

Good Governance Standard Yorkshire & Humber

Organisational Self-Assessment Workbook



Foreword



Good governance leads to good management, good performance and ultimately, good outcomes - be that for the public, private, voluntary or any other sector.

And good outcomes mean better value for money, particularly when we are talking about the stewardship of public money which accounts for billions of pounds across the Yorkshire and Humber region.

But for people to be able to carry out that role to help produce effective and efficient organisations in whatever field they work, clear guidance needs to be given on the purpose of governance and the role of the governor.

Chapter 8 of *Advancing Together*, the region's strategic framework document identifies good governance as a vital tool for developing Yorkshire and Humber as a place where people and businesses can flourish.

In it, we say the region will promote good decision-making, leadership, and management; and actively encourage people, partnerships, and communities to play an active role in civic life. We will be committed to democratic, accountable and transparent decision making in the public sector; encourage the development of responsible corporate governance in the private sector; and support a well-run voluntary and community sector in playing a full role in policy making.

This workbook builds on that, along with the Good Governance Standard for Public Services published in 2004 and produced by an independent commission to address the need for a code and a set of principles for organisations that work for the public or need robust procedures.

The workbook has been developed and informed by pilot work from within the Yorkshire and Humber region itself, providing an opportunity to self-assess current governance procedures and determine what action needs to be taken to address the challenges ahead. My thanks go to those organisations and individuals who have helped develop it to this stage.

We hope the workbook will not only help organisations assess where they are on governance issues and identify any gaps, but also help them achieve the Good Governance Standard, build on good practice and monitor progress.

Good governance recognises that one size doesn't fit all - but the principle of good governance is one we can all share and strive to achieve. This publication is aimed at helping you and your organisation towards that goal.

The Assembly is pleased to be promoting this initiative and by encouraging organisations to use the workbook we hope it will give added impetus to improving good governance throughout Yorkshire and Humber.

Peter Box
Chair, Yorkshire and Humber Assembly.
April 2006 (1st Edition)

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.

The Good Governance Standard for Public Services has been developed by the Independent Commission on Good Governance in Public Services. It addresses the need for a code and set of principles for organisations, LSPs and other partnerships or bodies that work for the public or need robust governance procedures.

Good Governance Standard for Public Services (OPM and CIPFA, 2004 and in partnership with the Joseph Rowntree Foundation) www.opm.co.uk

The workbook builds on the Good Governance Standard publication and has been further informed by a range of pilot organisations, LSPs and partnerships that work throughout the Yorkshire and Humber region.

Although originally written for public services, the standard can be used as a guide for charitable organisations as well as voluntary and community sector groups to aid improving their own governance arrangements. As such the terms 'organisation' and 'governing body' are used throughout this workbook and can be interpreted as Board of Management, Trustees, LSPs and other partnerships, etc.

The workbook provides a tried and tested process for wide ranging organisations and partnerships to self-assess their current governance procedures, protocols and standards and further provides an opportunity to evidence/determine the actions required to reach the Good Governance Standard. The process recommends that members of the public, their representatives or partners also assess and challenge the organisation's standard of governance prior to any actions being developed.

Technique

The technique in the workbook, mirroring the questions set in The Good Governance Standard publication, presents a set of attitudinal statements

in which participants are asked to express agreement or disagreement on a five-point scale. A total score can thus be calculated and compared with at a later date following appropriate action. (Recommended review time 12-18 months.)

You may find that all statements do not apply to your organisation and as such it may be more appropriate to state why you feel some statements do not apply rather than feeling you should meet ALL the statements.

Contents

- Pilot organisations
- External sounding board and additional support
- Example work-page
- Action Plan Template
- Section 1-7 statements which address the Good Governance Standard core questions
- Section 8 additional good practice as identified by participating pilot organisations
- Section 9 additional good practice statements for partnership bodies
- Matrix to analyse organisational results and those of service users or partners
- Feedback page
- Service users/partners statements

It is recognised that partnership bodies may find the process harder to apply due to the varying levels of engagement, risk, opportunity,

performance, participation and community leadership. Essential to good governance is also a recognition that one size does not fit all and consequently not all statements will apply. The process is not intended to be prescriptive; rather, it should build on good practice and be used as a guide for better working.

