

CORPORATE GOVERNANCE 2006/07 - COMPLIANCE WITH THE GOOD GOVERNANCE STANDARD FOR PUBLIC SERVICES

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	Comments	Working Paper
<p>1.1 Being clear about the organisation's purpose and its intended outcomes for citizens and service users.</p> <p>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.</p>	<p>Community Strategy New and updated Corporate Plan including mission and values</p> <p>Service Plans - Members use the above plans as part of the budgetary process</p> <p>Scrutiny Committee Work Plans</p>	<p>Corporate Plan was revised in June 2006 and again in 2007 (approved by the Executive 1/3/07). Further update approved by Full Council 17/4/07.</p> <p>2006/07 Service Plans were drafted by 31/3/06. Service Reviews were considered as part of budget process.</p> <p>Each Overview and Scrutiny Committee had an approved Work Plan.</p>	<p>A & filed electronically.</p> <p>Held by Policy Unit.</p> <p>Budget process file.</p> <p>Committee minutes.</p>

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<p>1.2 Making sure that users receive a high quality service</p> <p>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.</p> <p>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.</p> <p>The governing body should use this information when making decisions about service planning and improvement.</p> <p>Executive report on Customer Satisfaction response/ improvement following survey.</p>	Service Standards – customer charters	Customer Service Strategy and Commitments approved by the Executive 21/2/06.	B
	Performance Indicators – local PIs Regular Performance Monitoring reports. Corporate Team focus on specific PIs	Quarterly performance monitoring on Service Plans to Directors. Quarterly reports to Executive on corporate plan objectives and PI's.	C
	Communications Strategy	The Communications Strategy, having been agreed in principle at the Improvement Plan Project Board 22/3/06, was approved by the Executive on 23/5/06.	D
	Improving Customer Satisfaction project	Customer First Project to address issues identified as deteriorating in terms of public satisfaction. Meetings held, action plans drawn up, first newsletter reporting progress published in February 2006. Stakeholder Group meeting 7/3/06. Regular reports to the Improvement Board on progress. Actions complete .	E
	<ul style="list-style-type: none"> - Community Voice - Youth Council - User satisfaction - Leisure & Env. Services action plan - CEN - LSP - Copeland Direct - Joint Parish meetings - LPSA2 	Youth Council met for AGM in May 2006. No further meetings in 2006/07. Leisure & Environmental Services will organize meetings in 2007/08.	E

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<p>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.</p> <p>Good practice examples:</p> <ul style="list-style-type: none"> • 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.	Performance Monitoring arrangements were in place.	C
	Benchmarking Performance Networks	Specific areas reviewed in line with national standards e.g. Bereavement Services. Strategy agreed.	C
	Efficiency agenda – looking at alternative ways of delivery	Gershon efficiencies identified. ACE programmed on Shared Services.	
	Process Improvement team identified in the restructure Restructure reviewed admin support to create efficiencies	Process Improvement Team set up as part of the restructure in 2005/06. Workplan agreed.	G
		Audit Commission pro formas used for Direction of Travel, Value for Money and the Use of Resources.	K

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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

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2.1 Being clear about the functions of the governing body (the elected Council) The primary functions of the governing body are to: <ul style="list-style-type: none"> 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. 	Constitution – identification of roles and yearly review of delegations Scheme of Delegation	Revisions to Constitution to clarify portfolio responsibilities and to provide for an Audit Committee - approved by Full Council April 2006. Further amendments approved by Full Council 17 April 2007.	H
	Corporate Plan & Budget approved by Council	Revised Corporate Plan in 2006/07. Further update considered by Full Council 17 April 2007.	A
	Quarterly performance reports to the Executive.	Performance reports timetabled for the year.	C
	Annual appraisals	Appraisals conducted as part of annual employee development interviews in 2006.	
	Code of Conduct	Revised Code of Conduct for Employees issued January 2006.	I
	Code of Corporate Governance	Good Governance Standard adopted July 2005. Action Plan implemented 2006/07.	G5
	Internal Audit & Audit Committee.	Quarterly reports to Audit Committee and Annual Reports on Internal Control and Corporate Governance.	Filed electronically

