

APPENDIX 1

SOUTH RIBBLE BOROUGH COUNCIL

LOCAL CODE OF CORPORATE GOVERNANCE

MARCH 2017

South Ribble Borough Council

Local Code of Corporate Governance (2017)

1. Introduction

The "Local Code of Corporate Governance" (the Local Code) sets out and describes the Council's commitment to corporate governance and identifies the arrangements that have been developed and maintained to encompass all aspects of the Council's work. The Local Code was first adopted by Council in July 2005. Since that time the governance environment as described in the code has underpinned the Council's annual governance statement. The purpose of the annual governance review process is to provide assurance and an improvement process for the Council's governance and internal control arrangements. The code includes a framework that we use to evaluate compliance with good governance standards.

2. Background

In 2004, the Independent Commission on Good Governance in Public Services published a set of common principles for all public services to adopt. This drew together the principles originally identified by Cadbury and Nolan and built on them with more recent governance work. It is similar to the private sector's Combined Code and is referred to as the Good Governance Standard for Public Services. The 6 core principles have been further adapted for the local authority context and the framework provides the basis for each council to develop and maintain their own local code of governance. This framework entitled "Delivering Good Governance in Local Government" was first published by the Chartered Institute of Public Finance and Accountancy and the Society of Local Authority Chief Executives and Senior Managers (CIPFA/SOLACE) late in 2007. This framework has been reviewed by CIPFA and Solace in 2015 and a revised framework published in spring 2016, which now has 7 core principles.

South Ribble Borough Council is committed to the principles of good corporate governance and wishes to confirm its ongoing commitment and intentions through the continued maintenance of its Local Code, therefore this review (2017) includes the latest guidance from CIPFA.

In addition, the Council is required to publish an Annual Governance Statement (AGS) that has the legal backing of Regulation 10(1)(b) of the Accounts and Audit Regulations 2015. The degree to which South Ribble Borough Council follows its governance principles as defined in its local code will be declared in the AGS.

3. What is Corporate Governance?

Each local authority operates through a governance framework. It is an interrelated system that brings together an underlying set of legislative requirements, governance principles and management processes. For the purpose of this Local Code, South Ribble Borough Council has accepted the definition of Corporate Governance as stated within the CIPFA/SOLACE document entitled "Delivering Good Governance in Local Government", as follows:-

"Governance is about how local government bodies ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.

It comprises the systems and processes, and cultures and values, by which local authorities are directed and controlled and through which they account to, engage with and, where appropriate, lead their communities".

South Ribble Borough Council recognises that effective local government relies upon establishing and maintaining the public's confidence in both the elected Members and officials, and that it underpins credibility and confidence in the services that we provide. Good governance means focusing on outcomes for citizens and service users.

In addition, South Ribble Borough Council recognises that the setting of high standards, promoting and demonstrating the values of good governance through behaviour provide a clear and demonstrable lead to both our existing and potential partners.

Therefore good governance provides the basis of effective community governance.

4. South Ribble Borough Council's Aims and Values

The Council's vision is:

"South Ribble a great place to live, work, visit and play".

The Council's corporate priorities are:

- **A clean, green and safe environment**
- **A strong South Ribble in the heart of a prosperous Central Lancashire**
- **Strong and Healthy Communities**
- **An efficient, effective and exceptional council**

South Ribble Borough Council's core values are the key principles that underpin everything we do to achieve our vision.

Our five core values are:

- **Integrity**
- **Positive Attitude**
- **Learning Organisation**
- **Teamwork**
- **Excellence**

The Council believes that it works extremely hard to balance the needs and wishes of local people within the tightly controlled resources we have available to us.

The Council takes into account the wishes of local people, national, regional and local shared priorities. It is in this way that the needs and priorities of our local communities are reflected in the Corporate Plan. The Corporate Plan sets out the key activities to deliver the Council's objectives, values and improvement of services to ensure a good quality of life for everyone who lives, works in and visits our borough.