How to use this workbook

- With governors/trustees etc. - try to complete sections 1-9 (DO NOT identify any actions at this stage) but DO provide supporting evidence or examples as you work through the statements. (A half day event should suffice with breakout sessions - small groups working together to create debate.) Alternatively the process can be undertaken electronically and the results analysed and fed back at a specially arranged meeting.
- Now undertake a service user/partner exercise in the same way as the governor session using the specially prepared section towards the end of this workbook. (Half day breakout sessions work well and create similar debate to Governors/Trustees etc.)
- Review all results and develop appropriate actions with governing body/senior staff.

There are no page numbers in the workbook. This will enable you to add your own pages between the sections using the Action Planning Template to construct a more detailed Action Plan with key actions, timescales and named people responsible for each Action.

If you want to find out more about the Good Governance Standard it can be downloaded from www.opm.co.uk

To access the workbook electronically please visit www.yhassembly.gov.uk

For more information about how to apply for the Good Governance Mark as detailed on the feedback form, you can contact Linda.wood-mitchell@yhassembly.gov.uk

We welcome all feedback and request that you kindly complete the feedback form at the back of this book to evidence that you are working towards the standard - and return it to:

Linda Wood-Mitchell at the above e-mail or by post to Yorkshire and Humber Assembly, 18 King Street, Wakefield, WF1 2SQ or by Fax: 01924 331 559.

Pilot Organisations (TBC)

Our thanks go to the following pilot organisations for their commitment to Good Governance, in testing the process and the principles, sharing their good practice and suggesting improvements.

Organisations	Contacts
Calderdale Forward	David Smith/Sue Bamford
East Riding Partnership	John Wilson/Sara Harrop
Leeds West Homes ALMO	John Markey
Local Government Yorkshire & Humber	Carole Hassan/TBC
SOAR Sheffield	Steve Rundall
Sport England- Yorkshire	David Gent
Sure Start	Mandy Williams
Touchstone	Alison Lowe
Unipol Student Homes	Martyn Blakey/TBC
Yorkshire Culture	Gary Topp
Yorkshire and Humber Assembly	Sue Jeffrey/Jane Hustwit/Chris Martin
Yorkshire and Humber European Office	Benito Giordano
Yorkshire Museums Libraries and Archives Council (YMLAC)	Annie Mauger
Yorkshire Rural Community Council	Wendy Bundy & Sally Rawlings
Yorkshire Tourist Board	David Andrews

Thanks also to the External Sounding Board and the following people/organisations for their help in driving the standard forward.

Peter Hanmer	Audit Manager	Audit Commission
Lee Adams	Assistant Chief Executive	Rotherham Council
Gill Barn	Children and Young Peoples Inclusion Co-ordinator	The Children's Society
Mandy Coles	Consultant	Coles Consulting
Paula Grizzard	Director	Back to Work Company
Zahid Hamid	Chief Executive	Black Community Forum
Isobel, Harding	Head of Information Society Unit	E-Region Forum
Louise Horsfall	Policy Manager	Joseph Rowntree Foundation
Jane Hustwit	Director - External Affairs	Yorkshire and Humber Assembly
Margaret Jackson	Director	Regional Economic Affairs - Government Office for Y&H
Pam Jackson	LSP Manager	East Riding of Yorkshire Council
Ann Woodward	Policy Development Manager	
Stella Jackson	Head of Secretariat	Yorkshire and Humber Assembly
David Mackie	Corporate Responsibility Research Manager	Business in the Community
Rachel Mann	Education and Skills	Learning and Skills Council- North Yorkshire
Prof. Colin Mellors	Vice Chancellors Office	University of York
David Nash	Senior Policy Officer	Governance - Bradford Council
James Paton	Development Manager	Yorkshire and Humber Assembly
Prof Jenny Pearce	Director of the International Centre for Participation Studies	Department of Peace Studies, Brad.
Chris Pilkington	Policy Researcher	Yorkshire and Humber Assembly
Ruth Redfern	Economic Development	Head of Policy Yorkshire Forward
Peter Redfern	Policy and Executive Support	Bradford Council
Peter Richardson	Head of Unit (Active Partners - Regional Forum)	Yorkshire and Humber Regional
Judy Robinson	Director	Yorkshire and Humber Regional Forum for VCS Orgs
Jamie Saunders	Local Agenda 21	Bradford Council
David Smith	Director	Calderdale Forward LSP
Sue Bamford	Performance and Policy Manager	Calderdale Council
Jane Thomas	Specialist Consultant	Former Director of Campaign for Yorkshire
Linda Wood-Mitchell	Development Manager	Yorkshire and Humber Assembly

