

# **COPELAND BOROUGH COUNCIL**

## **CODE OF CORPORATE GOVERNANCE**

APPROVED 28<sup>th</sup> May 2013

## **INTRODUCTION**

Corporate Governance is a term used to describe how organisations direct and control what they do. As well as systems and processes this includes cultures and values. For local authorities this also includes how a council relates to the communities that it serves. Good Corporate Governance requires local authorities to carry out their functions in a way that demonstrates accountability, transparency, effectiveness, integrity, impartiality and inclusivity. Corporate Governance is also concerned with decision-making processes through which strategic objectives are set and performance monitored.

Copeland Borough Council is committed to demonstrating that it has fully effective Corporate Governance arrangements in place to perform effectively.

This Code is a public statement that sets out the way the Council will meet that commitment. As such it represents a key component of the Council's constitutional arrangements. The Code has been developed in light of CIPFA / SOLACE Delivering Good Governance in Local Government Framework, and its 2012 Addendum and is based upon the following 6 core principles:

- Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area
- Members and officers working together to achieve a common purpose with clearly defined functions and roles
- Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour
- Taking informed and transparent decisions which are subject to effective scrutiny and managing risk
- Developing the capacity and capability of members and officers to be effective
- Engaging with local people and other stakeholders to ensure robust public accountability

The Code also addresses the key elements of the Council's systems and processes identified in the 2012 Addendum and sets out the mechanisms for monitoring and reviewing the Council's Corporate Governance arrangements.

## **THE COUNCIL'S CORPORATE GOVERNANCE PRINCIPLES**

### **Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area**

1. The Council will, in exercising Strategic Leadership, develop and communicate its purpose and vision and intended outcomes for residents and service users. It will explain and report regularly on activities, performance and the Council's financial position. Timely, objective and understandable information about the Council's activities,

achievements, performance and financial position will be provided. The Council will do this by publishing annually:

- A vision of its purpose and intended outcomes for residents and service users;
- A Corporate Plan translating the Council's vision into measurable goals, objectives, targets and key projects;
- Externally audited accounts;
- Independently verified performance information.

2. The Council will aim to deliver high quality services that are value for money. The Council will do this by:

- Delivering services to meet local needs, and put in place policies and processes to ensure that they operate effectively in practice;
- Ensuring our statutory services are delivered effectively and efficiently;
- Directing resources to those that need services most;
- Developing effective relationships and partnerships with other public sector agencies and the private and voluntary sectors;
- Responding positively to the findings and recommendations of external auditors and statutory inspectors and putting in place arrangements for the implementation of agreed actions and improvement;
- Comparing information about our services with services provided by similar organisations, assessing why levels of efficiency, effectiveness and quality are different elsewhere and considering other alternative means of service provision to maximise opportunities and improve value for money where appropriate;
- Providing services on behalf of other organisations

### **Members and officers working together to achieve a common purpose with clearly defined functions and roles**

3. The Council will ensure that the necessary roles and responsibilities for the Governance of the Council are identified and allocated so that it is clear who is responsible and accountable for decisions, together with delivering performance against the Council's objectives. The Council will do this by:

- Electing a Leader of the Council who appoints Executive Members with defined executive responsibilities;
- Agreeing a scheme of delegated responsibilities to Officers;
- Annually appointing Committees to discharge the Council's Regulatory responsibilities;
- Annually appointing a Committee to discharge the Council's Overview and Scrutiny responsibilities;
- Undertaking a regular review of the operation of the Council's Constitution;
- Having in place effective and comprehensive arrangements for the scrutiny of services and for holding the Executive to account;
- Making the Chief Executive as the designated Head of the Paid Service responsible and accountable for all aspects of operational management;

- Making a nominated Senior Officer responsible for the proper administration of its financial affairs (S151 Officer);
- Making a nominated Senior Officer responsible for actions taken in accordance with Statute and Regulation (Monitoring Officer);
- Developing protocols that ensure effective communications between Members and Officers.
- Ensuring the authority's assurance arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Head of Internal Audit (2010).

**Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour**

4. The Council will foster an organisational culture based on shared values, high ethical principles and good conduct. The Council will do this by establishing and keeping under review:

- The Council's own values on Leadership as enshrined in the Corporate Plan and evidenced in Codes of Conduct that sets a standard for behaviour;
- A Member Code of Conduct, including requirements for declarations of gifts and hospitality, and arrangements for determining allegations of breaches as required by the Localism Act 2011 ;
- A Code of Practice for Members responsible for determining Planning Applications;
- An Officer Code of Conduct, including declaration of gifts and hospitality ;
- A Protocol governing Member/Officer relations;
- Financial and Contract procedures rules
- A Whistleblowing policy;
- The roles of Members and officers in decision-making;
- Appropriate and timely advice and guidance to both Members and Officers;
- Systems for reporting and dealing with any incidents of fraud and corruption, via the Council's Anti-Fraud Strategy.

