

## APPENDIX D

### How we will apply the Principles of Good Governance

*Principle 1: Focusing on the purpose of the Authority; outcomes for the Community and creating and implementing a vision for the local area.*

Ref	Action	Evidenced by
1.1	We have formally established and documented responsibilities for statutory obligations, and they are available for public view	<ul style="list-style-type: none"> <li>• <a href="#">City Constitution</a>: Strategic Director and Head of Service Operational delegations and Proper Officer and Statutory Appointments – clear where there are specific statutory roles e.g. Director of Children's Services</li> <li>• <a href="#">City Constitution</a>: Committee Terms of Reference and responsibilities of Portfolio holders</li> <li>• <a href="#">City constitution</a>: statutory plans and strategies – Annual Library Position Statement, Children and Young People's Plan, Community Strategy, Crime and Disorder Reduction Strategy, Local Transport Plan, plans and strategies which together comprise the Town and Country Planning Development Plan, Youth Justice Plan.</li> <li>• Job Descriptions of key officers</li> <li>• Structure Charts</li> </ul>
1.2	We have effective procedures to comply with legislation and to: <ul style="list-style-type: none"> <li>• Identify;</li> <li>• Evaluate;</li> <li>• Communicate;</li> <li>• Implement;</li> <li>• Comply with; and</li> <li>• Monitor any legislative changes</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Selection and recruitment processes to appoint suitably qualified and experienced employees</a></li> <li>• Induction training given to all staff</li> <li>• Inspection of all reports to Members by the City Solicitor for legal matters</li> </ul>
1.3	We take action where there are areas of non-compliance with either our processes or with legislation	<ul style="list-style-type: none"> <li>• Internal and external audit reports to the <a href="#">Governance and Audit Committee</a></li> </ul>
1.4	We consult with our stakeholders on our priorities and objectives	<ul style="list-style-type: none"> <li>• Published results from our consultation exercises</li> <li>• The <a href="#">Vision for Portsmouth</a> (community strategy) has been adopted by PCC and partners, based on residents' priorities</li> <li>• PCC administer the <a href="#">Local Strategic Partnership</a>, which is consulted as it is the umbrella for every organisation that has a</li> </ul>

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		role in the City and this informs the high level priorities. The community sector is represented on the LSP.
1.5	Our priorities and organisational objectives have been agreed	<ul style="list-style-type: none"> <li>• Approved and published <a href="#">Corporate Plan 2010-2013</a> that takes account of consultation and local and national priorities</li> <li>• Priorities and objectives in our strategic partnerships are aligned with our corporate priorities and objectives</li> </ul>
1.6	Our priorities and objectives are aligned to principal statutory obligations and relate to available funding	<ul style="list-style-type: none"> <li>• <a href="#">Medium Term Resource Strategy (MTRS)</a> takes into account our priorities</li> <li>• Financial plans and budgets take account of partnership contributions and income streams</li> <li>• Realignment of LSP priorities to fit with resource allocations</li> </ul>
1.7	Our objectives are reflected in departmental plans and are clearly matched with associated budgets	<ul style="list-style-type: none"> <li>• <a href="#">MTRS</a></li> <li>• Guidance on the preparation of both budgets and service business plans is issued annually to Services and has been updated for 2011/12</li> <li>• Performance targets on both budgets and service plans are reported to the Cabinet and Strategic Directors Board on a quarterly basis as well as to the <a href="#">Governance and Audit Committee</a></li> </ul>
1.8	Our objectives are clearly communicated to our staff and stakeholders including our partners	<ul style="list-style-type: none"> <li>• <a href="#">Flagship</a> magazine published 5 times a year and distributed to Portsmouth Residents. Copies available from Civic Offices and on the PCC website</li> <li>• <a href="#">Link</a> magazine issued quarterly to staff – available on staff Intranet</li> <li>• Key plans and indicators are available on the PCC Website</li> <li>• The <a href="#">Corporate Plan</a>, <a href="#">Community Strategy</a> (and LSP priorities), core policies and strategies are all available on PCC's Website.</li> <li>• Embedded as part of the staff appraisal process: Service Plan objectives link to the <a href="#">Corporate Plan</a> Objectives and</li> </ul>