SECTION 1. For each statement below, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box, and then provide a brief evidence description or an example in the box.

Principle 1. Good governance means focusing on the organisations purpose and outcomes.						EVIDENCE/EXAMPLES	Action required
	strongly agree	agree	neither agree or disagree	disagree	strongly disagree		
1.1 The organisation has a clear statement of purpose that is used as a basis for planning.	✓					Business Plan	
1.2 The organisation makes it easy for service users/partners to find out what it is doing.		✓				Regular Newsletter and Website	
1.3 The organisation regularly consults users/partners on quality of service and feeds back results and actions.	✓					Quality of service annual survey	
1.4 The organisation has a set of objectives, is clear about what it is trying to achieve and how it aims to improve services.		✓				Performance Framework	
1.5 The organisation makes it easy for its users/partners to find out about its funding and how it spends the money.		✓				Annual Report & Website	
1.6 The organisation is doing well in achieving its intended outcomes and consequently users receive a high quality service.			✓				✓
1.7 The organisation uses information from a number of sources to effectively plan and take decisions.				✓			✓
1.8 The organisation uses information on costs and performance to make rigorous decisions about giving value for money.		✓				Budget Review and 1/4 performance monitoring	
1.9 The organisation compares its 'value for money' with that of similar organisations.					✓		✓
Total the number of ticks in each column	2	4	1	2			
Multiply that number by the values indicated	x5	x4	x3	x2			
TOTALS	10	16	3	4			

Good Governance Action Plan

Date _____

Principle Number	Actions/Milestones	By Whom	By When	Status or Outcome

SECTION 1. For each statement below, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box, and then provide a brief evidence description or an example in the box.

Principle 1. Good governance means focusing on the organisations purpose and outcomes.	EVIDENCE/EXAMPLES					Action required
	strongly agree	agree	neither agree or disagree	disagree	strongly disagree	
1.1 The organisation has a clear statement of purpose that is used as a basis for planning.						
1.2 The organisation makes it easy for service users/partners to find out what it is doing.						
1.3 The organisation regularly consults users/partners on quality of service and feeds back results and actions.						
1.4 The organisation has a set of objectives, is clear about what it is trying to achieve and how it aims to improve services.						
1.5 The organisation makes it easy for its users/partners to find out about its funding and how it spends the money.						
1.6 The organisation is doing well in achieving its intended outcomes and consequently users receive a high quality service.						
1.7 The organisation uses information from a number of sources to effectively plan and take decisions.						
1.8 The organisation uses information on costs and performance to make rigorous decisions about giving value for money.						
1.9 The organisation compares its 'value for money' with that of similar organisations.						
Total the number of ticks in each column						
Multiply that number by the values indicated	x5	x4	x3	x2	x1	
TOTALS						

SECTION 2. For each statement below, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box, and then provide a brief evidence description or an example in the box.

