GOOD GOVERNANCE STANDARD FOR PUBLIC SERVICES
COPELAND BOROUGH COUNCIL
March 2005

The Good Governance Standard for Public Services was published in January 2005 by the Independent Commission for Good Governance in Public Services, which was established and supported by the Office for Public Management (OPM®) and the Chartered Institute of Public Finance and Accountancy (CIPFA), in partnership with the Joseph Rowntree Foundation.

Terminology
- **Governing body:** the body with overall responsibility for directing and controlling an organisation. In Local Government this is the Council.

- **Governor:** member of the governing body. In Local Government this is a Councillor. [The term "Members" has been used throughout instead]

- **Executive:** the senior staff of the organisation [to avoid confusion, the term "Executive" has been replaced with "senior managers"]

- **The Organisation:** should be read to include "partnership".

The Standard comprises six core principles of good governance, each with its supporting principles:

1.   Good governance means focusing on the organisation's purpose and on outcomes for citizens and service users
1.1   Being clear about the organisation's purpose and its intended outcomes for citizens and service users
1.2   Making sure that users receive a high quality service
1.3   Making sure that taxpayers receive value for money

2.   Good governance means performing effectively in clearly defined functions and roles
2.1   Being clear about the functions of the governing body
2.2   Being clear about the responsibilities of Members and senior managers, and making sure that those responsibilities are carried out
2.3   Being clear about relationships between Members and the public

3.   Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour
3.1   Putting organisational values into practice
3.2   Individual Members behaving in ways that uphold and exemplify effective governance

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4.   Good governance means taking informed, transparent decisions and managing risk

4.1   Being rigorous and transparent about how decisions are taken
4.2   Having and using good quality information, advice and support
4.3   Making sure that an effective risk management system is in operation

5.   Good governance means developing the capacity and capability of the governing body to be effective

5.1   Making sure that elected Members have the skills, knowledge and experience they need to perform well
5.2   Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group
5.3   Striking a balance, in the membership of the governing body, between continuity and renewal

6.   Good governance means engaging stakeholders and making accountability real

6.1   Understanding formal and informal accountability relationships
6.2   Taking an active and planned approach to dialogue with and accountability to the public
6.3   Taking an active and planned approach to responsibility to staff
6.4   Engaging effectively with institutional stakeholders

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1. **Good governance means focusing on the organisation's purpose and on outcomes for citizens and service users.**
    The function of governance is to ensure that an organisation or partnership fulfils its overall purpose, achieves its intended outcomes for citizens and service users, and operates in an effective, efficient and ethical manner. This principle should guide all governance activity. There are some general purposes that are fundamental to all public governance, including providing good quality services and achieving value for money. Public value refers to the things that public services produce, either directly or indirectly, using public money. Public value includes: outcomes (such as improved health and improved safety); services (such as waste collection); and trust in public governance.

Principle and Application	How Copeland Borough Council demonstrates compliance
1.1 Being clear about the organisation's purpose and its intended outcomes for citizens and service users. The governing body should make sure that there is a clear statement of the organisation's purpose and that it uses this as a basis for its planning. It should constantly review the decisions it takes, making sure that they further the organisation's purpose and contribute to the intended outcomes for citizens and users of services.	Community Plan / Service Plans Community Strategy New and updated Corporate Plan including mission and values Service Plans - Members use the above plans as part of the budgetary process Scrutiny Committee Work Plans **Action: review Corporate Plan when Community Strategy is revised (around February 2006)**

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1.2 Making sure that users receive a high quality service
The governing body should decide how the quality of service for users is to be measured and make sure that it has the information it needs to review service quality effectively and regularly.
As part of this, it should ensure that it has processes in place to hear the views of users and non-users from all backgrounds and communities about their needs, and the views of service users from all backgrounds about the suitability and quality of services.
The governing body should use this information when making decisions about service planning and improvement. Executive report on Customer Satisfaction response/ improvement following survey.
 	
Good practice examples:
• Give Members a specific responsibility to ensure that information about users' experiences is collected, brought to the attention of the governing body and used in its decision making.
	Service Standards – customer charters
	Performance Indicators – local PIs
	Regular Performance Monitoring reports.
	Corporate Team focus on specific PIs
	
	Communications Strategy
	Improving Customer Satisfaction project
	Leisure - non user survey
	          - Community Voice
	          - Youth Council
	          - User satisfaction
	          - CEN
	          - LSP
	          - Copeland Direct
	          - Joint Parish meetings
	          - LPSA2
	
	consultation exercise e.g. SIMALTO, service specific.
	
