

FOLLOW UP 19/4/06

GOOD GOVERNANCE STANDARD ACTION PLAN 2005/06 [Approved by Full Council 28 July 2005]

No.	Rep. Ref.	Priority	Issue	Action Agreed	Responsible Officer('s) /Committee	Target Date	Implemented	Original Comments	Update April 2006
1	1.1		Being clear about the organisation's purpose and its intended outcomes for citizens.	Review Corporate Plan when Community Strategy is revised (around February 2006).	Hilary Mitchell	April 2006	PART	Current Corporate Plan reflects current Community Strategy. Corporate Plan 2005/07 under review and on target. Delay in revision of Community Strategy. There will be a fundamental review of Corporate Plan in 2006.	Community Strategy delayed further. Corporate plan for next 5 10 years will continue to be developed but will have to be reviewed once the Community plan is in place
2	1.3		Making sure that taxpayers receive value for money.	Consider using new tools to measure performance against other similar authorities in revised CPA process.	Hilary Mitchell	Dec 2005	YES	CPA currently under consultation. VFM indicators issued, which included analysis of cost in top quartile.	VFM information was used to pull together the VFM submission. Feedback from Use of Resources will be used to develop an action plan.
3	2.1 & 4.3		Being clear about the functions of the governing body (the elected Council). - including understanding and managing risk. & Making sure that an effective risk management system is in operation.	Provide risk management training for all Members.	Sue Borwick	March 06	YES	Previous training already given, refresh once Revised Risk Strategy in place	Revised Risk Management Strategy rolled out in member workshop 27/3/06.
4	2.1		Being clear about the functions of the governing body (the elected Council).	Consider formalising the Scrutiny of Executive reports, as part of a review of OSC structure.	Not required	-	N/A	Members considered this action and decided it was not required.	N/A

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5	2.2		Being clear about the responsibilities of Members and senior managers and making sure that those responsibilities are carried out.	Review the effectiveness of the restructure.	OSC PR	January 2006 revised to July 2006	NO	OSC P&R have this on their work plan for January 2006	Decision taken by the OSC to defer for a further six months as they felt it was still too early.
6	2.2		Being clear about the responsibilities of Members and senior managers and making sure that those responsibilities are carried out.	Review Scheme of Delegation more regularly.	Martin Jepson	April 2006	YES	Scheme was reviewed and revised in April 2005 and is carried out on an annual basis or more often if required	Reviewed again April 2006.
7	2.2		Being clear about the responsibilities of Members and senior managers and making sure that those responsibilities are carried out.	Roles and responsibilities to be clear and documented. Democratic Services to consider job profiles for leading Members.	Tim Capper	March 2006	PART	All members are currently going through a programme of personal development plans which will result in a programme of training. This requirement will be added to the programme.	As comments. Also to be discussed further at an informal meeting of Corporate team and Exec. Job profiles still outstanding.

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8	2.2		Being clear about the responsibilities of Members and senior managers and making sure that those responsibilities are carried out. - 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.	This issue to be raised for discussion during a workshop for Members on the Good Governance Standard.	Tim Capper	By March 2006	YES	Workshop to be arranged to include this item amongst others within the action plan and possibly from the training plans.	Workshop held 27/3/06
9	2.3 & 3.2 & 5.3		Being clear about relationships between Members and the public. & Individual Members behaving in ways that uphold and exemplify effective governance. - engaging willingly and actively with the public, service users and staff, within an agreed communication framework. & Striking a balance, in the membership of the governing body, between continuity and renewal.	Address these issues, and identify further issues for Members to discuss, at a workshop on the Good Governance Standard.	Tim Capper	By March 2006	YES	Workshop to be arranged to include this item amongst others within the action plan and possibly from the training plans.	Workshop held 27/3/06

