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South Downs National Park Authority

Local Code of Corporate Governance 2024

1.   Introduction

1.1   Corporate Governance has been defined *"…the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved."* (The International Framework: Good Governance in the Public Sector (CIPFA/IFAC, 2016))

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 (The Chartered Institute of Public Finance and Accountancy) and SOLACE (The Society of Local Authority Chief Executives and Senior Managers) 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 corporate values and key behaviours that staff and Members strive to demonstrate.

1.5   **Collaboration** – Working together we achieve more.

- We listen to understand

- We create opportunities for sharing knowledge, ideas and expertise

- We work together and deliver across teams and directorates

- We take collective ownership for creating a successful organisation

- We trust in each others' expertise

- We support our colleagues

1.6   **Innovation** – We encourage and support creativity, learning and adaptability.

- We promote progressive and creative thinking

- We acknowledge and learn from our mistakes

- We accept that implementing new ideas involves an element of risk taking

- We adopt and develop good ideas and best practices

1.7   **Respect** – We value each other and take responsibility for our behaviour.

- We respect and value people's differences

- We are honest and act with integrity

- We value other people's opinions

- We consider the impact of our behaviour on others

- We welcome the giving and receiving of supportive feedback

- We challenge inappropriate behaviour

- We communicate in a clear, timely and appropriate manner

1.8   In addition to these values, the Authority will act in accordance with the Nolan principles:

1. **Selflessness**: Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

2. **Integrity**: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

3. **Objectivity**: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

4. **Accountability**: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

5. **Openness**: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

6. **Honesty**: Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

7. **Leadership**: Holders of public office should promote and support these principles by leadership and example.

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 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 approved by the Policy and Resources Committee • 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 considered by the Independent Persons **Corporate Policies and Strategies:** • Member Code of Conduct • Register of Interests for Members and declarations of interests made at meetings and recorded in minutes • Officer Code of Conduct and associated declarations of interest • Financial Regulations • Contract Standing Orders • Register of Declarations of Gifts and Hospitality for Members and Officers • Anti-fraud and Corruption Policy • Whistleblowing Policy • Local Protocol for Member and Officer Relations • SDNPA Values and Competencies • SDNPA's Guiding Principles • Arrangements for managing conflicts of interest in place for Teckal Company **Operational Procedures** • Induction programme for new Members and staff including standards of behaviour expected • Annual performance appraisal for staff and Members • Procedures for dealing with perceived conflicts of interests • Report template for decision making • Key processes audited and reported on • Individual guidance issued to members in relation to managing standards issues. • Process in place for disclosure of Related Parties and Outside Interests

Demonstrate strong commitment to ethical values:	**Committee Oversight & Scrutiny:**
• Seek to establish, monitor and maintain the organisation's ethical standards and performance • Underpin personal behaviour with ethical values and ensuring they 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	• Appointments, Management and Standards Committee **Corporate Policies and Strategies:** • Memoranda of Understanding with various partners and Natural England Accord • Member and Officer Codes of Conduct • Whistleblowing Policy • Equality and Diversity Policy • Procurement strategy • Recruitment Procedure • Contract Standing Orders • Treasury Management Policy & Annual Investment Strategy (Ethical Investment Statement) • SDNPA Values and Competencies • SDNPA's Guiding Principles • Partnership management plan sets out approach to partnership working **Operational Procedures** • Member/officer performance appraisal process • Equality and Diversity Training • Report template requires consideration of ethical issues • Job descriptions • Staff competency framework • Treasury Management practices
Respect the rule of law	**Committee Oversight & Scrutiny:**
• Ensure members and staff demonstrate a strong commitment to the rule of 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	• 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 Strategy • Codes of conduct • Anti-fraud and corruption policy • Scheme of delegation • Establishment of Teckal Company with reserved matters set out in its Articles of Association • Operating agreement and Annual business plan for Teckal company approved by NPA as shareholder of the Company

	Operational Procedures • Report templates set out legal considerations for all decisions • Member induction programme and development programme • 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 • Engagement at national level with regards to reviews of available powers and their use

