

SALISBURY  
CITY COUNCIL



# **CODE OF CORPORATE GOVERNANCE**

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**Distribution:**

Internal: All SCC Staff

External: Website/Councillors/Partners

## **1. Introduction**

- 1.1. Salisbury City Council (SCC) is committed to the principles of good corporate governance through the development, adoption and continued maintenance of a Code of Corporate Governance.
- 1.2. This document sets out and describes the Council's commitment to corporate governance arrangements for the effective implementation and application of corporate governance in all aspects of the Council's work.

## **2. Definition of Corporate Governance**

- 2.1. SCC recognises the definition of Corporate Governance as contained within the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE) guidance document "Corporate Governance in Local Government – A Keystone for Community Governance", which states that:

*"Corporate governance is the system by which local authorities direct and control their functions and relate to their communities"*

- 2.2. SCC recognises that effective local government relies upon:
  - Establishing and maintaining the confidence of the public in both the elected Members and Officers of the Council; and
  - Setting high standards of self governance to provide a clear and demonstrable lead to both our existing and potential partners.

## **3. Principles of Corporate Governance**

- 3.1. SCC recognises the following underlying principles of good governance as:
  - Openness and inclusivity;
  - Integrity; and
  - Accountability.
- 3.2. To comply with these principles, SCC ensures that systems and processes are continually monitored, reviewed and kept up to date.
- 3.3. Effective leadership is acknowledged as providing the keystone to corporate governance and the achievement of these principles. Effective leadership is demonstrated through:
  - Providing a vision for the community and leading by example in decision making and other processes and actions.
  - Members and Officers conducting themselves in accordance with high standards of conduct.

## **4. The Council's Vision**

- 4.1. SCC's vision is to be an effective Council providing high quality, sustainable services and facilities for the residents and businesses of Salisbury with a strong and respected voice representing Salisbury's interests.
- 4.2. SCC seeks to continuously improve the services it delivers to meet the wider needs and aspirations of this community through three core aims:
  - We will work to provide services and events which local people need and support

- We will work to promote the interests of all the members of our local community and ensure that the community in Salisbury is better prepared to face the future.
- We will work to ensure that the qualities that make Salisbury a special place are protected and enhanced.

## **5. The Council's Values**

5.1 SCC aims for excellence by:

- Providing the highest quality services;
- Being an efficient and well managed organisation
- Providing good value for money, spending every pound as if it were our own;
- Being open, honest and transparent;
- Using team work across the Council to improve our efficiency;
- Working with partners and other local organisations; and
- Promoting effective communications both internally and externally

## **6. Test of Competency**

6.1 SCC measures its achievements through:

- Timely and regular review of our services;
- Carrying out regular customer consultation and satisfaction surveys;
- Regularly reviewing performance and management of progress against targets and achievements; and
- Regularly monitoring our compliments and complaints as a measure of user satisfaction.

## **7. Functions and Activities**

7.1. The legitimacy and integrity of the Council's functions and activities are derived from understanding the social, economic and environment needs of the City, as well as the requirements and aspirations of its citizens, customers and service users.

7.2. Consultation, participation and engagement in partnership is at the heart of understanding community needs and this forms the bedrock for the direction and focus of the Council's functions and activities.

7.3. Defined roles and responsibilities of Members and Officers with appropriate supporting structures facilitates the effective use of scarce resources, allows challenge and change, including political opposition, and promotes a strong and sustainable partnership between Members and Officers.

7.4. The principles of strong and effective governance and community leadership enables measurable benefits to be delivered to Salisbury and its citizens.

## **8. Corporate Governance in Salisbury**

8.1 To ensure effective corporate governance, it is vital that SCC reflects the principles of good governance in every aspect of its undertakings. Five areas of service delivery have been identified to achieve this:

**8.1.1 Community Focus - SCC will:**

- Work for and with the community of Salisbury
- Exercise leadership in the community, where appropriate.
- Undertake an ambassadorial role to promote the wellbeing of the City where appropriate.

- Establish clear channels of communication with all sections of the community.
- Publish an annual performance document
- Publish an annual return reporting on its financial position.

#### 8.1.2 Service Delivery Arrangements - SCC will:

- Set corporate goals and review performance annually to ensure that continuous improvement in service delivery is achieved.
- Ensure that agreed policies are implemented.
- Foster effective relationships and partnerships with the public and private sectors.

#### 8.1.3 Structures and Processes - SCC will:

- Maintain effective political and managerial structures and processes to govern decision making and exercise authority within the organisation.
- Maintain clearly documented protocols governing relationships between Members and Officers.

#### 8.1.4 Risk Management and Internal Control - SCC will:

- Establish and maintain a risk management strategy and procedures for managing risk.
- Maintain a corporate risk register which is regularly reviewed and updated.
- Appoint Internal Auditors to ensure the internal control processes operating throughout the authority are effectively reviewed and tested on a systematic basis.
- Work with appointed External Auditors who will annually provide SCC and the public with an independent opinion as to the accuracy and integrity of the financial statements and annual return.

#### 8.1.5 Standards of Conduct – SCC's Members and Senior Officers will:

- Exercise leadership by conducting themselves as role models for others within the authority to follow.
- Define the standards of personal behaviour that are expected from Members and staff and all those involved in service delivery.
- Put in place and maintain arrangements to monitor and ensure compliance with the standards.

### **9. Openness and Reporting on Corporate Governance**

- 9.1. The Code of Corporate Governance is available to all Members and Officers, and the public through the Council's website.
- 9.2. The City Clerk is responsible for overseeing, implementing, monitoring and reviewing the operation of the Code in practice.
- 9.3. The City Clerk reports annually to the Council on compliance with the Code and any changes that may be necessary to ensure its effectiveness in practice including any recommendations made by recognised external bodies such as the External Auditors.
- 9.4. The City Clerk will develop an Action Plan, as appropriate, to identify and review areas of the Code where further work is required and make the necessary arrangements to ensure this is undertaken.