	Publicise results of surveys and Council's response.
	
	Increased sharing of learning through formal and informal complaints.

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1.3 Making sure that taxpayers receive value for money The governing body should decide how value for money is measured and make sure that it has the information it needs to review value for money effectively, including information about similar organisations, for comparison. It should use this information when planning and reviewing the work of the organisation. **Good practice examples:** • Compare information about the efficiency, effectiveness and quality of service provided by similar organisations; analyse why levels of efficiency, effectiveness and quality are different elsewhere.	Best Value and Local Performance Indicators. Benchmarking Performance Networks Efficiency agenda – looking at alternative ways of delivery Process Improvement team identified in the restructure Restructure reviewed admin support to create efficiencies **Action: Consider using new tools to measure performance against other similar authorities in revised CPA process**

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2. **Good governance means performing effectively in clearly defined functions and roles**
   Good governance requires all concerned to be clear about the functions of governance and their own roles and responsibilities and those of others, and to behave in ways that are consistent with those roles. Being clear about one's own role, and how it relates to that of others, increases the chance of performing the role well. Clarity about roles also helps all stakeholders to understand how the governance system works and who is accountable for what

Principle and Application	How Copeland Borough Council demonstrates compliance
2.1 Being clear about the functions of the governing body (the elected Council) **The primary functions of the governing body are to:** • establish the organisation's strategic direction and aims, in conjunction with senior managers • ensure accountability to the public for the organisation's performance • assure that the organisation is managed with probity and integrity. **In order to direct strategy and ensure that this is implemented and that the organization achieves its goals, the governing body has to:** • allocate resources and monitor organisational and senior management performance • delegate to management • oversee the appointment and contractual arrangements for senior managers, and make sure that effective management arrangements are in place • understand and manage risk.	Constitution – identification or roles and yearly review of delegations Annual appraisals Code of Conduct Code of Corporate Governance Internal Audit – Audit Committee etc. Personnel Panel/Executive Corporate Plan & Budget approved by Council Bi-monthly performance reports to the Executive. Scheme of Delegation PID's for major projects etc **Action: provide risk management training for all Members**

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Ways of achieving these primary functions include: • constructively challenging and scrutinising senior managers • ensuring that the voice of the public is heard in decision making • forging strategic partnerships with other organisations. The governing body should set out clearly, in a public document, its approach to performing each of the functions of governance. This should include a process, agreed with Senior managers, for holding senior managers to account for achieving agreed objectives and implementing strategy. The elected Members should explain how and why their approach to each function is appropriate for the size and complexity of the organisation.	Code of Corporate Governance - Forward Plan - Scrutiny Committee + links to LSP - planning panel – public have right to speak - use of internet - Council meetings allow process for questions from the public Allerdale Borough Council, Cumbria County Council, National Park, Environment Agency, National Park, Highways etc. etc. OSC's holding Executive and senior managers to account: OSC Chairs and Vice Chairs monitor Executive reports after Scrutiny call-ins of Executive decisions take place. OSC's commission briefings from performance monitoring information. Executive review the Corporate Plan **Action: consider formalising the Scrutiny of Executive reports, as part of a review of OSC Structure**

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2.2 Being clear about the responsibilities of Members and senior managers and making sure that those responsibilities are carried out. The elected Members take collective responsibility for the governing body's decisions. **The Members role is to:** • contribute to strategy: Members bring a range of perspectives to strategy development and decision making • make sure that effective management arrangements and an effective team are in place at the top level of the organisation • delegate: Members help to clarify which decisions are reserved for the governing body, and then clearly delegate the rest • hold senior managers to account: the governing body delegates responsibilities to senior managers. Members have a vital role in holding senior managers to account for their performance in fulfilling those responsibilities, including through purposeful challenge and scrutiny • be extremely discriminating about getting involved in matters of operational detail for which responsibility is delegated to senior managers.	The roles and responsibilities of Members are set out in the Constitution in relation to the individual roles of Committees, panels and the Executive and in relation to delegation of powers to portfolio holders and senior officers. Executive, Overview & Scrutiny Committees, Portfolio holders, Improvement Board Major review of structure following stock transfer Creation & development of new corporate team – programme of development and plans to cascade to all. Scheme of delegation reviewed annually Regular performance reports to the Executive to monitor performance against delivery of key service objectives. Corporate appraisal discuss BVPi's etc Informal meetings with portfolio holders and executive to raise issues **Action :** **Review effectiveness of the restructure (OSC PR January 2006)** **Review scheme of delegation more regularly**

