on the activity of the scrutiny function.</li> </ul>	<ul style="list-style-type: none"> <li>No further action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring Officer</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable already in place (see original response March 2009).</li> </ul>
<ul style="list-style-type: none"> <li>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.</li> <li>Hold meetings in public unless there are good reasons for confidentiality.</li> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>The Council needs to consider the implementation of the White Paper in relation to the Stronger Communities.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring Officer</li> </ul>	<ul style="list-style-type: none"> <li>The Council is constantly reviewing the effectiveness of communication. Recently reviewed the “let us know” arrangements.</li> <li>All meetings are held in public, only when item is exempt is the public removed;</li> </ul>

<b>The local code should reflect the requirement for local authorities to:</b>	<b>Area for Improvement/Further Action:</b>	<b>Responsibility</b>	<b>Current Position</b>
<p>community have different priorities and establish explicit processes for dealing with these competing demands.</p>			
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Stronger Communities Action Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Executive</li> </ul>	<ul style="list-style-type: none"> <li>• Most obvious example relates to the budget process.</li> </ul>
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• No further action is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Executive</li> </ul>	<ul style="list-style-type: none"> <li>• Not applicable already in place (see original response March 2009).</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure that the authority as a whole is open and accessible to the community, service users and its staff and ensure that it has made a commitment to openness and transparency in all its dealings, including partnerships, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to reinforce and demonstrate our commitment.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Not applicable already in place (see original response March 2009).</li> </ul>
<ul style="list-style-type: none"> <li>• Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making.</li> </ul>	<ul style="list-style-type: none"> <li>• No further action required.</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Executive</li> </ul>	<ul style="list-style-type: none"> <li>• Not applicable already in place (see original response March 2009).</li> </ul>