Principle 2. Good governance means performing effectively in clearly defined functions and roles.	strongly agree	agree	neither agree or disagree	disagree	strongly disagree	EVIDENCE/EXAMPLES	Action required
	x5	x4	x3	x2	x1		
2.1 The organisation makes it easy for its service users/partners to find out about the structure of the organisation and how governors are elected or appointed.							
2.2 The organisation has clearly defined the respective roles and responsibilities of the non-executives, the executive, the chair and the chief executive.							
2.3 The main functions of the governing body are clearly set out, available and understood by all the governors and senior executive.							
2.4 All members of the governing body take collective responsibility for their decisions.							
2.5 All members of the governing body champion and communicate their work with other organisations.							
2.6 The organisation fully understands the views of service users and partners and receives comprehensive and reliable information.							
2.7 The organisation uses this information in its decision-making process.							
Total the number of ticks in each column							
Multiply that number by the values indicated	x5	x4	x3	x2	x1		
TOTALS							

SECTION 3. For each statement below, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box, and then provide a brief evidence description or an example in the box.

Principle 3. Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour.	EVIDENCE/EXAMPLES					Action required
	strongly agree	agree	neither agree or disagree	disagree	strongly disagree	
3.1 The organisation is clear about the values it expects its staff to demonstrate in their behaviour and actions.						
3.2 The organisation practices the Nolan principles for people in public life (selflessness, integrity, objectivity, openness, honesty, and leadership).						
3.3 These values are clearly set out and reflected in the organisation's approach to decision making.						
3.4 The governing body's behaviour collectively and as individuals demonstrates that responsibilities to the organisation are taken very seriously.						
3.5 The governing body fully understands how its behaviour can strengthen or weaken the organisation's aims and values.						
Total the number of ticks in each column						
Multiply that number by the values indicated	x5	x4	x3	x2	x1	
TOTALS						

SECTION 4. For each statement below, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box, and then provide a brief evidence description or an example in the box.

Principle 4. Good governance means taking informed transparent decisions and managing risk.	EVIDENCE/EXAMPLES					Action required
	strongly agree	agree	neither agree or disagree	disagree	strongly disagree	
4.1 All decisions are clearly understood by those who are most affected by them.						
4.2 All information which requires a decision is robust and objective and is based on up-to date information: where appropriate, professional advice is taken.						
4.3 The organisation regularly reviews and publishes a clear annual statement on the effectiveness of its risk management system.						
4.4 The organisation publishes a clear annual account of how it makes sure that its policies are put into practice.						
4.5 The organisation's meetings are productive and the business is completed effectively.						
4.6 The organisation is clear about how decisions are implemented.						
4.7 This delegation process is set out in a clear and up-to date statement.						
4.8 The organisation regularly reviews its decision making process.						
4.9 The organisation has developed an action plan to correct any deficiencies in the risk management system. This information is available to users/partners.						
Total the number of ticks in each column						
Multiply that number by the values indicated	x5	x4	x3	x2	x1	
TOTALS						

SECTION 5. For each statement below, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box, and then provide a brief evidence description or an example in the box.

Principle 5. Good governance means developing the capacity and capability of the governing body to be effective.	EVIDENCE/EXAMPLES					Action required
	strongly agree	agree	neither agree or disagree	disagree	strongly disagree	
5.1 The organisation is clear about what skills governors must have to carry out their roles and responsibilities.						
5.2 The recruitment of governors identifies people with the necessary skills and reaches people from a wide cross section of society.						
5.3 The organisation does all it can to support governors and ensures that becoming a governor is practical for as many people as possible.						
5.4 The organisation is very effective at developing the skills and updating the knowledge of all its governors.						
5.5 The organisation has an effective arrangement for reviewing the performance of individual governors.						
5.6 The governing body has an action plan for improving its own performance.						
5.7 The governing body has an approach which finds balance between knowledge and renewal of thinking.						
5.8 The governing body regularly reviews this approach.						
Total the number of ticks in each column	x5	x4	x3	x2	x1	
Multiply that number by the values indicated						
TOTALS						

SECTION 6. For each statement below, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box, and then provide a brief evidence description or an example in the box.