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		<p>Performance Development Reviews link to the Service Plan objectives.</p> <ul style="list-style-type: none"> <li>The Delivery Board of the LSP receives performance reports on a regular basis from PCC</li> </ul>
1.9	We have established and published a Local Code of Corporate Governance, and put in place review and monitoring arrangements	<ul style="list-style-type: none"> <li><a href="#">Local Code</a> available on our Website</li> <li>Approved by Council</li> <li>Reviewed and monitored by a corporate group of Officers and reported regularly to Members as part of the Annual Governance Statement process and performance monitoring</li> </ul>
1.10	We have a committee charged with governance responsibilities	<ul style="list-style-type: none"> <li>The <a href="#">Governance and Audit Committee</a> is charged with governance responsibilities and have terms of reference</li> </ul>
1.11	We provide governance training to key officers, and all members and staff are made aware of corporate governance	<ul style="list-style-type: none"> <li>A programme of <a href="#">Risk Management</a> training is on-going</li> <li><a href="#">Financial Rules</a> training is on-going</li> <li><a href="#">Governance and Audit Committee</a> have received specific training</li> </ul>
1.12	<p>We have clear policies and codes of conduct which Members and Officers must sign up to, which demonstrate:</p> <ul style="list-style-type: none"> <li>Accountability;</li> <li>the cultural standard of good public behaviour;</li> <li>openness;</li> <li>and have clear policies on how concerns can be raised and what action we will take</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Anti Fraud and corruption policy</a> and response plan</li> <li><a href="#">Whistleblowing policy</a> and response plan</li> <li>Codes of Conduct for <a href="#">Members</a> and <a href="#">officers</a></li> <li><a href="#">Register of Interests</a></li> <li><a href="#">Register of Gifts and Hospitality</a> – available for public viewing on PCC website</li> <li><a href="#">Complaints Procedure</a></li> </ul>
1.13	<p>We have a clearly defined performance management framework which identifies:</p> <ul style="list-style-type: none"> <li>All sources of performance measure</li> <li>Named responsible person for achieving the performance measure</li> <li>Person responsible for collating the data</li> </ul>	<ul style="list-style-type: none"> <li>Data for the Corporate Scorecard is available on the web, as part of quarterly monitoring reports to Cabinet and <a href="#">Governance and Audit Committee</a></li> <li>Budget and performance monitoring reports are presented to SDB quarterly and to the Leader every month.</li> <li>The <a href="#">Performance Management Framework</a> is currently being</li> </ul>

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	<ul style="list-style-type: none"> <li>• Who determines and approves the performance measure</li> <li>• Who receives reports on performance and how often</li> <li>• How data quality is assured including how performance data is captured and its integrity maintained</li> <li>• How poor performance is addressed</li> <li>• How performance is driven upwards over time</li> </ul>	<p>reviewed</p> <ul style="list-style-type: none"> <li>• Reports from internal and external reviews of performance management</li> <li>• Service reviews</li> <li>• Strategic partnership annual reports</li> <li>• <a href="#">Risk Management</a> process linked to performance and objectives</li> <li>• Corporate Capital Strategy linked to corporate objectives and <a href="#">MTRS</a></li> <li>• Asset management plan</li> <li>• Financial monitoring reports/targets</li> <li>• Budget monitoring and review</li> </ul>
1.14	We have established key performance indicators which are regularly monitored and action taken to improve performance	<ul style="list-style-type: none"> <li>• <a href="#">Service business plans</a></li> <li>• Regular reports by Services to Departmental Management Teams on progress</li> <li>• Local indicators are reported to Members</li> <li>• Regular reports are presented to Members on the key performance indicators</li> <li>• Internal and external audit reports</li> <li>• Other External inspector reports e.g. Ofsted, CSCI</li> <li>• Comparison with peer authorities</li> <li>• The <a href="#">Corporate Plan</a> contains performance trend analysis.</li> <li>• Regular review of performance management. The Strategy is now on its third update in the last five years.</li> </ul>
1.15	We have developed a purpose and vision which is promoted to others	<ul style="list-style-type: none"> <li>• We have a <a href="#">Corporate Plan</a> (PCC) and a <a href="#">Community Strategy</a> (LSP), which are published on the internet and promoted internally and externally</li> </ul>
1.16	Our annual report is published on a timely basis detailing our activities and achievements, financial position and performance	<ul style="list-style-type: none"> <li>• Annual report</li> <li>• <a href="#">Annual financial statements</a></li> <li>• Published on the internet</li> </ul>
1.17	We have a procedure to deal with failure in service delivery	<ul style="list-style-type: none"> <li>• <a href="#">Complaints procedure</a> for specific isolated failures including a regulated process for Social Services</li> </ul>