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10	2.3		Being clear about relationships between Members and the public. 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.	Communication Strategy to consider how information can be collated and shared.	Martin Jepson/Malcolm Stephenson	March 2006	PART	Not necessarily all covered in the communication strategy. OSC have already reviewed some of this and this work to be considered in light of a required Policy.	This will not be delivered till end May due to lack of staff resources. Communication Strategy drafted but further consultation is needed and it has not yet been formally approved.
11	2.3		Being clear about relationships between Members and the public. the governing body has access to reliable information about the range of public opinions and the satisfaction of all groups of users of services.	Communication 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.	Malcolm Stephenson	Dec 05	PART	More likely to be in the Consultation Strategy	This will not be delivered till end May due to lack of staff resources. A review of the existing consultation strategy is addressed in the draft Communication Strategy.
12	2.3		Members should recognise their collective responsibility for the governing body's decisions and strive to make decisions that further the organisation's purpose ... This includes the governing body of a partnership.	Review membership and attendance at Joint Neighborhood Forums.	Hilary Mitchell/ LSP	Mar-06	PART	Phil Atherton (LSP0 is currently considering the role of JNF/LSP/LA's etc. Once completed this work will be considered by the Executive.	Revised Guidelines for Members on Outside Bodies approved Feb. 2006.
13	2.3		Being clear about relationships between Members and the public. - Publishing job descriptions for the Leader, Deputy Leader & Chief Executive can help others to know what to expect.	Democratic Services to consider the need for job profiles.	Martin Jepson / Tim Capper	March 2006	NO		Currently being considered

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14	2.3		Being clear about relationships between Members and the public. - Publishing job descriptions for the Leader, Deputy Leader & Chief Executive can help others to know what to expect.	Corporate Team's job profiles to be reviewed as part of the Restructure Review.	Hilary Mitchell	March 2006	NO	There will be an opportunity to review Corporate Team job profiles in Employee Development Interviews early in 2006.	Draft report on Corporate team appraisal process going to personnel panel. This will then provide the opportunities for this review as part of the EDI's
15	2.3		Being clear about relationships between Members and the public. - Publishing job descriptions for the Leader, Deputy Leader & Chief Executive can help others to know what to expect.	All job profiles to be made available on the intranet.	Hilary Mitchell	Dec 2005	NO		Head of Policy & Performance to check that all are there.
16	3.1		Putting organisational values into practice.	Values to be given a higher profile.	Hilary Mitchell	January 2006	YES	To be included with commitments - visibility etc.	Implemented
17	3.2		Individual Members behaving in ways that uphold and exemplify effective governance. - responding to a diverse public and striving to reduce inequality among service users.	Draft comprehensive Equality Policy and action plan.	Martin Jepson	March 2006	YES		Approved by Full Council 28/2/06
18	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 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.	Review with other authorities as part of the next review.	Martin Jepson	April 2006	NO	As part of next review	Revised Constitution April 2006 does not include 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.

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19	4.2 5.1		Having and using good quality information, advice and support. Members need to receive rigorous analyses of comprehensive background information and evidence, and of the options for action. ... Members also need professional advice. Making sure that appointed and elected governors have the skills, knowledge and experience they need to perform well.	Implement effective training for the Executive and Chairs and consider ways of development. To include member training in the decision-making process.	Tim Capper	March 2006	PART	All members are currently going through a programme of personal development plans which will result in a programme of training. This requirement will be added to the programme. A skills gap is included in the programme.	Training needs identified and a training programme for 2006/07 has been approved.
20	5.1		Making sure that appointed and elected governors have the skills, knowledge and experience they need to perform well. - People involved in Member selection could consider what they might do to develop further the pool of people interested in public service governance	Open a debate on innovative, possibly unconventional, ways of working for Members, which might open Membership to a broader range of candidates.	OSC PR	from November	PART	Press release already in hand to engage consultation	First report has already been considered by OSC

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21	5.2		Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group.	Democratic Services to consider Personal Development Plans for Members, identifying individual training needs and developing a corporate Member training programme.	Tim Capper	March 2006	YES	All members are currently going through a programme of personal development plans which will result in a programme of training. This requirement will be added to the programme.	Training needs identified and a training programme for 2006/07 has been approved.
22	6.1		Understanding formal and informal accountability relationships.	Implement partnership protocol.	Corporate Team	Consider November 2005	NO	Corporate team to consider how best to implement	M Jepson to lead
23	6.4		Engaging effectively with institutional stakeholders. - 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.	Action plan for improvement to be developed during the workshop for Members on the Good Governance Standard.	Tim Capper	By March 2006	YES	Compliance considered in a report to OSC PR 28/6/05 and actions identified for improvement. OSC PR report approved by Full Council 28/7/05.	Workshop held 27/3/06
24	6.4		Engaging effectively with institutional stakeholders. - By organising systematic '360-degree' feedback from a representative sample of stakeholders, governing bodies can gain valuable insights about the organisation's relationships.	Consider further peer review.	Corporate Team	Dec 2006	PART	Consider asking Allerdale if we can share/swop.	Joint meeting held with both Corporate Management Teams. This to be part of the agenda.

08/05/2006

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