Principle 6. Good governance means engaging stakeholders and making accountability real.						EVIDENCE/EXAMPLES	Action required
	strongly agree	agree	neither agree or disagree	disagree	strongly disagree		
6.1 The governing body knows who it is accountable to and for what; and the accountability relationships work well.							
6.2 The organisation has a policy for consulting the public and service users and this is regularly reviewed.							
6.3 The organisation publishes an annual report containing its accounts. Copies are freely available and the content is informative.							
6.4 The organisation is open to being questioned about its plans and decisions.							
6.5 The organisation has an effective complaints system.							
6.6 The governors understand what steps need to be taken to strengthen relationships with service users and partners.							
6.7 The organisation has a policy for involving staff/ representatives in its decision making processes.							
6.8 The policy clearly explains the sorts of issues on which it will consult, with which groups, and how it will use the information							
6.9 The systems within the organisation protect the rights of staff.							
6.10 The organisation knows who its key stakeholders are that it needs to have a good relationship with.							
6.11 The organisation takes the lead in developing relationships with appropriate organisations.							
Total the number of ticks in each column							
Multiply that number by the values indicated	x5	x4	x3	x2	x1		
TOTALS							

SECTION 7. For each statement below, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box, and then provide a brief evidence description or an example in the box.

Principle 7. Applying the Good Governance Standard.	EVIDENCE/EXAMPLES					Action required
	strongly agree	agree	neither agree or disagree	disagree	strongly disagree	
7.1 The public is made aware of reviews and plans for future improvements, and the organisation invites feedback.						
7.2 The organisation is upholding/demonstrating the spirit/ethos of good governance that the principles set out to capture.						
7.3 The organisation has a process in place for regularly reviewing its governance arrangements and practice.						
7.4 The organisation has clear standards of governance and can demonstrate that these are being met.						
Total the number of ticks in each column						
Multiply that number by the values indicated	x5	x4	x3	x2	x1	
TOTALS						

SECTION 8. For each statement below, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box, and then provide a brief evidence description or an example in the box.

Principle 8. Additional good practice statements.	EVIDENCE/EXAMPLES					Action required
	strongly agree	agree	neither agree or disagree	disagree	strongly disagree	
8.1 The governors regularly consider areas/issues where joint working would be beneficial.						
8.2 The governors have considered whether a whistle blowers' hotline is required and have acted accordingly on that decision.						
8.3 The organisation has a code of conduct which all staff/governors are inducted upon.						
8.4 All Terms of Reference for sub-committees/taskgroups are approved by governors and reviewed at least annually.						
8.5 Terms of Reference set out frequency and usual times of meetings and include quorum rules.						
8.6 Terms of Reference include an equal opportunities statement.						
8.7 Governors meet sufficiently often to monitor important issues.						
8.8 Special meetings can be arranged with governors at short notice to allow quick responses to urgent issues.						
8.9 Meetings are sufficiently timed to conduct the business and not too long to be ineffective.						
8.10 The Chair encourages full and open discussion and invites questions.						
8.11 There is a proforma for writing reports to ensure focus is on salient matters with clear recommendations.						

SECTION 8. For each statement below, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box, and then provide a brief evidence description or an example in the box.

Principle 8. Additional good practice statements. (Cont).	strongly agree	agree	neither agree or disagree	disagree	strongly disagree	EVIDENCE/EXAMPLES	Action required
8.12 Meeting places are accessible and venues are agreed with governors.							
8.13 Minutes are prepared and circulated to the appropriate people promptly.							
8.14 Action points on the minutes indicate who should perform what and by when.							
8.15 Governors are asked to declare interests/conflict of interest on agenda items or in a register.							
8.16 All new governors receive Terms of Reference, a letter of appointment setting out responsibilities, term of office, remuneration and the induction process.							
8.17 Written notes of all interviews with governors are kept.							
8.18 All posts are advertised both internally and externally including fixed term appointments and fixed term projects.							
8.19 The organisation observes the highest standards of propriety in the stewardship of its funds and in conducting its business.							
8.20 The organisation understands the funding and spending priorities of its partners.							
8.21 The organisation is willing to share data with its partners.							