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1.18	We have a process to measure value for money	<ul style="list-style-type: none"> <li>• Part of the ongoing performance management framework</li> <li>• Performance plan results</li> <li>• Data quality</li> <li>• Benchmarking</li> <li>• Trend analysis</li> <li>• Joint procurement arrangements</li> <li>• Need to add in role of CFO – financial advice &amp; ensures authority provides prudential financial framework</li> </ul>
1.19	The environmental impact of policies plans and decisions are routinely considered	<ul style="list-style-type: none"> <li>• Considered but not routinely undertaken - action required</li> <li>• Environmental Impact Statements as part of planning decisions</li> <li>• Consideration as part of capital schemes</li> </ul>

**Principle 2: Members and officers working together to achieve a common purpose with clearly defined functions and roles**

Ref	Action	Evidenced by
2.1	The respective roles and responsibilities are set out clearly for the following: <ul style="list-style-type: none"> <li>• The Executive and the individual Executive members</li> <li>• Members</li> <li>• Senior Officers</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">City Constitution</a></li> <li>• <a href="#">Financial Rules</a></li> <li>• <a href="#">Standing Orders</a></li> <li>• CFO reports directly to the CX, and is part of the Strategic Directors Board</li> </ul>
2.2	We have a clear scheme of delegation and powers including a formal schedule where collective decisions of the Authority are required	<ul style="list-style-type: none"> <li>• <a href="#">City Constitution</a></li> <li>• <a href="#">Operational delegations</a> as approved Minute 54 27/3/07 Council Minutes</li> <li>• <a href="#">Financial Rules</a> revised from 1<sup>st</sup> April 2007, and again in 2009</li> <li>• <a href="#">Standing Orders</a> revised from 1st April 2007, and again in 2009</li> </ul>
2.3	The Chief Executive, as head of paid service, is responsible and accountable to the Authority for all aspects of operational	<ul style="list-style-type: none"> <li>• Chief Executive’s Job Description</li> <li>• <a href="#">Financial Rules</a></li> </ul>

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	management	<ul style="list-style-type: none"> <li>• <a href="#">Operational delegations</a></li> </ul>
2.4	Protocols determine that the Chief Executive and the Leader negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained	<b>Commentary to be supplied by Chief Executive</b>
2.5	The Strategic Director for Corporate Resources and Services, the most senior Finance Officer in Portsmouth City Council, is the designated s151 Officer and responsible for ensuring that: <ul style="list-style-type: none"> <li>• Appropriate advice is given on all financial matters</li> <li>• Proper financial records and accounts are kept prepared in accordance with statutory requirements and agreed accounting policies</li> <li>• An effective system of internal financial control is maintained</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">City Constitution</a>- Proper Officer and Statutory appointments</li> <li>• <a href="#">Operational delegations</a></li> <li>• <a href="#">Financial Rules</a> and <a href="#">Standing Orders</a></li> <li>• Budget guidelines</li> <li>• Job Description (s151)</li> <li>• CIPFA guidance – CFO leads delivery of good financial management; budget calculations robust and reserves adequate; systems in place to review finances</li> <li>• Member challenge of accounts (<a href="#">Governance and Audit Committee</a>)</li> </ul>
2.6	The City Solicitor is responsible to the Authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with	<ul style="list-style-type: none"> <li>• Monitoring officer provisions as a statutory requirement in the <a href="#">City Constitution</a> and delegations to Statutory Officers</li> <li>• Monitoring Officer job description and specification</li> <li>• All reports to Members to have been reviewed by the City Solicitor</li> </ul>
2.7	We have established protocols to ensure effective communication between members and officers and their respective roles	<ul style="list-style-type: none"> <li>• <a href="#">Member/Officer protocol</a></li> <li>• <a href="#">City Constitution</a></li> </ul>
2.8	We have clear terms and conditions which set out the remuneration of members and officers and an effective structure for managing the process	<ul style="list-style-type: none"> <li>• Independent remuneration panel appointed when required</li> <li>• Pay and conditions policies and practices</li> </ul>
2.9	We have effective mechanisms to monitor service delivery	<ul style="list-style-type: none"> <li>• <a href="#">Corporate plan</a> objectives reflected in service plans and monitored by Services and Strategic Directors and reported to the Executive and Members</li> <li>• Scrutiny Panels challenge and review. Themed Panels and on-going Scrutiny including Governance and Audit Committee</li> </ul>
2.10	Our vision, strategic plans, priorities and targets are developed in consultation with the local community, other key stakeholders and	<ul style="list-style-type: none"> <li>• <a href="#">Local Strategic Partnership Community Strategy</a> and the <a href="#">Corporate Plan 2010-13</a> developed to reflect residents' priorities</li> </ul>