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:** • Authority and Committee meetings accessible to the public with various meetings webcast • Publication of agendas and reports in line with Local Government Act 1972 requirements • Member workshops • Decision Records • Public participation at SDNPA meetings **Corporate Policies and Strategies:** • Partnership Management Plan • 2050 vision • Communication and Engagement Strategy • Statement of Community Involvement • Financial Regulations and Standing Orders • Procurement Policy • Corporate Plan and annual action plan • Annual review • Complaints, Compliments and Comments Policy • Whistleblowing Policy • Publication Scheme • Access to information policy • Member Allowance Scheme • SDNPA Guiding Principles • SDNPA Values and Competencies

We Will:	Evidenced by:
	Operational Procedures • 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 • SDNPA website (includes - publicly available information including committee papers, who the Members are, what they do and their attendance at formal meetings, who the officers are and how the public can input and influence Authority decisions) • Farmer engagement workshops • Parish newsletters and member attendance at parish meetings • Programme of Parish workshops and webinars • Publication of South Downs View • E-newsletter and Planning 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:** • Oversight of projects with partners and stakeholders by Policy and Resources Committee **Corporate Policies and Strategies:** • Development of the National Park Partnership Management Plan • Corporate Plan • Communication and Engagement Strategy • Public affairs strategy • Memoranda of Understanding with various partners including shared values and Natural England Accord • Statement of Community Involvement • Guidance to Members on outside bodies **Operational Procedures** • South Downs Partnership acting as a shared vehicle for collaborative working and delivery across partners and sectors • National Park Authority performance indicators • Visitor surveys • 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

We Will:	Evidenced by:
	of consultation • Planning Customer Survey • Individual campaigns and communications activity • Parish workshops • Farmer workshops • Seven Sisters Country Park Stakeholder group
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 of the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs • 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	**Committee Oversight & Scrutiny:** • Complaints, Compliments and Comments reported on annually. • Meeting between Authority Members and South Downs Partnership • Endorsement of Whole Estate Plans by Policy and Resources Committee • Membership of Policy and Resources Committee expanded through additional Co-optees to broaden input from different communities into the committee deliberations **Corporate Policies and Strategies:** • Process in place for disclosure of Related Parties and Outside Interests • Statement of Community Involvement in relation to planning matters • Public Affairs Strategy • Memoranda of Understanding with various partners and Natural England Accord • Corporate objectives and success measures (in the Corporate Plan) • Communication and Engagement Strategy • National Park Authority performance indicators • Performance Management Framework • Rights of Way Accord **Operational Procedures** • Meetings with partner Local Authorities within the NP to discuss shared issues /priorities. • Engagement of youth ambassadors in the work of the NPA • Local Access Forum • Quarterly and annual performance reporting • Consultation on the review of the Local Plan • Planning Service Customer Survey and associated action plan • Tracking spreadsheets used for key public consultations recording changes as a result

We Will:	Evidenced by:
	of consultation • E-newsletter and planning 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:** • Partnership Management Plan (PMP), Corporate Plan (CP) and other strategic documents approved by NPA and/or committees **Corporate Policies and Strategies:** • Statement of Community Involvement in relation to planning matters • Memoranda of Understanding with various partners and Natural England Accord • Purposes and Duty set out in legislation and incorporated into all strategic documents. • Corporate Plan and associated action plan based on the shared vision for the SDNP agreed with partners • National Park 2050 vision • Publication of the 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 • Local Plan • Public Affairs Strategy • Operating agreement in place with Teckal company for the management of Seven Sisters Country Park **Operational Procedures** • 5 yearly review of PMP, Local Plan and CP • South Downs Integrated Landscape Character Assessment • 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	**Committee Oversight & Scrutiny:** • Considerations tabled as part of committee reports • Policy and Resources (P&R) Committee oversight of Corporate Risk Register • Membership of P&R Committee expanded through additional Co-optees to broaden input into the committee deliberations.