5. The Council will ensure that effective governance arrangements are in place for with our key partners by:

- Being aware of partnerships we are involved with, and the money and other resources we invest in them, reviewing partnership arrangements regularly to strengthen accountability, manage risks and rationalize working arrangements;
- Establishing clear criteria against which partnerships can be evaluated to determine that they help to achieve our objectives cost-effectively;
- Taking hard decisions to scale down involvement in partnerships if costs outweigh benefits, or if added risks cannot be managed effectively;

- Telling service users and residents how partnerships work and where responsibility and accountability lie and how redress can be obtained through complaints.
6. The Council will ensure it manages change and transformation effectively by:
- Establishing a Change Programme Board with a clearly defined Terms of Reference and chaired by the Chief Executive that will bring together and co-ordinate the complex portfolio of projects and other work which will deliver the strategic priorities of the Council.
  - Ensuring that the Change Programme Board own the Blueprint and overall Roadmap for the Change Programme and will ensure alignment with the policy context at a national and local level.
  - Setting out a clearly defined Change Plan identifying key actions to effect the transformation of the Council.
  - Investigating and providing the necessary resources to implement the Change Plan.
  - Identifying and supporting Senior Responsible Officers within the Change Plan.
  - Routinely reviewing and reporting progress and taking corrective action where necessary through quarterly financial reporting arrangements
  - Maintaining a proactive approach to risk, opportunity and benefits realisation.
  - Communicating with key stakeholders the reasons for change and the benefits to be realised.

**Taking informed and transparent decisions which are subject to effective scrutiny and managing risk**

7. The Council will ensure that appropriate legal, financial and other professional advice is always considered as part of the decision-making process and the Council will always observe both specific requirements of legislation and general responsibility by Law.

HIA in a public service organisation plays a critical role in delivering the organisation's strategic objectives by championing best practice in governance, objectively assessing the adequacy of governance and management of existing risks, commenting on responses to emerging risks and proposed developments

8. The Council will be transparent about how decisions are taken and recorded. The Council will do this by:

- Ensuring that all decisions are made in public and recording those decisions and relevant information and making them available publicly (except where that information is exempt under the provisions of the appropriate statute or determined as being confidential by Government or otherwise exempt by the Council);

- Having rules and procedures which govern how decisions are made.

9. The Council will operate a risk management approach that aids the achievement of its strategic objectives, supports its decision making processes, protects the Council's reputation and other assets and is compliant with statutory and regulatory obligations. The Council will ensure that the risk management arrangements are operating effectively:

- Promoting a culture of risk awareness;
- Formally identifying and managing risks;
- Involving elected members in the risk management process;
- Mapping risks to financial and other key internal controls;
- Documenting and recording details of risks in a risk management information system;
- Monitoring the progress in mitigating significant risks, and reporting this to appropriate Members; and
- Reviewing and, updating its risk management register at least annually.

10. The Council will ensure that effective, transparent and accessible arrangements are in place for dealing with complaints.

#### **Developing the capacity and capability of members and officers to be effective**

11. The Council will ensure that those charged with the governance of the Council have the skills, knowledge and experience they need to perform well. The Council will do this by:

- Consistent application of HR policies;
- Ensuring that the Council maintains an effective and skilled workforce;
- Implementing a Member Development Strategy based on individually identified needs and on training and development on core corporate activities and values;
- Cascading regular information to Members and staff;
- Investing in Member and Officer Leadership training;
- Providing resources that support Member and Officer development;
- Promoting schemes supporting ongoing professional development.

#### **Engaging with local people and other stakeholders to ensure robust public accountability**

12. The Council will seek and respond to the views of stakeholders and the community. The Council will do this by:

- Forming and maintaining effective relationships with the leaders of other organisations;
- Ensuring Partnership arrangements demonstrate clear and appropriate governance accountabilities, through the Partnership Register;

- Producing locality plans for service delivery within the community;
- Publishing a Forward Plan of Key Decisions;
- Having a communication and consultation strategy and providing access to a range of consultation methods, particularly to those groups which are in greatest need by utilizing to the maximum those closest to vulnerable groups
- Recognising that people are different and giving everyone the same or an equal opportunity to consider information, advice and support in ways that are suited to their needs or circumstances of the individual, via customer access and communications strategy;
- Encouraging and supporting the public in submitting requests for aspects of the Council's Service to be scrutinised;
- Providing and supporting ways for Citizens to present community concerns to the Council, via Neighbourhood Forums and public participation scheme;
- Providing for the public the opportunity to ask questions or make representations at full Council, Executive and Regulatory Committees;
- Publishing a Corporate Plan providing information in relation to the Council, supported by the Medium Term Financial Plan, and publishing the annual report and accounts;
- Continually developing clear channels of communication with our customers and our partners;
- Developing a modern IT Service that meets the needs and aspirations of the organisation and the communities we serve;
- Working with young people through youth councils, youth forums and our designated youth engagement officer.

## **MONITORING AND REVIEW**

13. The Council has arrangements in place for monitoring and reviewing the various aspects of the Council's Corporate Governance arrangements.

14. The Audit and Governance Committee considers the Council's arrangements relating to:

- Monitoring and reviewing the risk, control and governance processes and associated assurance processes to ensure Internal Control systems are effective and that policies and practices comply with statutory and other regulations and guidance;
- Reviewing the Council's Accounts;
- Reviewing the work of internal and external audit, providing a forum for the work and considering overall progress by the Council in responding to audit recommendations :
- External audit;
- Internal audit;
- Risk Management;

- Making recommendations concerning relevant governance aspects of the Constitution;
- Promoting high ethical standards across the Council and overview of the Member Code of Conduct and associated protocols

15. These arrangements will ensure that the Council's governance is kept under review and regularly reported to the Council.

### **The Annual Governance Statement**

16. Each year the Council will publish a Governance Statement. This process will be managed by Corporate Leadership Team, who will provide an overall assessment of the Council's Corporate Governance arrangements and an appraisal of the key controls in place to manage the Council's principal governance risks.

17. The Annual Governance Statement will be published as part of the Council's Annual Statement of Accounts and will be subject to audit.