SECTION 1. For each statement below, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box, and then provide a brief evidence description or an example in the box.

Principle 8. Additional good practice statements. (Cont).	strongly agree	agree	neither agree or disagree	disagree	strongly disagree	EVIDENCE/EXAMPLES	Action required
8.22 The organisation follows and has developed an equal opportunities policy.							
8.23 The organisation has a protocol for dealing with the media.							
8.24 The governing body make decisions on who should represent the organisation on external bodies and groups based on clear criteria.							
8.25 The organisation has an effective communication strategy.							
Total the number of ticks in each column							
Multiply that number by the values indicated	x5	x4	x3	x2	x1		
TOTALS							

SECTION 9. For each statement below, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box, and then provide a brief evidence description or an example in the box.

Principle 9. Additional good practice statements for partnership bodies.	EVIDENCE/EXAMPLES					Action required
	strongly agree	agree	neither agree or disagree	disagree	strongly disagree	
9.1 The partnership body reflects/considers partners' priorities in its own plans.						
9.2 The partnership body shares staff resources to improve delivery of objectives.						
9.3 The partnership body knows exactly how much it has invested in a partnership and how the resources are used.						
9.4 The partnership body ensures corporate governance structures, and arrangements support partnership working.						
9.5 The partnership body has a checklist-based review to strengthen accountability, manage risk and rationalise working arrangements.						
9.6 The partnership body has clear criteria against which its partnership can be evaluated.						
9.7 The partnership body regularly reviews its protocols and governing documents with all its partners.						
9.8 The partnership body regularly tells service users and the wider public about its partnership work.						
9.9 The partnership body has a clear complaints procedure specifically for the partnership.						
9.10 There is a separate body to oversee implementation of the partnership activities.						
9.11 This separate body has Terms of Reference.						

SECTION 9. For each statement below, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box, and then provide a brief evidence description or an example in the box.

Principle 9. Additional good practice statements for partnership bodies. (Cont).	strongly agree	agree	neither agree or disagree	disagree	strongly disagree	EVIDENCE/EXAMPLES	Action required
9.12 The partnership body has a performance management process with clear milestones, outcomes and delivery dates.							
9.13 The partnership body has a clear process to monitor its performance.							
9.14 The partnership is clear about what it will do if slippage occurs against targets.							
9.15 The partnership body is clear about what constitutes appropriate conduct by members of the partnership.							
9.16 The partnership body is clear about how contracts will be let.							
Total the number of ticks in each column							
Multiply that number by the values indicated	x5	x4	x3	x2	x1		
TOTALS							

Now transfer all your scores into the matrix below and then total all your scores in the total boxes to give an overall score:

1. ORGANISATIONAL RESULTS					
Section	5s	4s	3s	2s	1s
1					
2					
3					
4					
5					
6					
7					
8					
9					
Totals					

Overall organisational SCORE

The aim is to have most scores/ticks in the **5s** column.

The matrix should help you to see where actions most need to be developed to increase your overall score.

You should revisit the Good Governance Standard publication and view the **Application boxes** next to each supporting principle to find out what can be done to put good governance into practice and to aid your action planning. (www.opm.co.uk)

2. SERVICE USER/PARTNER RESULTS only					
Section	5s	4s	3s	2s	1s
1					
2					
3					
4					
5					
6					
7					
Totals					

Overall service user/partner SCORE

You may also choose to question the public/their representatives prior to identifying any actions.

Once you have those results, complete an Actions template for each section and as a reference for your next review in 12 - 18 months.