Principle and Application	How Copeland Borough Council demonstrates compliance
2.2 Being clear about the responsibilities of Members and senior managers and making sure that those responsibilities are carried out. (Continued) **The Leader of the Council and the Chief Executive** The Leader and the Chief Executive share in the leadership role. The Leader's role is to lead the governing body, ensuring it makes an effective contribution to the governance of the organisation; and the Chief Executive's is to lead the organisation in implementing strategy and managing the delivery of services. A good working relationship between the two can make a significant contribution to effective governance. **The Deputy Leader's role** includes supporting the Leader in his or her role, and, on occasion, informing the Leader of any concerns that Members have about the conduct of the governing body.	The Leader and Chief Executive have a good working relationship **Action: Roles and responsibilities to be clear and documented. Democratic Services to consider job profiles for leading members.**

Principle and Application	How Copeland Borough Council demonstrates compliance
2.2 Being clear about the responsibilities of Members and senior managers and making sure that those responsibilities are carried out. (Continued) The governing body should clarify that all its Members have collective responsibility for its decisions and have equal status in discussions. The Leader and other Members should challenge individual Members if they do not respect constructive challenge by others or if they do not support the collective responsibility for fulfilling the organisation's purpose and for working towards intended outcomes for citizens and users of services. The governing body should set out a clear statement of the respective roles and responsibilities of Members and senior management and its approach to putting this into practice. The roles of Leader and Chief Executive provide a check and balance for each other's authority. The Leader and the Chief Executive should negotiate their respective roles early in the relationship (within a framework in which the Leader leads the governing body and the Chief Executive leads and manages the organisation) and should explain these clearly to the governing body and the organisation as a whole.	**Action: this issue to be raised for discussion during a workshop for Members on the Good Governance Standard** Protocol on Member / Officer relations approved by Council on 12 April 2005.

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2.3 Being clear about relationships between Members and the public Members should recognise their collective responsibility for the governing body's decisions and strive to make decisions that further the organisation's purpose, rather than the interests of any specific group or organisation with which they are associated. [Local Authorities may by convention operate a system of collective responsibility within the controlling party or alliance, rather than within the governing body as a whole.] This includes the governing body of a partnership. Decisions must support the partnership's purpose, not just the interests of the "parent" organization. The governing body should value the perspectives which Members appointed from different backgrounds bring, but should make clear that these appointed Members are not expected to provide the only source of information about the specific groups whose background or experiences they share. Where appointed Members are asked to provide authoritative information about the views and experiences of such groups, they should have access to systems for collecting this information.	**Action : Identify further issues for Members to discuss at a workshop on the Good Governance Standard** Constitution **Action: Communciation strategy to consider how information can be collated and shared**

Principle and Application	How Copeland Borough Council demonstrates compliance
2.3 Being clear about relationships between Members and the public (Continued) The governing body should ensure that the organization engages effectively with the public and service users to understand their views, and that the governing body has access to reliable information about the range of public opinions and the satisfaction of all groups of users of services. **Good practice examples: performing effectively in clearly defined functions and roles** • The governing body can meet its responsibility for strategy by scrutinising and challenging proposals developed by senior managers, or by involving itself actively in strategy formulation from the earliest stages. • In developing and pursuing the organisation's strategic direction, the governing body is advised to make judgements about, and help to regulate, the scale and pace of change that the organisation can handle successfully. • In appointing and remunerating the Corporate Team, it is good practice to establish a remuneration and appointments committee, made up of Members who are free of vested interests, to make recommendations to the governing body.	Scheme of Delegation allows portfolio holder/officers discretion. **Action: Communications Strategy to address how Members gather feedback from users, possibly through new forms of Councilor Surgeries, and how that information is shared and informs decision-making.** - Independent advice provided recently by consultant (Solace) to Executive and Personnel Panel. - All senior posts are committee appointments **Action: Review membership and attendance at Neighbourhood Forums**

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2.3 Being clear about relationships between Members and the public (Continued) • Publishing job descriptions for the Leader, Deputy Leader and Chief Executive can help others to know what to expect. • Even for small organisations or partnerships with limited resources, separation of the Leader and the senior management role is advisable, with senior management being responsible for putting decisions into practice.	**Action: Democratic Services to consider the need for job profiles.** **Corporate Team's job profiles to be reviewed as part of the Restructure Review.** **All job profiles to be made available on intranet**

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3. **Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour**
Good governance flows from a shared ethos or culture, as well as from systems and structures. It cannot be reduced to a set of rules, or achieved fully by compliance with a set of requirements. This spirit or ethos of good governance can be expressed as values and demonstrated in behaviour.