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<p>In order to direct strategy and ensure that this is implemented and that the organization achieves its goals, the governing body has to:</p> <ul style="list-style-type: none"> • 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. 	<p>Member involvement in Budget Working Party , consideration of budget by the Executive and approval of budget by full Council. Quarterly performance monitoring by the Executive.</p> <p>Scheme of Delegation to Officers.</p> <p>Personnel Panel / Executive</p> <p>PID's for major projects submitted to the Executive.</p>	<p>Budget process followed and performance monitoring arrangements were in place for 2006/07.</p> <p>Scheme of delegation & ad hoc specific delegations approved by the Executive.</p> <p>Personnel Panel make senior management appointments. Overview and Scrutiny were tasked with reviewing the effectiveness of the 2005 organisational restructure. This review is still outstanding as at 18 April 2007.</p> <p>The Executive approve PID's for major projects. These include a risk analysis. Improvement Board monitor progress on major projects, including the risks. Risk Management Strategy covered at the Corporate Governance seminar for Members 27/3/06.</p>	<p>Budget process audit file & C</p> <p>H</p> <p>J L</p>

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<p>Ways of achieving these primary functions include:</p> <ul style="list-style-type: none"> • constructively challenging and scrutinising senior managers • ensuring that the voice of the public is heard in decision making • forging strategic partnerships with other organisations. <p>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.</p>	<p>Code of Corporate Governance</p> <ul style="list-style-type: none"> - Forward Plan - Scrutiny Committee + links to LSP - Planning Panel – public have right to speak - Council meetings allow process for questions from the public - use of internet - Allerdale Borough Council, Cumbria County Council, National Park, Environment Agency, Highways etc. <p>OSC's holding Executive and senior managers to account: OSC Chairs and Vice Chairs monitor Executive reports after each meeting. Scrutiny call-ins of Executive decisions take place. OSC's commission briefings from performance monitoring information. Executive review the Corporate Plan</p>	<p>Adopted Good Governance Standard. Forward Plan maintained. Scrutiny Committees have agreed workplans.</p> <p>Council Meetings & Planning Panels held regularly with time allocated to public questions.</p> <p>Website invites comments, in general and on specific topics.</p> <p>LSP, Western Lake District Tourism Partnership, Local Area Agreement, consideration of shared services.</p> <p>OSC Work plans. Call-in procedure.</p> <p>Revised Corporate Plan in 2006/07. Further update considered by Full Council 17 April 2007.</p>	<p>agendas & minutes.</p> <p>M</p> <p>A</p>

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<p>2.2 Being clear about the responsibilities of Members and senior managers and making sure that those responsibilities are carried out.</p> <p>The elected Members take collective responsibility for the governing body's decisions.</p> <p>The Members role is to:</p> <ul style="list-style-type: none"> • 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 	<p>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.</p> <p>Executive, Overview & Scrutiny Committees, Portfolio holders, Improvement Board</p> <p>Major review of structure following stock transfer Creation & development of new corporate team – programme of development and plans to cascade to all.</p> <p>Scheme of delegation reviewed annually</p>	<p>Revisions to Constitution to clarify portfolio responsibilities and to provide for an Audit Committee - approved by Full Council April 2006. Further amendments approved by Full Council 17 April 2007.</p> <p>Organisational restructure implemented from June 2005, including the recruitment of a new Corporate Team. Recruitment of a new Chief Executive in 2006/07. Corporate Management Training Programme implemented in 2006/07. Revised Scheme of delegation April 2006 and further update April 2007.</p>	<p>H</p> <p>H</p>