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	from statutory requirements. We clearly articulate and disseminate this vision to the wider community	<ul style="list-style-type: none"> <li>• Both these strategies are published on the PCC website</li> <li>• <a href="#">Medium Term Resource Strategy</a></li> <li>• Capital Strategy</li> </ul>
2.11	Our Members are clear about their roles and responsibilities both individually and collectively in relation to partnerships and to the Authority	<ul style="list-style-type: none"> <li>• <a href="#">Local Strategic Partnership</a> terms of reference</li> <li>• Training Strategy</li> <li>• <a href="#">Partnership agreements</a>; for each partnership there is: <ul style="list-style-type: none"> <li>- A clear statement of the partnership principles and objectives</li> <li>- Clarity of each partners role within the partnership</li> <li>- Line management responsibilities for staff who support the partnership</li> <li>- A statement of funding sources for joint projects and clear accountability for proper financial administration</li> <li>- A protocol for dispute resolution within the partnership</li> </ul> </li> </ul>
2.12	We are clear about the legal status of our partnerships and the extent of our authority to bind Portsmouth City Council to partner decisions	<ul style="list-style-type: none"> <li>• <a href="#">Financial Rules</a></li> <li>• Partnership Agreements (see 2.11)</li> </ul>

**Principle 3: Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour**

Ref	Action	Evidenced by
3.1	Our leadership is committed to creating a climate of openness, support, respect and accountability	<ul style="list-style-type: none"> <li>• Meetings held in open forum</li> <li>• Code of Conducts for both <a href="#">Members</a> and <a href="#">Officers</a></li> <li>• A set of values has been developed in consultation with staff. The work for taking these forward is currently being developed.</li> </ul>
3.2	We ensure that standards of conduct and behaviour expected of members and staff and of work between members, staff, the Authority's partners and the community are defined and	<ul style="list-style-type: none"> <li>• <a href="#">Member/Officer protocols</a></li> <li>• <a href="#">Standing Orders</a>/ <a href="#">Financial Rules</a>/ <a href="#">Officer Delegations</a></li> </ul>

