Code of Corporate Governance 2018

1.   Introduction

1.1   Corporate Governance has been defined[1] as follows:

"…the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved."

1.2   The term 'local code of governance' essentially refers to the governance structure in place within the organisation although, in practice, the governance structure will consist of a number of codes and documents. The development and review of the local code of governance helps to ensure that proper governance arrangements are in place and serves as a means of increasing credibility, accountability and public confidence in the organisation.

1.3   The South Downs National Park Authority (SDNPA) has produced a local code of corporate governance which is based upon the guidance published jointly by CIPFA[2] and SOLACE[3] entitled 'Delivering Good Governance in Local Government Framework' which applies to National Park Authorities. The Guidance sets out seven core principles of corporate governance, together with various supporting principles in respect of each core principle. The SDNPA's Local Code of Corporate Governance, set out below, incorporates these principles and identifies the source documents, good practice and other means of demonstrating the SDNPA's compliance with the principles of good governance.

The SDNPA's Values

1.4   The SDNPA has agreed the following statement as an expression of the values that will govern the behaviour of its staff and Members:

Working for the National Park….

We will:

- Have a common goal determined by the National Park's Purposes and Duty
- Champion the National Park's aspirations
- Communicate clearly and listen well
- Be flexible, encourage innovation and welcome challenge

….working together

We will:

- Trust and respect people within and outside the SDNPA
- Work in an open way
- Work as one organisation which is mutually supportive
- Be committed to working in partnership with others to develop shared priorities and gain mutual benefits

….to deliver results

We will:

- Ensure our approach and decisions are informed by evidence
- Be positive and enthusiastic: take the initiative
- Be seen to add value in all that we do.

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[1] 'The International Framework: Good Governance in the Public Sector (CIPFA/IFAC, 2016).
[2] The Chartered Institute of Public Finance and Accountancy.
[3] The Society of Local Authority Chief Executives and Senior Managers.

2. Monitoring and Review

2.1 All Members and officers of the Authority share responsibility for good governance. In particular, the Policy and Resources Committee is responsible for receiving the Annual Governance Report prepared by the External Auditor as well as the Annual Governance Statement prepared jointly by the Monitoring Officer and the Chief Finance Officer.

2.2 Delegated Authority is given to the Chief Executive in consultation with the Chair of the Policy and Resources Committee to make any necessary amendments to the Local Code of Corporate Governance. Where the Local Code has been amended, it shall be reported annually to the Policy and Resources Committee.

Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	
We will:	**Evidenced by:**
Behave with integrity: • Ensure members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation • Ensure members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles) • Lead by example and using the above standard operating principles or values as a framework for decision making and other actions • Demonstrate, communicate and embed the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively	**Committee Oversight & Scrutiny:** • Annual Governance Statement • Appointment, Management and Standards Committee role in standards matters for members • Independent persons appointed • Complaints, Compliments and Comments Policy in place and reported on annually to Committee • Arrangements for handling complaints against Members • Annual report of the Independent Persons **Corporate Policies and Strategies:** • Members' Code of Conduct • Register of Interests for Members and declarations of interests made at meetings and recorded in minutes • Officer Code of Conduct • Financial Regulations • Process in place for disclosure of Related Parties and Outside Interests • Contract Standing Orders • Declaration of Gifts and Hospitality for Members and Officers • Anti-fraud and Corruption Policy • Whistleblowing Policy • Local Protocol for Member and Officer Relations **Operational Procedures** • SDNPA Values and Competencies • SDNPA's Guiding Principles • Induction programme for new Members and staff including standards of behaviour expected • Annual performance appraisal for staff and members • Member/officer performance appraisal process • Procedures for dealing with conflicts of interests • Report template for decision making • Key processes audited and reported on
Demonstrate strong commitment to ethical values: • Seek to establish, monitor and maintain the organisation's ethical standards and performance • Underpin personal behaviour with ethical values and ensuring they	**Committee Oversight & Scrutiny:** • Member/officer performance appraisal process • Appointments, Management and Standards Committee • Memoranda of Understanding with various partners and Natural England Accord