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<p>2.2 Continued</p> <ul style="list-style-type: none"> 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. 	<p>Regular performance reports to the Executive to monitor performance on BVPI's and delivery of key service objectives.</p> <p>Corporate appraisal process</p> <p>Informal meetings with portfolio holders and executive to raise issues</p> <p>Action : Review effectiveness of the restructure (OSC PR January 2006)</p> <p>Scheme of delegation regularly reviewed.</p>	<p>Quarterly performance reports submitted to the Executive in 2006/07. Members given access to the Covalen computerised performance management system introduced in January 2007.</p> <p>Due to delay in implementing the restructure to June 2005 and the subsequent time needed to recruit, the review of its effectiveness by OSC PR has been delayed. Now pending decision on Local Government Reorganisation but remains in the OSC workplan as at May 2007.</p> <p>Revised Scheme of delegation approved by Full Council April 2006. Revised annually or more frequently if required. Last revised April 2007.</p>	<p>C</p>

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<p>2.2 Continued</p> <p>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.</p> <p>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.</p>	<p>The Leader and Chief Executive have a good working relationship</p> <p>Roles and responsibilities to be clear and documented. Democratic Services considered job profiles for leading members.</p>	<p>A new Chief Executive was recruited in 2006.</p> <p>Councillor Role descriptions were approved by Full Council 27/2/07. These included:-</p> <p>Generic Role (all 51 members) Leader Leader of Opposition Group Executive Member Regulatory Committee Chair Other Committee Chair Overview and Scrutiny Chair</p>	L

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<p>2.2 Continued</p> <p>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.</p> <p>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.</p>	<p>This issue was raised for discussion during a workshop for Members on the Good Governance Standard</p> <p>Protocol on Member / Officer relations approved by Council on 12 April 2005.</p>	<p>Workshop took place 27/3/06.</p> <p>Still in effect.</p>	<p>L</p> <p>H</p>

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<p>2.2 Continued</p> <p>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.</p>		<p>Scheme of Delegation and Member/ Officer protocol in place.</p>	<p>H</p>

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2.3 Continued 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.	Communciation strategy to consider how information can be collated and shared	The Communications Strategy was approved by the Executive on 23/5/06. Members should have access to systems for collecting and sharing information. OSC have already reviewed some of this and this work to be considered in the light of a required policy.	D
2.3 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.	Scheme of Delegation allows portfolio holder/officers discretion. 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.	Communications Strategy includes a review of Consultation methods.	D

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<p>Good practice examples: performing effectively in clearly defined functions and roles</p> <ul style="list-style-type: none"> • 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. 	<p>Overview & Scrutiny Committees are involved in the development of policies and strategies.</p> <p>- Independent advice provided by consultant (Solace) to Executive and Personnel Panel. - All senior posts are Personnel Panel appointments</p>	<p>Members were fully involved in the revision of the Corporate Plan in 2006/07. The relevant OSC's were also involved in the development of the Procurement Strategy, Bereavement Services Strategy, Prosecution Policy, Equality Policy and Information and Communication Strategy in 2006/07.</p> <p>Consultants' advice sought for appointment of Chief Executive in 2006/07.</p>	<p>A</p> <p>C</p>

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Principle and Application	How Copeland Borough Council demonstrates compliance	Comments	Working Paper
<p>2.3 Continued</p> <ul style="list-style-type: none"> 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. 	<p>Democratic Services considered the need for job profiles.</p> <p>Actions: Corporate Team's job profiles to be reviewed as part of the Restructure Review.</p> <p>All job profiles to be made available on intranet</p>	<p>Discussed at Member Workshop on Corporate Governance 27/3/06. Job profiles approved for all Members by Full Council 27/2/07. [See 2.2]</p> <p>Review by OSC deferred. However, Corporate Team's job profiles have been reviewed and were awaiting agreement as at 14 May 2007.</p> <p>When job profiles finalized.</p>	<p>L</p>

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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.	Mission and corporate values updated in 2006/07 as part of revision of the Corporate Plan. Vision, values and priorities are published in the Best Value Performance Summary, the Customer Service Strategy and Corporate Team's Commitments.	A E B