We will:	Evidenced by:
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	**Corporate Policies and Strategies:** • Development of 5 year medium term financial strategy • Development of position statements on key topics • EDI Action Plan and online training • Annual Review • Treasury management policy **Operational Procedures** • Approvals Process for Projects and project evaluation • Risk Register • Sustainability Action Plan • Support for South Downs Volunteering Network • Report template including sections to consider value for money, climate change objectives, social value, equality duty, human rights, crime and disorder, health and safety, and data protection implications. • Evidence base maintained to inform decision making • Application of Sandford Principle, as set out in the Environment Act 1995 Section 11A and following guidance in Circular 12/96, in decision making involving making every effort to reconcile any conflicts that may arise between the two National Park purposes, but if the conflict proves irreconcilable, attaching greater weight to the first purpose. • Role of Operational Management Team in project decision making and approval

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	**Committee Oversight & Scrutiny:** • SLT Strategic session discussions • Chair's briefing • Committee chairs and SLT discussions • Member workshops • Conduct of Authority and committee meetings enabling officers' presentation of reports for Member consideration and discussion. • Policy and Resources Committee oversight of complaints, compliments and comments. **Corporate Policies and Strategies:** • Corporate Plan

We will:	Evidenced by:
in mind future impacts	• SDNP Vision published following wide engagement with stakeholders and partners providing the strategic steer for the South Downs • Partnership Management Plan and review • Local Plan and review • Publication of the Partnership Management Plan including the development of impact measures as a basis for monitoring progress towards the achievement of the Vision • Financial Regulations and Contract Standing orders • Standing orders for Regulation of Authority Proceedings and Business **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 , taking into account the full cost of operations over the medium and longer term • Ensure the medium term financial strategy	**Committee Oversight & Scrutiny:** • South Downs Partnership • Annual budget processes involving approval by the NPA and oversight by the Policy and Resources Committee • Committee review of Corporate Risk Register • Performance reporting to Committee **Corporate Policies and Strategies:** • Partnership Management Plan including performance measures with 5-yearly review • Corporate Plan with annual action plans and 5-yearly review • Local Plan with 5-yearly review • • Social Value Act implications consideration for all decisions taken at committee. • Performance reporting to Committee • Project appraisals reported to Committee **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

We will:	Evidenced by:
sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that 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	
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 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	**Committee Oversight & Scrutiny:** • Budget monitored by Committee • Annual budget setting process through workshops and Authority meetings • Link between budget process and Corporate Plan • Social value implications considered for all decisions taken at committee. • Performance reporting to Committee • Project appraisals reported to Committee **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:** • PMP performance monitoring by Policy and Resources Committee **Corporate Policies and Strategies:** • Organisational structure focused on delivery model for PMP and Corporate Plan • Member/officer induction and appraisal programmes • Learning and Development Policy for officers • IT strategy • Establishment of Teckal company with ability to appoint independent directors **Operational Procedures** • Member Development Protocol and individual Member development meetings • Member Role Description

We will:	Evidenced by:
	• Appropriate job profiles used in recruitment • Learning and Development Plans • Training events • Performance and development review scheme • Staff survey and associated action plan developed • E-learning platform with mandatory courses linked to annual performance review for all staff • Member and staff induction programme
Develop the capability of leadership: • Develop protocols to ensure that elected and appointed leaders negotiate with each 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	**Committee Oversight & Scrutiny:** • Committee Chairs and SLT meetings • Appointments, Management and Standards Committee Terms of reference **Corporate Policies and Strategies:** • Job descriptions and performance and development review process for Members and officers, including the Chair of the SDNPA • Local Protocol for Member and Officer Relations • Member Development Protocol • Standing Orders contain scheme of delegations to officers and terms of reference for committees • Complaints, Compliments and Comments Policy • Financial Regulations and Standing Orders • Communication and Engagement Strategy • HR policies in place **Operational Procedures** • 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 • South Downs Partnership • Conditions of employment • Contract management in respect of externally provided services • Member workshops on key issues • Leadership and Management development training for officers • Advertising Member vacancies • Induction programme for all

We will:	Evidenced by:
	• Staff appraisal process and policy, including for the Chief Executive Officer with the Appointments, Management, and Standards Committee. • 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 • Annual Health and Safety reporting **Corporate Policies and Strategies:** • Risk Management Strategy, risk register template and risk appetite statement • Insurance policies • Whistleblowing Policy • Anti-fraud and Corruption Policy • Health and Safety policies and procedures • ICT User Policy and information security policy in place • Policy on use of corporate and non-corporate communication channels • Treasury Management Policy **Operational Procedures** • Risk assessment as part of service planning • Corporate Risk Register reviewed by the Operational Management Team, and SLT, and in regular risk register review meetings with Chair, Deputy Chairs and members of the Policy and Resources Committee. • Directorate Risk Registers reviewed by the individual directorate management teams • 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 • Encouraging effective and constructive challenge and debate on policies and objectives to support balanced and	**Committee Oversight & Scrutiny:** • Chairs and SLT meetings • Chair's briefings • Committee terms of reference include regular performance monitoring • P&R Committee annual review of effectiveness **Corporate Policies and Strategies:** • Financial Regulations and Procedures • Standing Orders **Operational Procedures** • Strategic sessions