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	communicated through codes of conduct and protocols	<ul style="list-style-type: none"> <li>• <a href="#">Gifts and Hospitality Registers</a></li> <li>• <a href="#">Declarations of Interests</a></li> <li>• Code of conducts for both <a href="#">members</a> and <a href="#">officers</a></li> <li>• <a href="#">Dignity at work policies</a></li> <li>• <a href="#">Whistleblowing policies</a></li> <li>• <a href="#">Anti fraud and corruption policy</a></li> <li>• <a href="#">Standards Committee</a></li> <li>• Staff training</li> </ul>
3.3	We have arrangements to ensure that members and employees of the Authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders	<ul style="list-style-type: none"> <li>• <a href="#">Gifts and hospitality registers</a> are on public view via the Internet</li> <li>• Codes of conduct for both <a href="#">Members</a> and <a href="#">Officers</a></li> <li>• Public record of <a href="#">registered interests</a></li> <li>• <a href="#">Equalities Strategy</a></li> <li>• Revised <a href="#">Complaints Policy</a> –including dealing with harassment and discrimination</li> <li>• <a href="#">Standing Orders/ Financial Rules</a> and <a href="#">Procurement Guidelines</a></li> </ul>
3.4	We develop and maintain shared values, conforming to ethical standards, both for the organisation and staff, which reflect public expectations. These are communicated with members, staff, the community and partners	<ul style="list-style-type: none"> <li>• Codes of Conduct for <a href="#">Members</a> and <a href="#">officers</a></li> <li>• Training, Values, Communication Policies and strategies – A set of values has been developed in consultation with staff. The work for taking these forward is currently being developed.</li> <li>• <a href="#">Equalities Strategy</a></li> <li>• Systems of financial control are developed in line with ethical standards</li> </ul>
3.5	We have an effective Standards Committee which reports directly to the Full Council	<ul style="list-style-type: none"> <li>• Terms of reference</li> <li>• Report to the full Council</li> </ul>
3.6	Our shared values act as a guide for decision making and as a basis for developing positive and trusting relationships within the Authority	<ul style="list-style-type: none"> <li>• Decision making practices in <a href="#">City Constitution</a></li> <li>• Budget guidelines/ MTRS</li> <li>• A set of values has been developed in consultation with staff. The work for taking these forward is currently being developed.</li> </ul>
3.7	We agree a set of values with each partnership against which decision making and actions, both individually and collectively,	<ul style="list-style-type: none"> <li>• <a href="#">Terms of reference for the LSP</a></li> <li>• <a href="#">Vision for Portsmouth</a></li> </ul>



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	can be judged	<ul style="list-style-type: none"> <li>Individual partnership terms of reference. Each partnership under the LSP have signed up to the local Compact, which sets out a number of principles</li> </ul>
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**Principle 4: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk**

Ref	Action	Evidenced by
4.1	We have an effective scrutiny function which encourages constructive challenge to enhance our performance, and ensure an effective internal audit function is resourced and maintained	<ul style="list-style-type: none"> <li>Terms of reference for scrutiny panels</li> <li>Scrutiny Panels reviews and reports</li> <li><a href="#">Governance and Audit Committee</a></li> <li>At officer level Strategic Directors Board perform that role for each other. Performance is reviewed quarterly via the corporate scorecard and in between times on other reports that could be deemed performance.</li> </ul>
4.2	To be as open and effective as possible we record the criteria, rationale and considerations on which we base decisions	<ul style="list-style-type: none"> <li><a href="#">City Constitution</a>, <a href="#">Standing Orders</a>, records of Meetings and written reports that are considered</li> <li>Decision making protocols. All decision meetings are held in public and the <a href="#">City Constitution</a> sets out those matters that require full Council approval</li> </ul>
4.3	To safeguard members and employees against conflicts of interest we have clear Codes of Conduct, tested on a regular basis and a transparent Gifts and Hospitality Policy and Register	<ul style="list-style-type: none"> <li><a href="#">Members Code of Conduct</a></li> <li>Officers Code of Conduct</li> <li><a href="#">Gifts and Hospitality Policy and on-line Register</a></li> </ul>
4.4	We have an Audit and Governance Committee which is independent from the Executive function and reports directly to Full Council	<ul style="list-style-type: none"> <li><a href="#">Terms of Reference</a></li> <li>Membership</li> <li>Training for Committee members</li> </ul>
4.5	We have clear and accessible arrangements for dealing with complaints	<ul style="list-style-type: none"> <li>Our <a href="#">Complaints Policy</a> is publicised via the PCC website, all public offices and in Flagship. Customers can make a complaint on line, in writing or in person and leaflets are available from various locations.</li> </ul>
4.6	Those that are making the decisions either for the Authority or partnership are provided with information that is relevant, timely,	<ul style="list-style-type: none"> <li>Members induction</li> <li>Training for Committee members is available for their various</li> </ul>