Good governance builds on the seven principles for the conduct of people in public life that were established by the Committee on Standards in Public Life. Known as the Nolan principles, these are: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

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3.1 Putting organisational values into practice The governing body should take the lead in establishing and promoting values for the organisation and its staff. These values should be over and above legal requirements (e.g. anti-discrimination, equal opportunities and freedom of information legislation) and should build on the Nolan principles. They should reflect public expectations about the conduct and behaviour of individuals and groups who control public services. The governing body should keep these values at the forefront of its own thinking and use them to guide its decision making.	Mission and corporate values incorporated in the Corporate Plan. **Action: Values to be given a higher profile.**

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3.2 Individual Members behaving in ways that uphold and exemplify effective governance Members should live up to the Nolan principles and to any approved codes or guides to ethical conduct for their organisation or sector. They should also demonstrate through their behaviour that they are focusing on their responsibilities to the organisation and its stakeholders. **Good practice examples: promoting values for the whole organisation and demonstrating the values of good governance through behaviour** The governing body promotes and upholds values for the organisation. These may include: • responding to a diverse public and striving to reduce inequality among service users • committing to openness and transparency in decisions and use of resources • striving for public good and ignoring personal interests • promoting good relationships within the organisation, with the public and service users and with other organisations.	There have been no complaints upheld by the Standards Board for England**.** Code of Conduct Member/Officer protocol Register of members interests –with regular reminders sent to Members and guidance included in induction packs. **Action: <u>Draft Comprehensive Equality Policy and action plan</u>** Publication scheme in place in the public domain Access to Services action plan. Dignity at work policy Review of Part II reports to ensure that only the specific items defined by legislation are included in Part II reports. Arrangements in place for Freedom of Information Act.

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3.2, Individual Members behaving in ways that uphold and exemplify effective governance (Continued) The governing body makes clear the standards of behaviour that it expects from Members and staff. Good practice in the behaviour of individual Members may include: • attending regularly and being actively involved in decision making • informing oneself and preparing for decision making • making contact with other organisations and forging and maintaining links with the world outside the organization • engaging willingly and actively with the public, service users and staff, within an agreed communication framework.	Codes of Conduct in place. Employee Code of Conduct to be revised as at March 2005. Anti-Fraud & Corruption Strategy and Planning Code of Conduct both in place. Member training **Member appointments to Outside Bodies** **Action: Address these issues as part of the workshop for Members on the Good Governance Standard.**

4.   **Good governance means taking informed, transparent decisions and managing risk**
        Decision making in governance is complex and challenging. It must further the organisation's purpose and strategic direction and be robust in the medium and longer terms. To make such decisions, Members must be well informed.

        Members making decisions need the support of appropriate systems, to help to ensure that decisions are implemented and that resources are used legally and efficiently. A governing body may, for example, adopt the discipline of formally reviewing implementation of a new policy after a defined initial period, to see whether it is working as intended.

        Risk management is important to the successful delivery of public services. An effective risk management system identifies and assesses risks, decides on appropriate responses and then provides assurance that the chosen responses are effective.

        A risk management system should consider the full range of the organisation's activities and responsibilities, and continuously check that various good management disciplines are in place, including:

        •   strategies and policies are put into practice in all relevant parts of the organisation
        •   strategies and policies are well designed and regularly reviewed
        •   high quality services are delivered efficiently and effectively
        •   performance is regularly and rigorously monitored and effective measures are put in place to tackle poor performance
        •   laws and regulations are complied with
        •   information used by the organisation is relevant, accurate, up-to-date, timely and reliable
        •   financial statements and other information published by the organization are accurate and reliable
        •   financial resources are managed efficiently and effectively and are safeguarded
        •   human and other resources are appropriately managed and safeguarded.

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4.1 Being rigorous and transparent about how decisions are taken A hallmark of good governance is a clearly defined level of delegation by the governing body to the senior management team for decision making. The governing body sets policies as parameters within which the senior management team works on the behalf of the governing body. For this to work well, it is important that Members do not concern themselves with levels of detail that are inappropriate for their role, while ensuring that they are not too far removed to provide effective oversight and scrutiny. The governing body should draw up a formal statement that specifies the types of decisions that are delegated to the senior management team and those that are reserved for the governing body.	Delegation Scheme forms part of the Constitution, is kept under review and updated when necessary. Approved by Council on 12 April 2005. Includes a detailed list identifying specific officers. Action: review with other authorities as part of next review.

