

KIRKLEES COUNCIL

Local Code of Corporate Governance

Good corporate governance is based on openness, inclusiveness, integrity and accountability and is demonstrated through the systems by which a local authority directs and controls its functions and relates to its communities.

It is about the leadership of communities and developing confidence, through the way that councillors and officers establish strategies, objectives and policies measure their achievement and operate the business of the council.

In Kirklees, this is led by the Council's emphasis on working with People, Partners and Place and by the Council's 7 shared outcomes. Kirklees Council also recognises the climate emergency and has committed to being aware of and minimising the impact of all of its policies and operations on the climate.

This involves:

- Focusing on the purpose of the Authority and on outcomes for the community and creating and implementing a vision for the local area;
- Taking informed, transparent and accountable decisions which are subject to effective scrutiny, monitoring of achievement of performance and the management of risk;
- Engaging with local people and other stakeholders to ensure robust public accountability;
- Councillors and officers working together;
- To achieve a common purpose with clearly defined functions and roles;
- To develop the capacity and capabilities to provide effective leadership;
- To promote the values for the Authority and demonstrating good governance;
- Upholding high standards of conduct and behaviour, ethical standards and legal compliance.

Delivering these objectives involves both **community focus** and **service provision**, in the context of establishing **standards of conduct** for those involved, business **structures and processes** and **internal control and risk management**. These standards are dealt with in more detail in the sections below.

This Code is underpinned by the seven key principles set out in the revised framework ‘*Delivering Good Governance in Local Government: Guidance notes for English Authorities (2016 Edition)*’.

The table below summarises how the various principles for good governance in the public sector relate to each other. Principles A and B permeate implementation of principles C to G as they provide the overarching requirements for acting in the public interest. Principles C to G focus on the implementation of governance and achievement of outcomes. The table also illustrates that good governance is dynamic and that an entity as a whole should be committed to improving governance on a continuing basis through a process of evaluation and review.

Principles	Sub principles
<i>Acting in the public interest require requires a commitment to and effective arrangements for:</i>	
A. Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law	Behaving with integrity
	Demonstrating strong commitment to ethical values
	Respecting the rule of law
B. Ensuring openness and comprehensive stakeholder engagement	Openness
	Engaging comprehensively with institutional stakeholders
	Engaging with individual citizens and service users effectively
<i>In addition to the overarching requirements for acting in the public interest in principles A and B, achieving good governance also requires a commitment to and effective arrangements for:</i>	
C. Defining outcomes in terms of sustainable economic, social and environmental benefits	Defining outcomes
	Sustainable economic, social and environmental benefits
D. Determining the interventions necessary to optimise the achievement of the intended outcomes	Determining interventions
	Planning interventions
	Optimising achievement of intended outcomes
E. Developing the entity’s capacity, including the capability of its leadership and the individuals within it	Developing the entity’s capacity
	Developing the capability of the entity’s leadership and other individuals
F. Managing risks and performance through robust internal control and strong public financial management	Managing risk
	Managing Performance
	Robust Internal control
	Managing Data Strong Public Financial Management

G. Implementing good practices in transparency, reporting and audit to deliver effective accountability	Implementing good practice in transparency
	Implementing good practices in reporting
	Assurance and effective accountability

Community Focus

In carrying out its duties and responsibilities, Kirklees Council will promote wellbeing by:

- Working for and with the Kirklees community;
- Exercising leadership, where appropriate, developing its approach to working in local areas;
- Working collaboratively through the City Region and the West Yorkshire Combined Authority;
- Maintaining effective arrangements for:
 - accountability to stakeholders for its performance and the effectiveness in delivering its services and the sustainable use of resources;
 - demonstrating integrity in its dealings with other public agencies, the private and voluntary sectors to build effective relationships and partnerships;
 - demonstrating openness in all its dealings;
 - demonstrating inclusiveness through effective communication and engagement with the local community;
 - development of a clear vision and corporate strategy in response to corporate needs.

Service Delivery Arrangements

Kirklees Council will monitor the implementation of its agreed policies and decisions and aim to achieve continuous improvement in the procurement and delivery of services by maintaining arrangements which:

- Demonstrate accountability for service delivery;
- Ensure effectiveness through measurement of performance;
- Prioritise the use of resources;
- Demonstrate integrity in its dealings with service users and partnerships to ensure the "right" provision of services locally;
- Work with partners to specify, and monitor delivery of services which are effective;

- Demonstrate openness and inclusiveness through its consultation with key stakeholders, including service users;
- Are flexible and can be kept up to date, and adapted to accommodate change and meet user wishes;
- Investigate any complaints fairly, and openly, and address any shortcomings.

Standards of Conduct

Kirklees Council will:

- Exercise leadership by conducting itself as a role model for others to follow;
- Define standards of personal behaviour to be expected of Councillors and staff and those involved in service delivery;
- Require equal standards from partners, contractors and agents;
- Put in place arrangements that ensure:
 - effectiveness, through monitoring compliance;
 - integrity, by ensuring objectivity and impartiality are maintained in all relationships;
 - accountability, through establishing clear and open processes and systems for investigating breaches and disciplinary problems, and taking action where appropriate (including arrangements for redress);
 - openness and inclusiveness, through the documentation of standards, and their regular review;
 - Avoidance or mitigation of prejudice, bias or conflict of interest.

Structures and Processes

The Council will put into place effective political and managerial structures and processes to govern its decision-making and the exercise of its authority, through:

- Defining roles and responsibilities of Councillors and officers to ensure accountability, clarity and ordering of its business;
- Ensuring there is proper scrutiny and review of all aspects of performance and effectiveness , including formal Scrutiny, and call in powers;

- Demonstrating integrity by securing a proportional balance of power and authority;
- Documenting its structures and procedures and ensuring they are communicated and understood to demonstrate openness and are inclusive;
- Ensuring these structures and processes are kept up to date and adapted to meet change.

Internal Control and Risk Management

Kirklees Council will establish and maintain effective business control systems and an effective strategy, framework and processes for managing risk which:

- Establish mechanisms to monitor and review effectiveness against agreed standards and targets and the operation of controls in practice through internal control and internal audit;
- Include public statements on its risk management strategy, framework and processes to demonstrate accountability;
- Demonstrate integrity by being based on robust systems for identifying, profiling, controlling and monitoring all significant strategic and operational risks;
- Include mechanisms to ensure the risk management and control process is monitored for compliance and that changes are accommodated;
- Display openness and inclusiveness through the involvement of those associated with the planning and delivering of services, including partners.

Delivery

Kirklees Council will deliver these outcomes through:

- Annually defining a series of local procedures and practices which together create the framework for good corporate governance;
- Nominating a lead officer for each area of activity who will be responsible for assessing effectiveness in practice.

The Service Director of Legal, Governance and Commissioning, working with the Corporate Governance and Audit Committee, has overall responsibility for Corporate Governance and will assess operational practice and behaviour, and prepare the overall Annual Governance Statement.

The key policies and procedures that will comprise the core of this process are listed below:

- The Council Constitution (including the Members and Officers Code of Conduct, Financial Procedure Rules and Contract Procedure Rules);
- Internal Audit Charter;
- Human Resource policies;
- Anti-Fraud, Anti-Corruption and Anti-Bribery Strategy;
- Whistleblowing Policy;
- Corporate Performance Management System;
- Health and Safety policies;
- Information Governance Framework;
- Procurement Strategy;
- Corporate Plan;
- Officer/Councillor Protocol;
- Partnership policies.

Note – The Code takes account of the principles of the current framework containing in CIPFA/SOLACE *'Delivering Good Governance in Local Government: Framework (2016 Edition)'*