permeate all aspects of the organisation's culture and operation • Develop and maintain robust policies and procedures which place emphasis on agreed ethical values • Ensure that external providers of services on behalf of the organisation are required to act with integrity and in compliance with ethical standards expected by the organisation	**Corporate Policies and Strategies:** • Members' and Officer Codes of Conduct • Whistleblowing Policy • Equality and Diversity Policy • Procurement guide • Recruitment Procedure • Contract Standing Orders • Treasury Management Policy & Annual Investment Strategy (Ethical Investment Statement) **Operational Procedures** • SDNPA Values and Competencies • SDNPA's Guiding Principles • Equality and Diversity Training • Report template requires consideration of ethical issues • Partnership management plan sets out approach to partnership working • Job descriptions • Staff competency framework • Treasury Management practices
Respect the rule of law • Ensure members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations • Create the conditions to ensure that the statutory officers, other key post holders, and members, are able to fulfil their responsibilities in accordance with legislative and regulatory requirements • Strive to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders • Deal with breaches of legal and regulatory provisions effectively • Ensure corruption and misuse of power are dealt with effectively	**Committee Oversight & Scrutiny:** • Statutory Officers appointed by the Full Authority • Committee structure in place with terms of reference • Monitoring Officer in place • Officer support for committees **Corporate Policies and Strategies:** • Whistleblowing policy • Financial Regulations, Contract Standing orders and Procurement Guide • Codes of conduct • Anti-fraud and corruption policy • Scheme of delegations **Operational Procedures** • Report templates set out legal considerations for all decisions • Member induction programme and development protocol • Provision of legal advice to officers and members to ensure compliance with law • Compliance with CIPFA's statement on the role of the Chief Finance Officer in Local Govt (CIPFA 2015) • Job descriptions • Internal and external audit • Annual Management Assurance statement to the External Auditor

	• Register of member and officer interests and related party interests

Principle B: Ensuring openness and comprehensive stakeholder engagement	
We will:	**Evidenced by:**
Be open • Ensure an open culture through demonstrating, documenting and communicating the organisation's commitment to openness • Make decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided • Provide clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear • Use formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action	**Committee Oversight & Scrutiny:** • Defra Circular • Partnership Management Plan • 2050 vision • Committee meetings held in public and authority and various committee meetings webcast • Publication of agendas and reports in line with Local Government Act 1972 requirements • Strategic session discussion • Chairman's briefings • Committee chairs and SMT discussions • Decision Records • Public participation at SDNPA meetings **Corporate Policies and Strategies:** • Communication and Engagement Strategy • Statement of Community Involvement • Financial Regulations and Standing Orders • Corporate Plan • Annual review • Complaints, Compliments and Comments Policy • Whistleblowing Policy • Publication Scheme • Access to information policy • SDNPA website (includes - publicly available information about who the Members are and what they do, who the officers are and how the public can input and influence Authority decisions) • Member Allowance Scheme • Citizens Panel **Operational Procedures** • SDNPA Guiding Principles • SDNPA Values and Competencies • Report template • Financial statements • Annual performance reporting • Information published in respect of expenditure over £250 • Tracking spreadsheets used for key public consultations recording changes as a result