5. South Ribble Borough Council's Framework for Corporate Governance

South Ribble Borough Council fully supports the fundamental principles of good corporate governance, namely, **openness and inclusiveness, integrity and accountability** and these are reflected in the Council's Constitution.

Openness and Inclusiveness are required to ensure that all stakeholders can have confidence in decision-making, management processes and individuals within the Council. Being open through genuine consultation and providing access to accurate and clear information leads to effective and timely action and lends itself to necessary scrutiny. Openness also involves an inclusive approach, with all stakeholders having the opportunity to engage effectively with the decision making process and actions of the Council. It requires an outward focus and a commitment to partnership working.

Integrity

Integrity is also one of the Council's core values. It is based on honesty, selflessness and objectivity and involves high standards of propriety and probity on the part of those entrusted with the stewardship of public funds and the management of the Council's affairs. It is dependent on the effectiveness of the control framework and on the standards and professionalism of both elected members and officers. It is reflected in the Council's decision making procedures, in its service delivery and in the quality of its financial and corporate performance reporting.

Accountability

Accountability is the process by which the Council, and its elected members and officers, are held responsible for their actions and decisions. They submit themselves to appropriate internal and external scrutiny. Accountability is achieved by all parties having a good understanding of their responsibilities within a robust structure with clearly defined roles.

Leadership

The concept of leadership overarches all the principles of good governance and is vital if the principles are to be adhered to. The Council undertakes to exercise leadership through:

- Informed decision making and transparent actions that provide a vision and leadership for the local community; and:-
- By elected members and officers acting in accordance with high standards of conduct therefore leading by example.

Dimensions of Council Business

To comply with the principles of corporate governance, it is important that these principles are reflected in each dimension of the Council's business. The following seven core principles are taken from Delivering Good Governance in Local Government Framework (2016):

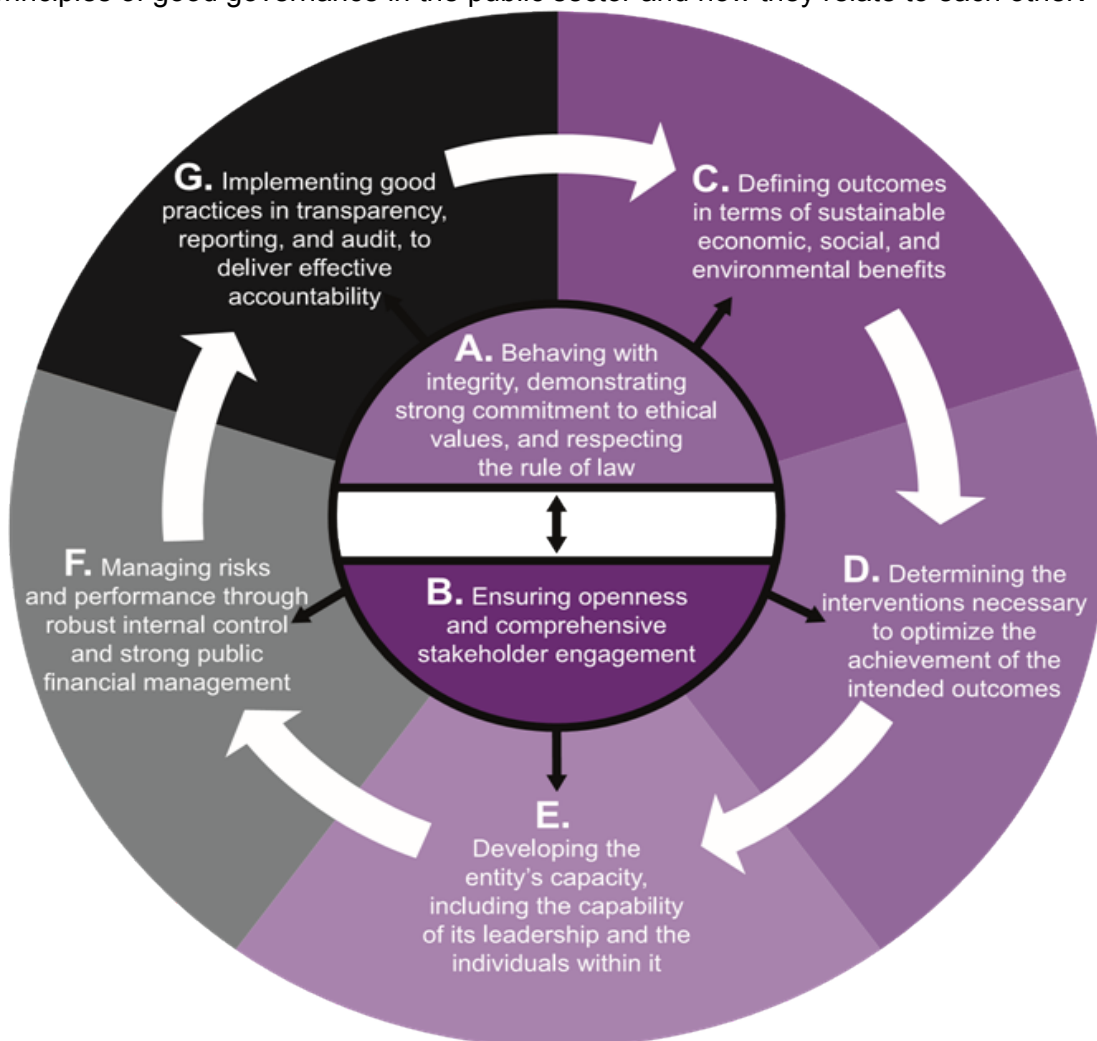
- **Good governance means behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**
- **Good governance means ensuring openness and comprehensive stakeholder engagement**