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4.1 Being rigorous and transparent about how decisions are taken (Continued)	
Governing bodies should state clear objectives for their decisions. In their public record of decisions and in explaining them to stakeholders, they should be explicit about the criteria, rationale and considerations on which decisions are based, and, in due course, about the impact and consequences of decisions.	The Statement of Executive Decisions has been revised to bring greater clarity to the decision-making process.
There are also statutory requirements for the types of decisions and information that can or must be excluded from the public domain, e.g. information about individuals.	It is believed that Copeland Borough Council is the only Council to split part II reports, in order that only the specific pieces of information which are exempt are not disclosed, and that the majority of the information is open to the public.
Conflicts can arise between the personal interests of individuals involved in making decisions and decisions that the governing body needs to make in the public interest. To ensure probity and to avoid public concern or loss of confidence, governing bodies have to take steps to avoid any such conflicts of interest, whether real or perceived. **Good practice example:** • A register of Members' and Officers' interests will make governing bodies and others aware of any real or perceived conflicts of interest and facilitate the exclusion of people with personal interests in a decision from influencing or taking part in that decision.	Register of Members' and Officers' Interests in place. Also formal procedure for declaration of interests at each Committee / Panel meeting.

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4.2 Having and using good quality information, advice and support Good quality information and clear, objective advice can significantly reduce the risk of taking decisions that fail to achieve their objectives or have serious unintended consequences. Members need to receive rigorous analyses of comprehensive background information and evidence, and of the options for action. As governance decisions are complex and can have significant consequences, Members also need professional advice e.g. on legal and financial matters and governance procedures. Such professional advice is also needed at other levels in the organisation where decisions are taken. **Good practice examples**: • It is helpful to draw on the support of an officer or independent adviser who can advise on legal issues and procedure, and who has the authority and status to challenge governance practice if necessary. This works best where there are safeguards and reporting relationships in place to make sure that advice is not easily ignored. The governing body should ensure that it is provided with information that is fit for purpose. It should be tailored to the functions of the governing body (see 2.2) and not to detailed operational or management issues, with which the governing body should not, in general, be concerned. Information should provide a robust analysis and not obscure the key information by including too much detail.	All reports for Executive decisions include legal and financial implications. Reports are withdrawn if there has been no consultation with the Head of Legal and Democratic Services or the Head of Finance and Business Development. Seek external advice when appropriate e.g. Counsel, stock transfer experts. Monitoring officer or deputy always at Executive/Council Constitution requires members to listen to advice and record if not in agreement.

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4.2 Having and using good quality information, advice and support (Continued) The governing body should ensure that information is directly relevant to the decisions it has to take; is timely; is objective; and gives clear explanations of technical issues and their implications. The governing body should also ensure that professional advice on legal and financial matters is available and used appropriately in its own decision making and elsewhere throughout the organisation when decisions that have significant legal or financial implications are taken. The governing body should not be reluctant to use the organisation's resources to provide the information and advice that is needed for good governance. However, it should not make disproportionate demands on senior managers by asking for information that is not necessary or appropriate for the governing body's role. The governing body should arrive at a judgment about its information needs in discussion with senior managers.	**Action: Member Training in the decision-making process.** Example – Corporate Team appointment process – rigorous process – external advice – national advertising – best possible team. ?Restructure included and additional post for research. Roll out PCs for members and encourage use. Implementation of Broadband and VPN

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4.3 Making sure that an effective risk management system is in operation The governing body should ensure that the organisation operates an effective system of risk management. This should include: • identifying key strategic, operational and financial risks • assessing the possible effects that the identified risks could have on the organisation • agreeing on and implementing appropriate responses to the identified risks (internal control, insure, terminate, modify, accept) • putting in place a framework of assurance from different sources, to show that risk management processes, including responses, are working effectively • reporting publicly on the effectiveness of the risk management system through e.g. an annual statement on internal control, including, where necessary, an action plan to tackle any significant issues • making it clear that the governing body carries ultimate responsibility for the risk management system.	Strategic Risk Register is in place but is being updated as at March 2005. This includes how the risk is to be managed. Operation Risk Registers are being compiled as at March 2005. Project Initiation Documents Improvement Board Corporate Plan Performance Monitoring Audit Plan Statement of Internal Control process Risk Management Group – reviewed and relaunched **Action (as before):** Member training in Risk Management.