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Principle and Application	How Copeland Borough Council demonstrates compliance	Comments	Working Paper
<p>3.2 Individual Members behaving in ways that uphold and exemplify effective governance</p> <p>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.</p> <p>Good practice examples: promoting values for the whole organisation and demonstrating the values of good governance through behaviour</p> <p>The governing body promotes and upholds values for the organisation. These may include:</p> <ul style="list-style-type: none"> • 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. 	<p>There have been no complaints upheld by the Standards Board for England.</p> <p>Code of Conduct Member/Officer protocol Register of members interests –with regular reminders sent to Members and guidance included in induction packs. Dignity at work policy</p> <p>Comprehensive Equality Policy and action plan</p> <p>Publication scheme in place in the public domain 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.</p> <p>Customer Satisfaction Project.</p>	<p>Code of Conduct, Member/Officer protocol and Register of Interests in place.</p> <p>Dignity at work policy in place. Full Council 28/2/06 approved the Comprehensive Equality Policy.</p> <p>Equality and Diversity action plan developed in 2006/07 but will continue to be implemented in 2007/08. Equality Impact assessments to be rolled out in 2007/08.</p> <p>Publication Scheme on the web site. Guidance issued re Part II reports.</p> <p>Requests, in 2006/07, under the Freedom of Information Act were handled in line with legislative requirements. Customer Satisfaction Project completed in 2006/07.</p>	<p>O</p> <p>J</p> <p>P</p> <p>Audit file</p> <p>J</p>

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Principle and Application	How Copeland Borough Council demonstrates compliance	Comments	Working Paper
<p>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.</p> <p>Good practice in the behaviour of individual Members may include:</p> <ul style="list-style-type: none"> • attending regularly and being actively involved in decision making 	Standards Committee's terms of reference.	Ethical Governance Framework presented to the Standards Committee 16/2/07, with a recommendation that further action be carried out to assess the Council's current position and to devise an action plan to develop ethical governance within the Council.	I
	Codes of Conduct in place.	Revised Employee Code of Conduct issued Jan. 2006.	I
	Anti-Fraud & Corruption Strategy and Planning Code of Conduct both in place.		
	Member training	Programme of Member personal development continued in 2006/07. New Members given induction training.	
<ul style="list-style-type: none"> • informing oneself and preparing for decision making 	Member appointments to Outside Bodies	Revised guidance for members appointed to outside bodies approved by OSC PR 27/4/06.	N
<ul style="list-style-type: none"> • making contact with other organisations and forging and maintaining links with the world outside the organization 			
<ul style="list-style-type: none"> • engaging willingly and actively with the public, service users and staff, within an agreed communication framework. 	Addressed these issues as part of the workshop for Members on the Good Governance Standard.	Workshop held 27/3/06.	

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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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<p>4.1 Being rigorous and transparent about how decisions are taken</p> <p>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.</p>	<p>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.</p>	<p>Delegation Scheme in place, reviewed annually and revised as necessary.</p>	<p>H</p>

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<p>4.1 Continued</p> <p>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.</p> <p>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.</p> <p>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.</p>	<p>The Statement of Executive Decisions has been revised to bring greater clarity to the decision-making process.</p> <p>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.</p> <p>Register of Members' and Officers' Interests in place. Also formal procedure for declaration of interests at each Committee / Panel meeting.</p>	<p>Format continued to be used in 2006/07.</p> <p>Practice continued in 2006/07.</p> <p>Practice continued in 2006/07. Head of Legal & Democratic Services sent out a reminder to Management Group on 2/8/06 re the need to register and declare interests.</p>	<p>SEDs on the website.</p> <p>Agendas on the web-site</p> <p>I</p>

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4.1 Continued Good practice example: <ul style="list-style-type: none"> • 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. 	As above	As above	
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.	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.	Practice evidenced in Committee reports for 2006/07. Consultants' advice sought on proposed Local Government reorganisation.	