- **Good governance means defining outcomes in terms of sustainable economic, social, and environmental benefits**
- **Good governance means determining the interventions necessary to optimise the achievement of the intended outcomes**
- **Good governance means developing the entity’s capacity, including the capability of its leadership and the individuals within it**
- **Good governance means managing risks and performance through robust internal control and strong public financial management**
- **Good governance means implementing good practices in transparency, reporting, and audit to deliver effective accountability**

The following framework describes how each of these areas is addressed within the Council.

Framework for the Local Code

The diagram below, taken from the International Framework: Good Governance in the Public Sector (CIPFA/IFAC, 2014) (the ‘International Framework’), illustrates the various principles of good governance in the public sector and how they relate to each other.



A. Good governance means behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.

To achieve this we aim to:

Behave with integrity to;

- ensure that 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 that members take the lead in establishing specific standard operating principles and values for the council and its staff and that they are communicated and understood
- lead by example using the standard operating principles and values as a framework for decision making and other actions
- demonstrate, communicate and embed the standard operating principles and values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively

Demonstrate strong commitment to ethical values by;

- seeking to establish, monitor and maintain the council's ethical standards and performance
- underpinning personal behaviour with ethical values and ensure they permeate all aspects of the council's culture and operation
- developing and maintaining robust policies and procedures which place emphasis on agreed ethical values
- ensuring that external providers of services on behalf of the council are required to act with integrity and in compliance with high ethical standards expected by the council

Respect the rule of law by;

- ensuring that members and staff demonstrate a strong commitment to the rule of law as well as adhering to relevant laws and regulations
- creating 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
- striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders
- dealing with breaches of legal and regulatory provisions effectively
- ensuring that corruption and misuse of power are dealt with effectively.

In order to achieve our aims we will:

ensure that the Council's leadership sets a tone for the Council by creating a climate of openness, support and respect;

ensure that standards of conduct and personal behaviour expected of members and officers, of work between them and between the authority, its partners and the community are defined and communicated through codes of conduct and protocols;

maintain arrangements to ensure that members and employees of the Council are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice;

maintain shared values including leadership values for both the organisation and employees reflecting public expectations, and communicate these with members, officers, the community and partners;
ensure that systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness;
maintain an effective standards committee;
use the Council's shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the Council;
in partnering arrangements agree a set of values against which decision making and actions can be judged. Such values must be demonstrated by partners' behaviour both individually and collectively.