	• of consultation • Publication of South Downs View • E-newsletter published
Engage with stakeholders • Effective engagement with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably • Develop formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively • Ensure that partnerships are based on: – trust – a shared commitment to change – a culture that promotes and accepts challenge among partners and that the added value of partnership working is explicit	**Committee Oversight & Scrutiny:** • Memoranda of Understanding with various partners including shared values and Natural England Accord • Statement of Community Involvement • Guidance to Members on outside bodies • South Downs Partnership • PMP review process **Corporate Policies and Strategies:** • Development of the National Park Partnership Management Plan • Corporate Plan • Communication Strategy **Operational Procedures** • National Park Authority performance indicators • Visitor survey • Formal mechanism for evaluation and learning from major pieces of work and important partnerships. • Tracking spreadsheets used for key public consultations recording changes as a result of consultation • Partnership protocol templates and guidance to support partnership working and aid transparency • Planning Customer Survey (undertaken in 2017)
Engage with individual citizens and service users: • Establish a clear policy on the type of issues that the organisation will meaningfully consult with or involve communities, individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes • Ensure that communication methods are effective and that members and officers are clear about their roles with regard to community engagement • Encourage, collection and evaluation the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs	**Committee Oversight & Scrutiny:** • Statement of Community Involvement • Complaints, Compliments and Comments reported on annually to Committee. • Memoranda of Understanding with various partners and Natural England Accord • Joint meetings between Authority Members and South Downs Partnership **Corporate Policies and Strategies:** • Corporate objectives and success measures (in the Corporate Plan) • Communication and Engagement Strategy • National Park Authority performance indicators • Performance Management Framework • Engagement programme for National Park Management Plan in development

• Implement effective feedback mechanisms in order to demonstrate how views have been taken into account • Balance feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity • Take account of the impact of decisions on future generations of tax payers and service users	• Rights of Way Accord • Local Access Forum **Operational Procedures** • Quarterly and annual performance reporting • Consultation on the development of the PMP, delivery framework and Local Plan. • Planning Service Customer Survey 2014 and associated action plan • Tracking spreadsheets used for key public consultations recording changes as a result of consultation • Citizens Panel • E-newsletter

Principle C:	
Defining outcomes in terms of sustainable economic, social and environmental benefits	
We will:	**Evidenced by:**
Define outcomes: • Have a clear vision, which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provide the basis for the organisation's overall strategy, planning and other decisions • Specify the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer • Deliver defined outcomes on a sustainable basis within the resources that will be available • Identify and manage risks to the achievement of outcomes • Manage service users' expectations effectively with regard to determining priorities and making the best use of the resources available	**Committee Oversight & Scrutiny:** • Statement of Community Involvement • Memoranda of Understanding with various partners and Natural England Accord • Performance reporting to Appointments, Management and Standards Committee • Purposes and Duty set out in legislation and incorporated into all strategic documents. **Corporate Policies and Strategies:** • Corporate Plan based on the shared vision for the SDNP agreed with partners • SDNP Vision (published following wide engagement with stakeholders and partners providing the strategic steer for the South Downs Management Plan, the Local Plan and for the development of a shared brand and identity for the National Park) • Publication of the Partnership Management Plan (PMP) including the development of measures as a basis for monitoring progress towards the achievement of the Vision • State of the Park Report • Risk Management approach • Local Development Scheme • Neighbourhood Plans **Operational Procedures** • 5 yearly review of PMP underway • South Downs Integrated Landscape Character Assessment • Local Plan (in development) • Annual review

	• Risk management processes
Consider the social, economic and environmental benefits: • Consider and balance the combined economic, social and environmental impact of policies and plans when taking decisions about service provision • Take a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation's intended outcomes and short-term factors such as the political cycle or financial constraints • Determine the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs • Ensure fair access to services	**Committee Oversight & Scrutiny:** • Considerations table as part of committee reports • Development of 5 year medium term financial strategy • Development of position statements on key topics **Corporate Policies and Strategies:** • Equalities policy and training • Annual Review • SDNPA Improvement plan which is regularly reviewed and includes key points raised via feedback and from other sources • Treasury management policy **Operational Procedures** • Approvals Process for Projects and project evaluation • Sustainability Action Plan • Volunteer Ranger Service Action Plan • Report template

Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes.	
We will:	Evidenced by:
Determining interventions: • Ensure decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and associated risks. Therefore ensuring best value is achieved however services are provided • Consider feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts	**Committee Oversight & Scrutiny:** • Strategic session discussions • Chairman's briefing • Committee chairs and SMT discussions **Corporate Policies and Strategies:** • Corporate Plan based on the shared vision for the SDNP agreed with partners • SDNP Vision published following wide engagement with stakeholders and partners providing the strategic steer for the South Downs • Management Plan, the Local Plan and for the development of a shared brand and identity for the National Park • Publication of the Partnership Management Plan (PMP) including the development of impact measures as a basis for monitoring progress towards the achievement of the Vision • Financial Regulations and Contract