Date completed _____

Number of governors involved _____

Number of service users involved _____

Review date _____

Contact person _____

Telephone _____

FEEDBACK SHEET FOR PILOT ORGANISATIONS

For each statement please indicate your agreement or disagreement by placing a tick in the appropriate box

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. Good governance is relevant to this organisation.					
2. The information given at the pilot session was sufficiently comprehensive to enable the assessment to be undertaken.					
3. The facilitator successfully guided the Board through the process.					
4. The pilot session was well delivered and appropriate.					
5. I enjoyed the pilot session.					
6. E-mail responses would have improved the final result.					
7. The assessment is better handled by debate rather than just e-mail.					
8. It will be important to consult our partners/service users before developing an action plan.					
9. The workbook was easy to use.					
10. I would be happy for the results to be shared with other similar organisations.					
11. Organisations should not have to pay for this facility.					
12. A good governance standard mark as recognition adds value to the organisation.					
13. Organisations should be prepared to evidence their actions before obtaining the mark of good governance.					
14. The session was well timed to undertake the assessment.					
15. The information will be useful to other areas of the organisations work.					

If you have any further ideas for statements or comments on any part of the day please use this additional space.

If you wish to add your name/contact details please use this space

Thank you - this feedback will only be used to improve the process.

Please return to: Linda Wood-Mitchell at Linda.wood-mitchell@yhassembly.gov.uk or by post to Yorkshire and Humber Assembly, 18 King Street, Wakefield, WF1 2SQ or by Fax: 01924 331 559

FEEDBACK SHEET FOR PILOT ORGANISATIONS TO BE COMPLETED FOLLOWING ACTION PLANNING

For each statement please indicate your agreement or disagreement by placing a tick in the appropriate box

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. Good governance is important to this organisation and is reviewed regularly.					
2. The self-assessment was undertaken according to the instructions.					
3. We included e-mail responses in the assessment.					
4. Partners and service users were consulted prior to developing an action plan.					
5. We would be happy for the results to be shared with other similar organisations.					
6. A Yorkshire & Humber good governance standard mark as recognition would add value to the organisation.					

If you wish to apply for the good governance mark, you will need to demonstrate here that either you currently meet the Y&H good governance standard, or that you are addressing any gaps in your arrangements.

Please describe the actions you are taking following your consultation with service users. Continue on a separate sheet if necessary.

Total scores for the organisation _____ and for the service users or partners _____

Date of assessment with governors _____ and with service users or partners _____

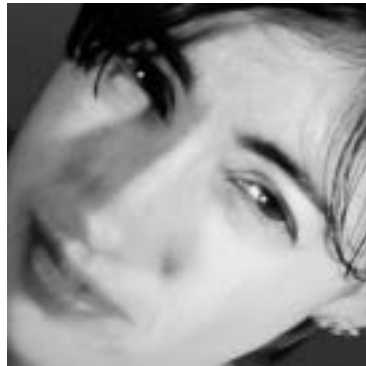
Name of organisation _____

Name and role of person completing this feedback _____

Please return to: Linda Wood-Mitchell at Linda.wood-mitchell@yhassembly.gov.uk or by post to Yorkshire and Humber Assembly, 18 King Street, Wakefield, WF1 2SQ or by Fax: 01924 331 559

Good Governance Standard for Public Services

Organisational Self-Assessment Workbook for Service Users or Partners



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.

The Good Governance Standard for Public Services has been developed by the Independent Commission on Good Governance in Public Services. It addresses the need for a code and set of principles for organisations, LSPs and other partnerships or bodies that work for the public or need robust governance procedures.

Good Governance Standard for Public Services (OPM and CIPFA, 2004 and in partnership with the Joseph Rowntree Foundation) www.opm.co.uk

Completion of this exercise will help us to assess our governance procedures and will guide our action planning and to help us to improve. Thank you for agreeing to take part in this assessment: we value your involvement.

For each statement below, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box.