B. Good governance means ensuring openness and comprehensive stakeholder engagement

To achieve this we aim to:

Be Open;

- ensuring an open culture through demonstrating, documenting and communicating the council's commitment to openness
- making 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
- providing 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
- using formal and informal consultation and engagement to determine the most appropriate and effective interventions/courses of action

Engage comprehensively with institutional stakeholders;

- engaging effectively 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
- developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively
- ensuring 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

Engage stakeholders effectively, including individual citizens and service users;

- establishing a clear policy on the type of issues that the council will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service provision is contributing towards the achievement of intended outcomes
- ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement
- encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs
- implementing effective feedback mechanisms in order to demonstrate how views have been taken into account
- balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity
- taking account of the interests of future generations of tax payers and service users.

In order to achieve our aims we will:

ensure that the Council's vision is delivered through the corporate plan and that it is clearly consulted, articulated and disseminated to all key stakeholders

ensure that clear channels of communication are in place to enable the Council to engage with all sections of the community effectively and put in place monitoring arrangements to ensure effective operation;

consider all stakeholders to whom the Council is accountable and assess the effectiveness of the relationships and any changes required; These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands;

hold meetings in public unless there are good reasons for confidentiality;
maintain a clear policy that supports consultation and engagement with the public and service users including an appropriate feedback mechanism for those consultees to demonstrate what has changed as a result;
publish an annual performance plan giving information on the Council's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users;
Scrutiny Committee to have clear responsibilities including accountability for external and community aspects;
produce regular reports on the activity of the scrutiny function;
ensure that the Council as a whole is open and accessible to the community, service users and its employees. That it is committed to openness and transparency in all its dealings, including partnerships, subject only to the need to preserve confidentiality where it is proper and appropriate to do so;
maintain a clear policy on how employees and their representatives are consulted and involved in decision making.

C. Good governance means defining outcomes in terms of sustainable economic, social, and environmental benefits

To achieve this we aim to:

Define outcomes;

- having a clear vision, which is an agreed formal statement of the council's purpose and intended outcomes containing appropriate performance indicators, which provide the basis for the council's overall strategy, planning and other decisions
- specifying 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
- delivering defined outcomes on a sustainable basis within the resources that will be available
- identifying and managing risks to the achievement of outcomes
- managing service users expectations effectively with regard to determining priorities and making the best use of the resources available

Provide sustainable economic, social and environmental benefits;

- considering and balancing the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision
- taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the council's intended outcomes and short-term factors such as the political cycle or financial constraints
- determining 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
- ensuring fair access to services.

In order to achieve our aims we will:

promote and review the Council's purpose and vision;

review on a regular basis the Council's governance arrangements;

foster effective relationships and partnerships with the public, private, community and voluntary sectors;

ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties;

decide how the quality of service for users is to be measured and make sure that the information needed to regularly review service quality is available;

put in place effective arrangements to identify and deal with failure in service delivery;

decide how value for money is to be measured and make sure that the Council or partnership has the information needed to review value for money and performance effectively;

measure the impact of policies, plans and decisions on the community and its environment.

D. Good governance means determining the interventions necessary to optimise the achievement of the intended outcomes

To achieve this we aim to:

Determine interventions;

- ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore ensuring best value is achieved however services are provided
- considering 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.

Plan interventions;

- establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets
- engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered
- considering and monitoring risks facing each partner when working collaboratively including shared risks
- ensuring arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances
- establishing 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
- ensuring capacity exists to generate the information required to review service quality regularly
- preparing budgets in accordance with council objectives, strategies and the medium term financial plan
- informing medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy

Optimise the achievement of intended outcomes;

- ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints
- ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term
- ensuring 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
- ensuring the achievement of 'social value' through service planning and commissioning. The Public Services (Social Value) Act 2012 states that this is 'the additional benefit to the communityover and above the direct purchasing of goods, services and outcomes'.