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<p>4.2 Continued</p> <p>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.</p> <p>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.</p>	<p>Member Training in the decision-making process.</p> <p>Consultants' advice sought where appropriate.</p> <p>Restructure included an additional post for research. Rolled out PCs for members and encouraged use. Implementation of Broadband and VPN</p>	<p>Programme of Member personal development & training continued in 2006/07.</p> <p>Further consultancy advice sought in 2006/07 re proposed Local Government reorganisation.</p> <p>Requests for in-depth scrutiny formalized in OSC approved workplans for 2006/07.</p>	<p>L</p> <p>L</p>

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Principle and Application	How Copeland Borough Council demonstrates compliance	Comments	Working Paper
<p>4.3 Making sure that an effective risk management system is in operation</p> <p>The governing body should ensure that the organisation operates an effective system of risk management. This should include:</p> <ul style="list-style-type: none"> • 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. 	<p>Strategic and Operational Risk Registers are in place. Impact and probability are assessed.</p> <p>Risk Registers include how the risks are to be managed.</p> <p>Project Initiation Documents include analysis of risk.</p> <p>Improvement Board monitor progress of major improvement projects.</p> <p>Quarterly Performance Monitoring to Executive and annual Statement on Internal Control submitted to the Audit Committee are accessible on the web site.</p> <p>Risk management is in the terms of reference of the Audit Committee.</p>	<p>Revised Risk Management Strategy approved by the Executive 25/4/06.</p> <p>Risk Management Strategy presented at Management Group 20/7/06.</p> <p>Strategic and Operational Risk Registers were reviewed and updated where appropriate in 2006/07.</p> <p>Improvement Board monitored progress on major projects.</p> <p>Performance monitoring arrangements operated throughout 2006/07.</p> <p>SIC process for co-ordinated by Head of Policy & Performance.</p> <p>SIC and approved by the Audit Committee.</p> <p>Audit Committee members received training by an external consultant on risk management in 2006.</p>	<p>R</p> <p>Audit file.</p> <p>R</p> <p>J</p> <p>C</p>

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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.

Principle and Application	How Copeland Borough Council demonstrates compliance	Comments	Working Paper
<p>5.1 Making sure that appointed and elected governors have the skills, knowledge and experience they need to perform well</p> <p>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.</p> <p>Good practice example:</p> <ul style="list-style-type: none"> • 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. 	<p>ACE programme Member training</p> <p>There is an approved Members Training & Development Plan. The Leader and three other members have attended the Leadership Academy Programme.</p> <ul style="list-style-type: none"> • ACE Programme • LSP Improvement Plan – Community Leadership 	<p>Member training programme continued in 2006/07. Individual training records are now maintained for each Member.</p>	<p>L</p>

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Principle and Application	How Copeland Borough Council demonstrates compliance	Comments	Working Paper
<ul style="list-style-type: none"> The governing body can avoid over-dependence on a few individuals by making sure that enough Members have the critical skills. 			
<p>5.1 (Continued)</p> <p>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.</p> <p>Good practice example:</p> <ul style="list-style-type: none"> 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. <p>Bodies that nominate governors for other organisations are advised to present more than one nominee for interview.</p>	<p>Member development</p> <p>Scrutiny support – formal process Members services – admin support</p> <p>Youth Council – potential future members</p> <p>Independent Remuneration panel to reviewed levels of allowances.</p> <p>Action: Open a debate on innovative, possibly unconventional ways of working for Members, which might open Membership to a broader range of candidates.</p>	<p>Personal Development Programme for Members.</p> <p>Youth Council Annual Meeting – May 2006.</p> <p>The report of the Independent Remuneration Panel was considered by Full Council on 16/3/07.</p> <p>This action is still outstanding as at 18/4/07.</p>	<p>L</p> <p>E</p> <p>L</p>

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Principle and Application	How Copeland Borough Council demonstrates compliance	Comments	Working Paper
<p>5.2 Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group</p> <p>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).</p> <p>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.</p> <p>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.</p>	<p>Democratic Services formulated Personal Development Plans for Members, identifying individual training needs and developed a corporate Member training programme.</p>	<p>Programme of Personal Development for Members continued in 2006/07.</p>	<p>L</p>