	Standing orders **Operational Procedures** • Budget setting process • Committee reporting template and approvals process
Planning interventions: • Establish and implement robust planning and control cycles that cover strategic and operational plans, priorities and targets • Engage with internal and external stakeholders in determining how services and other courses of action should be planned and delivered • Consider and monitor risks facing each partner when working collaboratively, including shared risks • Ensure arrangements are flexible and agile so that the mechanisms for delivering goods and services can be adapted to changing circumstances • Establish appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured • Ensure capacity exists to generate the information required to review service quality regularly • Prepare budgets in accordance with objectives, strategies and the medium term financial plan • Inform medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy	**Committee Oversight & Scrutiny:** • South Downs Partnership • Annual budget processes • Corporate plan agreed by NPA • Committee review of Corporate Risk Register • Performance reporting to Committee **Corporate Policies and Strategies:** • Corporate Plan includes performance measures based, on the shared vision for the SDNP agreed with partners • PMP and South Downs Partnership • Corporate plan and budget setting cycles interlinked • Communication strategy • Risk management policy • Medium Term Financial Strategy **Operational Procedures** • Budget monitoring and performance monitoring undertaken on a regular basis by Operational Management Team. • Budget setting process driven by members and senior managers
Optimise achievement of outcomes: • Ensure the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints • Ensure the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term • Ensure the medium term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that	**Committee Oversight & Scrutiny:** • Budgets monitored by Committee • Annual budget setting process through workshops and Authority meetings • Link between budget process and Corporate Plan • PMP refresh undertaken with a member task and finish group • Social value implications act consideration for all decisions taken at committee. • Performance reporting to Committee • Project appraisals reported to Committee

may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage • Ensure the achievement of 'social value' through service planning and commissioning	**Corporate Policies and Strategies:** • Medium Term Financial Strategy • Corporate plan and budget setting cycles interlinked **Operational Procedures** • Social value implications of decisions part of standard reporting template • Budget setting process includes members and senior managers

Principle E: Developing the Authority's capacity, including the capacity of its leadership and the individuals within it.	
We will:	Evidenced by:
Develop capacity: • Review operations, performance and use of assets on a regular basis to ensure their continuing effectiveness • Improve resource use through appropriate application of techniques such as benchmarking and other options in order to determine how resources are allocated so that defined outcomes are achieved effectively and efficiently • Recognise the benefits of partnerships and collaborative working where added value can be achieved • Develop and maintain an effective workforce plan to enhance the strategic allocation of resources	**Committee Oversight & Scrutiny:** • Member Development Protocol and individual Member development meetings • Statement to bodies which appoint members as to what skills and perspectives would be most helpful (including diversity issues) • Organisational structure focussed on delivery model form PMP **Corporate Policies and Strategies:** • Member/officer induction and appraisal programmes • Learning and Development Policy for officers and individual staff • PMP performance monitoring • Improvement plan • IT strategy **Operational Procedures** • Appropriate job profiles used in recruitment • learning and development plans • Training events • Learning and Development Plan • Performance and development review scheme • Staff survey due to be undertaken in 2018 and associated action plan developed • E-learning platform with mandatory courses linked to annual performance review for all staff
Develop the capability of leadership: • Develop protocols to ensure that elected and appointed leaders negotiate with each	**Committee Oversight & Scrutiny:** • Committee Chairs and SMT meetings