In order to achieve our aims we will:

Ensure that there are on-going discussions between members and officers on the information needs of members to ensure considered and robust decision making

Ensure members understand what information they may ask for and associated timescales; if need be develop a protocol to cover this

Ensure that our Scheme of Delegation is fit for purposes and is complied with

Ensure that accurate and detailed records of all decisions are maintained together with supporting material
Ensure (wherever practicable) that decision makers are advised appropriately on all available options
Have a robust Financial strategy
Have detailed Neighbourhood Forum Plans
Have a robust Corporate Risk Register
Ensuring that the social value dimension is covered by any major procurement exercise that is carried out; ensuring that up to date and accurate advice is contained within our procurement guidance documents
Wherever appropriate develop and report on Key Performance Indicators for service areas and report against them

E. Good governance means developing the council's capacity, including the capability of its leadership and the individuals within it

To achieve this we aim to:

Develop the council's capacity;

- reviewing operations, performance use of assets on a regular basis to ensure their continuing effectiveness
- improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the council's resources are allocated so that outcomes are achieved effectively and efficiently
- recognising the benefits of partnerships and collaborative working where added value can be achieved
- developing and maintaining an effective workforce plan to enhance the strategic allocation of resources

Develop the capability of the council's leadership and other individuals;

- developing 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
- publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body
- ensuring the leader and the chief executive have clearly defined and distinctive leadership roles within a structure whereby the chief executive leads the council 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
- developing the capabilities of members and senior management to achieve effective shared leadership and to enable the council to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by;
 - ensuring members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged
 - ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis
 - ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external
- ensuring that there are structures in place to encourage public participation
- taking 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
- ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing.

In order to achieve our aims we will:

provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis;

ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the Council;
assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively;
develop skills on a continuing basis to improve performance, including the ability to scrutinise and challenge and to recognise when outside expert advice is needed;
ensure that effective arrangements are in place for reviewing the performance of Cabinet and other committees and their membership and agreeing action to address any training or development needs;
ensure that effective arrangements are in place to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the Council;
ensure that career structures are in place for members and officers to encourage participation and development.
In order to achieve our aims we will detail within the Constitution:
a clear statement of the respective roles and responsibilities of the Cabinet and of each cabinet member individually and the authority's approach towards putting this into practice;
a clear statement of the respective roles and responsibilities of each committee, elected members generally and of senior officers;
a clear statement of the role of Scrutiny including overview of Council activity and responsibility for holding Cabinet to account.
a scheme of delegation and reserve powers including a formal schedule of those matters specifically reserved for collective decision by full Council taking account of relevant legislation, and ensuring that it is monitored and updated when required;
a chief executive responsible and accountable to the authority for all aspects of operational management;
a protocol to ensure that the leader and chief executive share a clear understanding of their roles and objectives;
a senior officer (the S151 officer) responsible to the authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control;
a senior officer (the monitoring officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with;
protocols to ensure effective communication between members and officers in their respective roles;
we will also:
set out terms and conditions for remuneration of members and officers and an effective structure for managing the process including an effective member remuneration panel;
ensure that effective mechanisms exist to monitor service delivery;
ensure that the organisation's vision, strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other key stakeholders, and that they are clearly articulated and disseminated;
when working in partnership we will:
ensure that members are clear about their roles and responsibilities (both individually and collectively) to the partnership and to the authority;
ensure that there is clarity about the legal status of the partnership;

ensure that representatives or organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions.

F. Good governance means managing risks and performance through robust internal control and strong public financial management

To achieve this we aim to:

Manage risk;

- recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making
- implementing robust and integrated risk management arrangements and ensure that they are working effectively
- ensuring that responsibilities for managing individual risks are clearly allocated

Manage performance;

- monitoring service delivery effectively including planning, specification, execution and independent post implementation review
- making decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the council's financial, social and environmental position and outlook
- ensuring an effective scrutiny or oversight function is in place which encourages effective and constructive challenge and debate on policies and objectives to support balanced and effective decision making thereby enhancing the council's performance and that of any organisation for which it is responsible
- providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement
- ensuring that there is consistency between specification stages (such as budgets) and post implementation reporting (eg. Financial statements)