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Principle and Application	How Copeland Borough Council demonstrates compliance	Comments	Working Paper
<p>5.2 (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.</p> <p>Good practice example:</p> <ul style="list-style-type: none"> • 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. 	<p>Induction training takes place for all new Members. This is followed by a Member Training Programme.</p> <p>Personal Development Plans identify all training needs and help to develop a comprehensive training programme.</p> <p>Annual report – Best Value Performance Plan</p>	<p>Induction training carried out where appropriate.</p> <p>Personal Development Programme continued in 2006/07.</p> <p>Annual report on performance published as part of the Best Value Performance Plan.</p> <p>Personal Development Programme in place.</p>	<p>L</p> <p>L</p>

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Principle and Application	How Copeland Borough Council demonstrates compliance	Comments	Working Paper
<p>5.3 (Continued)</p> <p>Where an outside body appoints governors, the governing body should explain its preferred approach to continuity and renewal. 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.</p> <p>Good practice example:</p> <ul style="list-style-type: none"> • 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. 		<p>Membership of Committees / portfolio holders reviewed annually.</p>	<p>Committee minutes & agendas</p>

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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	Comments	Working Paper
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 Partnership protocol developed.	Constitution revised April 2006 & April 2007. General format for Partnership protocols approved by the Executive 19/12/06. All those entering into partnership agreements to follow the agreed format in drawing up partnership agreements.	H H

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Principle and Application	How Copeland Borough Council demonstrates compliance	Comments	Working Paper
<p>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.</p> <p>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.</p> <p>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.</p>	<p>Communication Strategy</p>	<p>The Communications Strategy was approved by the Executive on 23/5/06. Includes consultation.</p>	<p>D</p>

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Principle and Application	How Copeland Borough Council demonstrates compliance	Comments	Working Paper
<p>6.2 (Continued)</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	<p>Formal Complaints Procedure and dedicated officer in place. Mechanism also in place to handle informal complaints via the Customer Service Officers.</p> <p>Communication Strategy Best Value review –external led to action plan now looking at internal communications.</p> <p>Consultation Strategy</p> <p>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.</p> <p>Financial Accounts.</p>	<p>Revised Complaints Monitoring Procedure introduced in October 2005. Includes action identified to address the problem and central analysis of complaints and responses by Customer Services Manager.</p> <p>Communication Strategy – as above – includes consultation.</p> <p>Annual Best Value Performance Plan includes key objectives, key achievements, financial position and customer feedback. Annual Statement of Accounts published.</p>	<p>F</p> <p>D</p> <p>Summary - E Full Plan - on web-site</p>
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Principle and Application	How Copeland Borough Council demonstrates compliance	Comments	Working Paper
<p>6.2 Continued</p> <p>Good practice examples:</p> <ul style="list-style-type: none"> • 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. 	<p>Structure – now includes a communications manager</p> <p>- Community Voice/Citizens Panel - Surveys – Customer Satisfaction - LSP/CEN</p> <p>- Copeland Matters</p>	<p>Communication Manager appointed. Strategy approved May 2006.</p> <p>“Have your Say” forums on the website</p> <p>Copeland Matters published 3 times in 2006/07.</p>	<p>D</p>

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Principle and Application	How Copeland Borough Council demonstrates compliance	Comments	Working Paper
<p>Good practice examples: engaging stakeholders and making accountability real</p> <ul style="list-style-type: none"> • 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. 	<p>Action plan for improvement agreed to meet the Good Governance Standard.</p> <p>Action: consider further peer review</p>	<p>Action Plan approved by Full Council 28/7/06. Internal Audit reported to the Audit Committee, on 31/5/06, re compliance with the Standard and progress on the action plan. Quarterly follow up re outstanding actions, reported to the Audit Committee.</p> <p>Peer review still outstanding as at 31/12/06.</p>	<p>Audit Committee reports</p>