Principle 1. Good governance means focusing on the organisation's purpose and on outcomes for citizens.	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
I.1 I understand what the organisation/partnership is for.					
I.2 I can easily find updates about what the organisation/governing body are doing.					
I.3 I am consulted about the quality of service being provided.					
I.4 I receive feedback and know what is being done to improve services.					
I.5 I know how to find out about the organisation's funding and how it spends its money.					
Total the number of ticks in each column					
Multiply that number by the values indicated	x5	x4	x3	x2	x1
TOTALS					

Principle 2. Good governance means performing effectively in clearly defined functions and roles.	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
2.1 I know about the structure and membership of the governing body.					
2.2 I know how governors are elected or appointed.					
2.3 I know who the governing body represents.					
2.4 The organisation has an effective Board of Governors.					
Total the number of ticks in each column					
Multiply that number by the values indicated	x5	x4	x3	x2	x1
TOTALS					

Principle 3. Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour.	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
3.1 The organisation is clear about its values and has high standards of behaviour.					
3.2 The organisation practices the Nolan principles for people in public life (selflessness, integrity, objectivity, openness, honesty, and leadership)					
Total the number of ticks in each column					
Multiply that number by the values indicated	x5	x4	x3	x2	x1
TOTALS					

Principle 4. Good governance means taking informed transparent decisions and managing risk.	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
4.1 I fully understand the decision making process of the organisation.					
4.2 I can easily find out what decisions have been taken.					
4.3 I know that decisions taken are based on up-to-date information and advice.					
4.4 The organisation publishes a clear annual statement on the effectiveness of its risk management.					
4.5 The organisation stands by and publishes a clear annual account of how it makes sure that its policies are put into practice.					
Total the number of ticks in each column					
Multiply that number by the values indicated	x5	x4	x3	x2	x1
TOTALS					

Principle 5. Good governance means developing the capacity and capability of the governing body to be effective.	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
5.1 I know how the organisation makes sure that its governors have the right skills to do their jobs effectively.					
5.2 The organisation does its best to encourage a wide range of people to get involved in the running of it.					
5.3 I can give examples of how it supports those people.					
Total the number of ticks in each column					
Multiply that number by the values indicated	x5	x4	x3	x2	x1
TOTALS					

Principle 6. Good governance means engaging stakeholders and making accountability real.	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
6.1 I know where to find out who is responsible for what in the organisation.					
6.2 There are opportunities for me and other people to make our views known to the Board of Governors.					
6.3 The organisation publishes an annual report containing its accounts: copies of the annual report are freely available and the content is informative.					
6.4 There are opportunities to question the people in charge of the organisation about plans and decisions.					
6.5 I know how to complain and who to contact with suggestions for changes.					
6.6 I always receive feedback about the governing body's decisions that have an impact on me.					
Total the number of ticks in each column					
Multiply that number by the values indicated	x5	x4	x3	x2	x1
TOTALS					

Principle 7. Applying good governance.	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
7.1 I am aware of reviews and plans for future improvements, and the organisation invites feedback.					
7.2 The organisation and Board demonstrate a spirit/ethos of good governance.					
7.3 I know that the Board has a process in place for regularly reviewing its governance arrangements and practice.					
Total the number of ticks in each column					
Multiply that number by the values indicated	x5	x4	x3	x2	x1
TOTALS					

Comments

Please add any additional comments, which you feel are important and will help the organisation to improve its governance arrangements.

Now please transfer all your section scores into the matrix below and total each column on to the 'Totals' bottom line.

SERVICE USER/PARTNER RESULTS					
Section	5s	4s	3s	2s	1s
1					
2					
3					
4					
5					
6					
7					
Totals					

Name of contact person completing this section

Contact tel. number/address or e-mail

Please tick the appropriate box below to indicate if you are a partner, service user or other stakeholder.

Partner
 Service user
 Other

Date _____

Thank you for taking time to complete this section of the workbook. Please be assured that your comments are valued and will be used to aid the organisations action planning.