

## CILIP News: New Governance Implementation

Following the agreement by Council in December to accept, and proceed with the implementation of, the new governance model for CILIP, the Governance Implementation Group will be meeting for the first time in mid-January 2007. The Group consists of Chris Armstrong, Barry Cropper, Sue Cook and Brian Hall; and the first meeting will be convened by Derek Law, who chaired the Task Force. The CILIP Website will be used to keep membership up to date with progress as the new governance structures are put in place.

<http://www.cilip.org.uk/aboutcilip/governance/governanceimplementation.htm>

The first act requested by the Task Force report is the publication of the principles that are to underpin the working of CILIP under the new governance regime.

### Governance Principles

Principles of Governance are seen as the benchmark against which all activities are judged. The principles which underpin a CILIP governance model that is fit for purpose are:

- 1) CILIP is committed to best practice in governance within the sector
- 2) CILIP is committed to governance structures which are fit for purpose
- 3) CILIP sees as paramount transparent and streamlined governance with improved accountability
- 4) CILIP wishes to maintain a minimalist governance hierarchy in order to preserve transparency
- 5) CILIP is committed to involving the membership in the work of the Institute
- 6) CILIP believes that the responsibility for policy making should be distributed to appropriate constituencies
- 7) CILIP strives to maintain governance structures which free members to debate wider policy issues without the need for involvement in the narrow processing of business
- 8) CILIP supports a democratic model of elected trustees
- 9) CILIP strives to remove all conflicts of interest from governance
- 10) CILIP is committed to the use of technology as a means of enhancing both the conduct of business and increasing the participation of members

### Communication Principles

Good communication is vital to any organization and the CILIP principles listed below are benchmarks of good practice in exactly the same way as those for governance.

For the purposes of these principles, the term 'communication' covers all forms of communication between and among any of the bodies of the governance process. This includes paper-based and electronic communication, as well as discussion within meetings. The over-arching aim is expressed as:

CILIP aims to facilitate excellent communications among all stake-holders so as to promote openness and efficiency, to generate clear understanding of CILIP's aims, objectives and activities, and to maintain good working, professional, social and personal environments.

### General

- 1) CILIP encourages openness in communication and the sharing of information.
- 2) CILIP is committed to consultation with officers, trustees, members and staff over its affairs, in a way that is consistent with effective management.

- 3) CILIP recognizes the need to involve and enfranchise all governance members and bodies fully.
- 4) CILIP seeks constantly to improve customer care for members, in particular in the provision of information.
- 5) All internal and governance communications are to be expressed in clear English.
- 6) As far as possible staff and members will be directly informed of important CILIP issues no later than the media or other external bodies.

### **Training and guidance**

- 7) Development training is to be provided as required on communications, including the use of clear English, committee chairing, personal communication skills, 'customer care', organising information, managing internal communications, the use of the web, and other aspects.
- 8) Induction for new staff and governance members will provide information on mechanisms and good practice in internal communications.
- 9) Best practice guidelines are to be maintained for managing internal communications in departments, including departmental meetings and the use of the web.
- 10) Recognising its importance, CILIP monitors best practice in intra-departmental and intra-governance communications to ensure conformance.

### **Electronic communication**

- 11) Electronic communication removes the tyranny of distance and, recognizing the importance of effective communications to governance, CILIP actively encourages its use whenever and wherever possible.
- 12) Electronic communication is the primary mode of written communication for all administrative, clerical and technical staff, as well as for governance.
- 13) Effective documentation and guidelines will be maintained and promoted on the use of electronic media.
- 14) High priority is given to the accessibility of electronic media to the visually impaired and to ensuring provision for the hearing impaired in meetings.
- 15) IT access is to be made available to the widest possible number of staff, and provision made for communicating with those who (unusually) do not have IT access.
- 16) The CILIP website is an important source of information about CILIP, and its design will be kept under constant review to ensure that it will provide the information needed to make effective internal and external communications possible (i.e. with all members and members of the governance team, as well as with staff).
- 17) Best practice is promoted and followed in the production of Web pages, notably with regard to clarity of structure, currency of information, needs of the visually impaired, and authority (pages dated and signed, etc).

### **Personal and confidential information**

- 18) Personal data are protected in accordance with the Data Protection Act.
- 19) The privacy of personal communications is preserved in accordance with the Human Rights Act.
- 20) Some categories and items of information need to be kept confidential. All staff and governance members are bound to take care with the handling and transmission of confidential information, with regard to how and to whom the information is transmitted.
- 21) Internal communications using electronic media are monitored only as is necessary and permitted under the Regulation of Investigatory Powers Act, as documented for staff on the CILIP Staff Intranet.

Accordingly, the abiding watchwords that cover all CILIP governance communications are:

- Transparency
- Completeness
- Clarity, with attention to detail
- Brevity – in so far as it does not detract from the above
- Impartiality and objectivity

Additionally, for paper-based communications:

- Adequacy: a minimum is “Decisions plus context”
- Timeliness

Further watchwords covering e-governance communications:

- Inclusivity
- Acknowledged authority (*i.e. clear dating/signing off of Web pages/e-mails by those responsible*)
- Clarity of actions required (*e.g. need to respond, vote, etc*)