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4.3 Making sure that an effective risk management system is in operation (Continued) **Good Practice examples:** • Documenting all risks in a risk register, together with the risk 'score' and the job title of the person responsible for ensuring that the risk is managed, will help with risk management. • The highest risks in the register can be given priority in review procedures to provide assurance on the effectiveness of risk responses. • Gaining assurance that risk management arrangements are working effectively can be delegated to an audit committee or equivalent body, where the size of the organization makes this practical. • Relevant work of internal audit, external audit, review agencies and inspectorates can be drawn on to provide assurance on the effectiveness of risk management. • From time to time, governing bodies may decide to commission information from independent sources, outside senior management, in order to supplement or validate information from senior management.	Operational Risk Registers being compiled in this format as at May 2005. Individual internal audit reports give an opinion on the risk position. These will be summarized in an annual report to be drafted in April 2005. Action plans are drawn up in response to the external audit annual inspection and management letter and to the BFI report received March 2005.

5.   **Good governance means developing the capacity and capability of the governing body to be effective**
     Public service organisations need people with the right skills to direct and control them effectively. Governing bodies should consider the skills that they need for their particular situation. To enrich governance deliberations by bringing together a group of people with different backgrounds, governing bodies need to encourage people from different parts of society to stand for election. Public trust and confidence in governance will increase if governance is not only done well, but is done by a diverse group of people who reflect the community.

     Governance is also likely to be more effective and dynamic if new people with new ideas are appointed regularly, but this needs to be balanced with the need for stability to provide continuity of knowledge and relationships.

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5.1 Making sure that appointed and elected governors have the skills, knowledge and experience they need to perform well A governing body with elected Members should commit itself to developing the skills that it has decided its Members need, so that they can carry out their roles more effectively.	ACE programme Member training
Good practice example: • It is good practice to review continually the range of expertise needed on the governing body, so that any gaps can be filled when posts become vacant and when training and development plans are made. • A skills audit of Members is a useful way of identifying their strengths and any skills gaps. • The governing body can avoid over-dependence on a few individuals by making sure that enough Members have the critical skills.	There is an approved Members Training & Development Plan. The Leader and three other member attended the Leadership Academy Programme. • ACE Programme • LSP Improvement Plan – Community Leadership Action: Implement effective training for the Executive and Chairs and consider ways of development

5.1 Making sure that appointed and elected governors have the skills, knowledge and experience they need to perform well (Continued) The governing body should decide how to encourage more people, from a wider cross-section of society, to come forward as potential Members. This includes reviewing the Member's role to make sure that: it is fulfilling and coherent; it is feasible to do within the time and with the support available; and it is sufficiently well understood by potential Members. The search for a more diverse membership of the governing body should not be at the expense of a membership that has the necessary skills. **Good practice example:** • People involved in Member selection could consider what they might do to develop further the pool of people interested in public service governance, and to develop the capability of potential Members who do not yet have the skills needed for the role. Where other organisations nominate people to become governors, the governing body should set out clearly to the nominating body the set of skills and perspectives that would be most helpful. **Good practice example:** • Bodies that nominate governors for other organisations are advised to present more than one nominee for interview.	Member development Scrutiny support – formal process Members services – admin support Youth Council – potential future members Independent Remuneration panel to review levels of allowances. **Action: Open a debate on innovative, possibly unconventional ways of working for Members, which might open Membership to a broader range of candidates.**

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5.2 Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group Members need both skills and knowledge to do their jobs well. Skills need to be developed continually to improve performance in the functions of the governing body (see 2.1). The necessary skills include the ability to scrutinise and challenge information received from senior management, including skills in financial management and the ability to recognise when outside expert advice is needed. Knowledge also needs to be updated regularly to equip Members for changing circumstances. An appraisal and performance review of individual Members demonstrates that their role and contribution is important and valued and provides an opportunity for them to take stock of their own development needs. The governing body can improve its collective performance by taking the time to step back and consider its own effectiveness.	**Action: Democratic Services to consider Personal Development Plans for Members, identifying individual training needs and developing a corporate Member training programme..**

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5.2 Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group (Continued) New Members should receive a thorough induction that is tailored to their role in the organisation. All governors should have opportunities to develop further skills and to update their knowledge throughout their period of membership of the governing body, and should take seriously their responsibilities to identify and address their development needs. Individual Members should be held to account for their contribution through regular performance reviews. These should include an assessment of any training or development needs. The governing body should regularly review its performance as a whole. The review should involve assessing its ways of working and achievements and agreeing an action plan to put in place any necessary improvements. **Good practice example:** • Induction for Members could include an introduction to the local environment and the sector, the organisation's relationships with other bodies and the context for the organisation's strategy. • It can be useful to review a governor's needs for further information or explanation six months or a year after his or her induction.	Induction training takes place for all new Members. This is followed by a Member Training Programme. **Action :** Personal Development Plans would identify all training needs and help to develop a comprehensive training programme. Annual report – Best Value Performance Plan