other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained • Publish a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body • Ensure the leader and the chief executive have clearly defined and distinctive leadership roles within a structure whereby the chief executive leads in implementing strategy and managing the delivery of services and other outputs set by members and each provides a check and a balance for each other's authority • Develop the capabilities of members and senior management to achieve effective leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks • Ensure that there are structures in place to encourage public participation • Take steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections ,, Holding staff to account through regular performance reviews which take account of training or development needs • Ensure arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing	• South Downs Partnership • Job descriptions and performance and development review process for Members and officers, including the Chair of the SDNPA • Appointments, Management and Standards Committee Terms of reference • Standing orders contain scheme of delegations to to officers **Corporate Policies and Strategies:** • Member Development Protocol • Complaints, Compliments and Comments Policy • Chief Finance Officer support procured and compliance with both the *CIPFA Statement on the Role of the Chief Financial Officer in Local Government* and the *CIPFA Statement on the Role of the Head of Internal Audit in Public Service Organisations* • Monitoring Officer support contract in place • Financial Regulations and Standing Orders • Scheme of Delegation • Communication and Engagement Strategy • HR policies in place **Operational Procedures** • Conditions of employment • Contract management in respect of externally provided services • Member workshops on key issues • Leadership and Management development training • Advertising Member vacancies • Induction programme for all • Annual Member 1-2-1 process with Chair of the Authority

Principle F: Managing risks and performance through robust internal controls and strong public finance management	
We will:	**Evidenced by:**
Manage risk • Recognise that risk management is an integral part of all activities and must be considered in all aspects of decision making • Implement robust and integrated risk management arrangements and ensuring that they are working effectively • Ensure that responsibilities for managing individual risks are clearly allocated	**Committee Oversight & Scrutiny:** • Regular risk reporting to Committee **Corporate Policies and Strategies:** • Risk Management Strategy, risk register template and risk appetite statement • Insurance policies in place • Whistleblowing Policy • Anti-fraud and Corruption Policy • Health and Safety policies and procedures • ICT User Policy and information security policy in place • Treasury Management Policy **Operational Procedures** • Risk assessment as part of service planning • Corporate Risk Register reviewed by the Operational Management Team and SMT • Annual Management Assurance statement to the External Auditor
Manage performance • Monitor service delivery effectively including planning, specification, execution and independent post implementation review • Make decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook • Ensure an effective scrutiny or oversight function is in place which provides constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the organisation's performance and that of any organisation for which it is responsible (Or, for a committee system) Encouraging effective and constructive challenge and debate on policies and objectives to support balanced and effective decision making • Provide members and senior management with regular reports on service delivery plans and on progress towards outcome achievement. • Ensure there is consistency between	**Committee Oversight & Scrutiny:** • Chairs and SMT meetings • Chairman's briefings • Committee terms of reference **Corporate Policies and Strategies:** • Strategic sessions • Financial Regulations and Procedures • Standing Orders **Operational Procedures** • National Park Authority performance indicators reported quarterly or annually as appropriate including corrective action as necessary to relevant committees • Aspireview system in place monitoring performance against measures • Operational management team monitoring of performance • Statutory requirements for decision making met • Improvement Plan

specification stages (such as budgets) and post implementation reporting (eg financial statements)	
Develop robust internal control • Align the risk management strategy and policies on internal control with achieving objectives • Evaluate and monitor risk management and internal control on a regular basis • Ensure effective counter fraud and anti-corruption arrangements are in place • Ensure additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor • Ensure an audit committee or equivalent group/ function, which is independent of the executive and accountable to the governing body	**Committee Oversight & Scrutiny:** • Policy and Resources Committee with terms of reference reviewed annually • Independent members on the Policy and Resources Committee • Training for Committee members • Publication of reports and meeting minutes showing declarations of interest made • Statement of Community Involvement approved by the NPA • Risk management strategy • Audit plan agreed by Policy and Resources Cttee • Annual Governance Statement **Corporate Policies and Strategies:** • Standing Orders • Scheme of Delegation • Financial Regulations • Anti-fraud and corruption policy • Contract Standing Orders and Procurement Guide • Members' and Officer Codes of Conduct • Communication and Engagement Strategy • Complaints, Compliments and Comments Policy • Contract Standing Orders and Procurement Guide **Operational Procedures** • Policy framework kept under review by Operational Management team • Effective internal audit function resourced and maintained • Regular audit reporting
Manage data • Ensure effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data • Ensure effective arrangements are in place and operating effectively when sharing data with other bodies • Review and audit regularly the quality and accuracy of data used in decision making and performance monitoring	**Committee Oversight & Scrutiny:** • Major Project approval and monitoring by Committee • Performance data reported quarterly **Corporate Policies and Strategies:** • Security arrangements in place in IT contract • Information security policy • Acceptable use of ICT policy • GDPR Policies and practices implemented **Operational Procedures** • Aspireview systems for managing performance data