We will	Evidenced by:
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 specification stages (such as budgets) and post implementation reporting (e.g. financial statements)	• National Park Authority performance indicators reported quarterly or annually as appropriate including corrective action as necessary to relevant committees • Appropriate systems in place to support monitoring performance against measures • Operational management team monitoring of performance • Statutory requirements for decision making met • Committee Report templates
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 co-opted 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 in relation to planning matters • Risk management strategy • Audit plan agreed by Policy and Resources Committee and regular audit reporting to Committee • Annual Governance Statement **Corporate Policies and Strategies:** • Standing Orders • Scheme of Delegation • Financial Regulations • Anti-fraud and corruption policy • Whistleblowing Policy • Contract Standing Orders and Procurement Strategy • Members' and Officer Codes of Conduct • Communication and Engagement Strategy • Complaints, Compliments and Comments Policy **Operational Procedures** • Policy framework kept under review by Operational Management team • Effective internal audit function resourced and maintained
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	**Committee Oversight & Scrutiny:** • Major Project approval and monitoring by Committee • Performance data reported quarterly **Corporate Policies and Strategies:** • Security arrangements in place in IT

We will	Evidenced by:
data with other bodies • Review and audit regularly the quality and accuracy of data used in decision making and performance monitoring	contract • Information security policy • Acceptable use of ICT policy • Data Protection Policies and practices implemented • Policy on use of corporate and non-corporate communication channels **Operational Procedures** • Systems for managing performance data • Data Protection Officer • Data protection policies in place • Report template including section on data protection implications • Training on data protection • Data processing agreements where appropriate • 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 • Quarterly budget monitoring reports to Committee • Annual budget approved by Authority • Annual Statement of Accounts approved by Committee **Corporate Policies and Strategies:** • Financial statements • Financial Regulations and procedures • Medium Term Financial Strategy **Operational Procedures** • 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*

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	**Committee Oversight & Scrutiny:** • Annual Governance Statement approved by Committee • Annual and quarterly performance reporting to Committee • Accessible report template

We will	Evidenced by:
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	• Decision Records • Webcasting of meetings **Corporate Policies and Strategies:** • Statement of Community Involvement • Communication and Engagement Strategy • Standing Orders • Scheme of delegation • Complaints, Compliments and Comments Policy • Publication Scheme • Code of Corporate Governance • Access to information policy • SDNPA Values and Competencies **Operational Procedures** • SDNPA website • Visitor survey • Tracking spreadsheets used for key public consultations • Corporate Plan • Annual review • Financial statements • Contributions to parish newsletters and attendance by members at parish meetings / AGMs • All published reports reviewed through accessibility filter to ensure compliance
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 accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other, similar organisations	**Committee Oversight & Scrutiny:** • Annual and quarterly performance reporting to Committee • S151 officer reporting requirements • Annual Governance Statement approved by Committee **Corporate Policies and Strategies:** • Corporate Plan **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 document • Financial statements • Summary versions of Corporate Plan and Partnership Management Plan

Develop assurance and effective accountability	**Committee Oversight & Scrutiny:**
• 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	• "Internal Audit Strategy, Annual Audit Plan and Charter approved by Policy and Resources Committee with regular audit progress reporting • Regular Attendance of internal and external audit at Policy and Resources Committee • Independent (co-opted) members appointed to Policy and Resources Committee **Corporate Policies and Strategies:** • Annual Governance Statement • Statement of community involvement • Internal audit function delivered by contract and meets PSIAS requirements with an independent assessment of the internal audit function undertaken every 5 years. • Risk Management Policy • Oversight of operating agreement with the Authority's Teckal company and performance monitoring against agreed KPIs undertaken by Policy and Resources Committee • Risk Registers **Operational Procedures** • Audit actions are formally logged and followed up and reported to committee