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5.3 Striking a balance, in the membership of the governing body, between continuity and renewal All governing bodies need continuity in their membership, so that they can make the most of the pool of knowledge and understanding and the relationships that have been formed both inside and outside the organisation. It is also important that governing bodies are stimulated by fresh thinking and challenge and that they avoid lapsing into familiar patterns of thinking and behaviour that may not best serve the organisation's purpose. However, turnover in membership that is too extensive or too frequent can mean that the organisation loses the benefit of longer-serving Members' learning and experience. The governing body should decide how to strike the necessary balance, in its membership, between continuity in knowledge and relationships on the one hand and renewal of thinking on the other. It should explain the reasons for its policy. Where an outside body appoints governors, the governing body should explain its preferred approach to continuity and renewal.	The Constitution gives the flexibility to change Portfolio Holders' areas of responsibilities at regular intervals. **Action: Raise this issue as part of the workshop for Members on the Good Governance Standard**

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Principle and Application	How Copeland Borough Council demonstrates compliance
5.3 Striking a balance, in the membership of the governing body, between continuity and renewal (Cont) Options include fixed terms of membership or limits on the number of terms a Member can serve. Another option is to assess individual Members for their continuing objectivity every time they are being considered for reappointment; independence of mind and the ability to take new approaches are enduring characteristics of some individuals. **Good practice example:** • By sharing specific responsibilities among its members on a rota basis, the governing body can ensure that important knowledge is not vested in one or a few individuals.	

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6.   Good governance means engaging stakeholders and making accountability real
Governing bodies of public services have multiple accountabilities: to the public (citizens) and to those who have
the authority, and responsibility, to hold them to account on the public's behalf. These include: commissioners of services,
Parliament, ministers, government departments and regulators.

Real accountability requires a relationship and a dialogue. It involves an agreed process for both giving an account of your actions
and being held to account; a systematic approach to put that process into operation; and a focus on explicit results or outcomes.
Real accountability is concerned not only with reporting on or discussing actions already completed, but also with engaging with
stakeholders to understand and respond to their views as the organisation plans and carries out its activities.

Principle and Application	How Copeland Borough Council demonstrates compliance
6.1 Understanding formal and informal accountability relationships The governing body should make clear, to itself and to staff, to whom it is accountable and for what. It should assess the extent to which each relationship serves its purpose, including whether any relationships need to be strengthened and whether any dominate to the detriment of serving the purpose of the organisation and being accountable to other stakeholders. If so, the governing body should discuss those tensions and work to fill any gaps in its accountability. It should also raise any concerns with those organisations to which it is formally accountable and, where possible, try to negotiate a more balanced position.	Constitution – scheme of delegation **Action : Implement partnership protocol**

Principle and Application	How Copeland Borough Council demonstrates compliance
6.2 Taking an active and planned approach to dialogue with and accountability to the public For elected Members, the manifesto and the ballot box are the foundation of the accountability relationship; but good governance also requires an ongoing dialogue between them and their electorate. If dialogue is to develop and continue, organisations need to encourage and maintain the interest and confidence of the public and service users. Although these two groups overlap to a large extent, the relationship with the public is one of accountability, whereas the relationship with service users is one of consultation and responsiveness. Both groups are diverse, consisting of people with different characteristics and experiences and from many different backgrounds. Approaches to developing a dialogue have to recognise these differences, so that the views of a full range of people are heard. Confidence and interest can both be damaged easily, especially when things go wrong. The organisation's ability to respond to such circumstances is also an important demonstration of its accountability.	Communication Strategy

Principle and Application	How Copeland Borough Council demonstrates compliance

6.2 Taking an active and planned approach to dialogue with and accountability to the public (Cont'd) The governing body should make it clear that the organisation as a whole seeks and welcomes feedback, and ensure that it responds quickly and responsibly to comment.	
Complaints are a vital and necessary part of feedback, and there should be clear leadership within the governing body on handling and resolving them, and ensuring the lessons learnt are used to improve the service.	Formal Complaints Procedure and dedicated officer in place. Mechanism also in place to handle informal complaints via the Customer Service Officers.
The governing body should ensure that the organisation has a clear policy on the types of issues on which it will consult or engage the public and service users, respectively. This policy should clearly explain how the organisation will use this input in decision making and how it will feed these decisions back to the public and to service users. The policy should make sure that the organisation hears the views and experiences of people of all backgrounds.	Communication Strategy Best Value review –external led to action plan now looking at internal communications. Consultation Strategy
Each year, the governing body should publish the organisation's purpose, strategy, plans and financial statements, as well as information about the organisation's outcomes, achievements and the satisfaction of service users in the previous period.	Annual Best Value Performance Plan includes key objectives for the coming year, key achievements during the past year, the financial position and feedback from satisfaction surveys? Financial Accounts.