	• Data Protection Officer • Data protection toolkit • Training on data protection • Data processing agreements • Role of Research and Evidence Officer in validating data for PMP and other indicators • Methodology sheets developed for corporate plan measures and PMP indicators
Have strong public financial management • Ensure financial management supports both long term achievement of outcomes and short-term financial and operational performance • Ensure well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls	**Committee Oversight & Scrutiny:** • External Auditor's value for money opinion **Corporate Policies and Strategies:** • Chief Finance Officer support procured and compliance with both the *CIPFA Statement on the Role of the Chief Financial Officer in Local Government* and the *CIPFA Statement on the Role of the Head of Internal Audit in Public Service Organisations* • Financial statements • Financial Regulations and procedures • Medium Term Financial Strategy **Operational Procedures** • Quarterly budget monitoring reports • Annual budget and monitoring reports • Annual Statement of Accounts

Principle G: Implement good practice in transparency, reporting and audit to deliver effective accountability.	
We will:	**Evidenced by:**
Implement good practice in transparency • Write and communicate reports for the public and other stakeholders in a fair, balanced and understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate • Strike a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand	**Committee Oversight & Scrutiny:** • Statement of Community Involvement • Annual Governance Statement • Decision Records • SDNPA website **Corporate Policies and Strategies:** • Communication and Engagement Strategy • Standing Orders • Scheme of delegation • Complaints, Compliments and Comments Policy • Publication Scheme • Access to information policy **Operational Procedures** • SDNPA Guiding Principles • SDNPA Values and Competencies • Visitor survey • On-line South Downs Forum consultations • Tracking spreadsheets used for key public consultations recording changes as a result of consultation • Corporate Plan 2016-21 • Annual review • Financial statements • Annual performance reporting • Report template • Webcasting of meetings
Implement good practice in reporting • Report at least annually on performance, value for money and stewardship of resources to stakeholders in a timely and understandable way • Ensure members and senior management own the results reported • Ensure robust arrangements for assessing the extent to which the principles contained in this Framework have been applied and publishing the results on this assessment, including an action plan for improvement and evidence to demonstrate good governance (the annual governance statement) • Ensure that this Framework is applied to jointly managed or shared service organisations as appropriate • Ensure the performance information that	**Committee Oversight & Scrutiny:** • S151 officer reporting requirements • Annual Governance Statement **Corporate Policies and Strategies:** • Corporate Plan 2016-21 **Operational Procedures** • National Park Authority performance indicators reported quarterly or annually as appropriate including corrective action as necessary to relevant committees • Report template • Annual review • Financial statements • One page Summary of Corporate Plan

accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other, similar organisations	
Develop assurance and effective accountability • Ensure that recommendations for corrective action made by external audit are acted upon • Ensure an effective internal audit service with direct access to members is in place, providing assurance with regard to governance arrangements and that recommendations are acted upon • Welcome peer challenge, reviews and inspections from regulatory bodies and implementing recommendations • Gain assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement • Ensure that when working in partnership, arrangements for accountability are clear and the need for wider public accountability has been recognised and met	**Committee Oversight & Scrutiny:** • Audit Plan and reports to Policy and Resources Committee • Regular Attendance of internal and external audit at Policy and Resources Committee • Peer review undertaken in 2011 • Independent members appointed to Policy and Resources Committee • Annual Governance Statement • Statement of community involvement **Corporate Policies and Strategies:** • Internal audit function delivered by contract and meets PSIAS requirements • Risk Management Policy • SDNPA Risk Registers **Operational Procedures** • Audit actions are formally logged and followed up and reported to committee • OMT role in looking at audit recommendations as part of service improvement • Partnership protocol templates and guidance available to set out clearly how partnerships will work and respective responsibilities for partners