Have robust systems of internal control;

- aligning the risk management strategy and policies on internal control with achieving the objectives
- evaluating and monitoring the council's risk management and internal control on a regular basis
- ensuring effective counter fraud and anti-corruption arrangements are in place
- ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor
- ensuring an audit committee which is independent of the executive and accountable to the governing body;
 - provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment
 - that its recommendations are listened to and acted upon

Manage data;

- ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data
- ensuring effective arrangements are in place and operating effectively when sharing data with other bodies
- reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring

Provide strong public financial management;

- ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance

- ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls

In order to achieve our aims we will:

maintain an effective scrutiny function which encourages constructive challenge and enhances the Council's performance overall and that of any organisation for which it is responsible;

maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based;

maintain arrangements to safeguard members and employees against conflicts of interest and processes to ensure that they continue to operate in practice;

develop and maintain an effective audit / governance committee which is independent of the executive and scrutiny functions, and responsible for the Council's governance and control matters;

ensure that a senior officer with responsibility for internal audit champions best practice and provides an objective opinion on all aspects of governance, risk management and internal control;

ensure that the Council maintains an effective, transparent and accessible complaints process;

ensure that those making decisions whether for the Council or a partnership are provided with information that is fit for the purpose; i.e. relevant, timely and gives clear explanations of technical issues and their implications;

ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately;

ensure that risk management is embedded into the culture of the Council, with members and managers at all levels recognising that risk management is part of their jobs;

ensure that effective arrangements for whistleblowing are in place to which officers and all those contracting with or appointed by the authority have access;

observe all relevant legislative requirements and restrictions placed upon the Council, but strive to utilise the legislative powers to the full benefit of the community;

comply with both the specific requirements of legislation and the general responsibilities placed on the Council by public law;

observe all the requirements of general law, and in particular integrate the key principles of good administrative law – rationality, legality and natural justice – into procedures and decision-making processes;

G. Good governance means implementing good practices in transparency, reporting, and audit to deliver effective accountability

To achieve this we aim to:

Implement good practice in transparency;

- writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate
- striking 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.

Implement good practices in reporting;

- reporting at least annually on performance, value for money and the stewardship of its resources
- ensuring members and senior management own the results
- ensuring robust arrangements for assessing the extent to which the principles contained in the Framework have been applied and publishing the results on this assessment including an action plan for improvement and evidence to demonstrate good governance (annual governance statement)
- ensuring the Framework is applied to jointly managed or shared service organisations as appropriate
- ensuring 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.

Provide assurance and effective accountability;

- ensuring that recommendations for corrective action made by external audit are acted upon
- ensuring an effective internal audit service with direct access to members is in place which provides assurance with regard to governance arrangements and recommendations are acted upon
- welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations
- gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement
- ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met.

In order to achieve our aims we will:

maintain a user friendly and up to date Website

ensure that the Council's vision is delivered through the corporate plan and that it is clearly consulted, articulated and disseminated to all key stakeholders

maintain a clear policy that supports consultation and engagement with the public and service users including an appropriate feedback mechanism for those consultees to demonstrate what has changed as a result;

ensure that the Council as a whole is open and accessible to the community, service users and its employees. That it is committed to openness and transparency in all its dealings, including partnerships, subject only to the need to preserve confidentiality where it is proper and appropriate to do so;

wherever possible use plain English when writing reports

An annual report to council on performance, value for money and the use of resources – such report to be approved and owned by Senior Management Team and members
Provide Annual financial statements
Provide Annual Governance Statement
Demonstrate how positive improvements have followed on from any external audit recommendations
Compliance with CIPFA's Statement on the Role of the Head of Internal Audit
Compliance with Public Sector Internal Audit Standards
Have an effective and robust Community Strategy

SOUTH RIBBLE BOROUGH COUNCIL CORPORATE GOVERNANCE FRAMEWORK
Principles, Statutory Obligations and Corporate Objectives