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Principle and Application	How Copeland Borough Council demonstrates compliance
6.2 Taking an active and planned approach to dialogue with and accountability to the public (Cont'd) **Good practice examples:** • It is good practice to assess the effectiveness of policy and arrangements for dialogue with service users and accountability to the public, to evaluate their impact on decisions and to decide what improvements may be needed. • Organisations can use a range of models, from citizens' juries to community time banks (mutual volunteering by members of the public, working alongside service providers to support their neighbours), to promote public and user involvement in public service design, delivery and evaluation. • It is good practice to publish information on research into the public's views of the organisation and information on service users' views of the suitability and quality of the services they receive. It is important to include the diversity of the public and of service users in this information, to give a complete and accurate picture.	Structure – now includes a communications manager - Community Voice/Citizens Panel - Surveys – Customer Satisfaction - LSP/CEN - Copeland Matters

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GOOD GOVERNANCE STANDARD FOR PUBLIC SERVICES
COPELAND BOROUGH COUNCIL
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Principle and Application	How Copeland Borough Council demonstrates compliance
6.3 Taking an active and planned approach to responsibility to staff Staff are accountable to the governing body, but the governing body also has serious responsibilities, as an employer, to the staff. Recruiting, motivating and keeping staff are vital issues if public services are to be effective. The governing body needs to provide an environment in which staff can perform well and deliver effective services, by creating a culture that welcomes ideas and suggestions, responds to staff views and explains decisions. The governing body is itself the last point of appeal for staff with complaints or concerns that they have not been able to deal with through the organisation's management structures.	- New PFI offices - DSO move to Moresby - LSVT - process of consultation for new structure – PRIDE group
The governing body should have a clear policy on when and how it consults and involves staff and their representatives in decision making.	- Team Briefing - JCSP - TU rep
The governing body should make sure that effective systems are in place to protect the rights of staff. It should make sure that policies for whistle blowing, and support for whistle blowers, are in place.	Confidential Reporting Code is in place for whistle blowers. This includes the Audit Commission's fraud hotline number.

Principle and Application	How Copeland Borough Council demonstrates compliance

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6.4 Engaging effectively with institutional stakeholders Institutional stakeholders are other organisations with which the organisation needs to work for formal accountability or to improve services and outcomes. Public services have a complex network of governance relationships involving lateral relationships between partners and hierarchical relationships between Parliament, central government and local organisations. Some of these are accountability relationships, while others are to do with working together to achieve better outcomes. Few public service organisations can achieve their intended outcomes through their own efforts alone. Relationships with other organisations are important, especially if they provide similar or related services or serve the same users or communities. Developing formal and informal partnerships may mean that organisations can use their resources more effectively or offer their services in a different and, for service users, more beneficial way. The governing body should take the lead in forming and maintaining relationships with the leaders of other organisations, as a foundation for effective working relationships at operational levels.	High priority being given to strengthening the effectiveness of the LSP Member representative on Health Scrutiny. Member appointments to Outside Bodies. Good working relationship with British Nuclear Group. Active involvement in the Quality Parishes Development Group Some Overview and Scrutiny meetings jointly held with Allerdale Borough Council and the West Cumbria Strategic Partnership. Government Strategic Forum - Corporate Plan – Breakfast meeting - Joint Parish meetings scheduling bi annual CBC/Parish meeting LSP

Principle and Application	How Copeland Borough Council demonstrates compliance
Good practice examples: engaging stakeholders and making accountability real • The Independent Commission on Good Governance recommends that governing bodies assess the extent to which they are applying these principles of good governance, and report publicly on this assessment, including an action plan for improvement where necessary. • By organising systematic '360-degree' feedback from a representative sample of stakeholders, governing bodies can gain valuable insights about the organisation's relationships.	**Action:** Action plan for improvement to be developed during the workshop for Members on the Good Governmance Standard. **Action: consider further peer review**