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	easily understood and fit for purpose	<ul style="list-style-type: none"> <li>roles and functions</li> <li>• <a href="#">Members Information Service</a></li> <li>• Communication protocols</li> </ul>
4.7	Professional advice on legal and financial implications is available and recorded in advance of decision making and is taken account of when making decisions	<ul style="list-style-type: none"> <li>• Members Induction</li> <li>• Reporting requirements (standard format and must have risks, finance and legal statements)</li> <li>• Minutes of meetings showing decisions taken and supporting reports</li> </ul>
4.8	Risk management is embedded into our culture and supported by Members and Managers at all levels who recognise that it is part of their job. We have robust systems and processes in place for the identification and management of strategic and operational risk.	<ul style="list-style-type: none"> <li>• <a href="#">Risk Management Policy</a> and <a href="#">Strategy</a>, approved by Members and reviewed and monitored as part of the performance improvement plan</li> <li>• Training- induction, intranet, training needs analysis for Members and officers</li> <li>• <a href="#">Risk Management Handbook</a></li> <li>• Risks identified on reports to Members by Officers as an embedded process</li> <li>• Corporate Risk Register with risk owners assigned to risks</li> <li>• Partnership risk registers in some significant partnerships</li> <li>• Service Risk Registers</li> <li>• Internal/external audit comments on risk management system. External audit via the Audit Management letter.</li> <li>• Risk Manager who heads up a corporate risk group consisting of senior representatives from each Directorate who meet regularly</li> <li>• <a href="#">Internal Audit Charter and Terms of Reference</a> defines the link between risk management and internal audit</li> <li>• Appropriate responsibilities for risk management have been incorporated into job descriptions and appraisals</li> <li>• Risks are regularly reviewed by the corporate group and reported to Strategic Directors/ Members. Unmanaged risks escalated to Members</li> <li>• Business Continuity plan</li> </ul>

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		<ul style="list-style-type: none"> <li>• <a href="#">Risk Management</a> incorporated within business planning guidance</li> <li>• Internal financial controls put in place to reduce risk</li> </ul>
4.9	We have accessible arrangements in place for whistleblowing for staff and those we contract with	<ul style="list-style-type: none"> <li>• <a href="#">Whistleblowing Policy and Procedures</a></li> </ul>
4.10	Whilst recognising the limits of lawful action and activities we strive to utilise powers to the full benefit of our community	<ul style="list-style-type: none"> <li>• <a href="#">Constitution</a></li> <li>• Monitoring Officer provisions</li> <li>• Statutory provisions</li> </ul>
4.11	We observe all specific legislative requirements placed upon us and integrate the key principles of good administrative law-rationality, legality and natural justice, into our procedures and decision-making processes.	<ul style="list-style-type: none"> <li>• Requirement for reports to Members to go through Monitoring Officer</li> <li>• <a href="#">HR Handbook</a></li> <li>• <a href="#">Constitution</a></li> <li>• Statutory provisions e.g. Health and Safety policies and procedures</li> </ul>

### Principle 5: Developing the capacity and capability of members and officers to be effective

5.1	We have induction programmes, tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis	<ul style="list-style-type: none"> <li>• Induction training- tailored to need with each person receiving a Personal Implementation Plan (PIP)</li> <li>• LaMP</li> </ul>
5.2	We ensure that our Statutory Officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the organisation	<ul style="list-style-type: none"> <li>• <a href="#">City Constitution</a></li> <li>• Job descriptions/ person specs for statutory officers</li> <li>• Strategic Directors Board</li> </ul>
5.3	The skills required by our Members and officers have been assessed and we are committed to developing these skills to enable roles to be carried out effectively	<ul style="list-style-type: none"> <li>• Training development Plan</li> </ul>
5.4	We strive to develop Members skills on a continuing basis to improve performance including the ability to scrutinise and challenge and to recognise when outside expert advice is needed	<ul style="list-style-type: none"> <li>• Training and development plan includes: ability to scrutinise and challenge, ability to recognise when outside advice is required</li> <li>• Advice on how to act as an ambassador for the Community</li> <li>• Leadership and influencing skills</li> </ul>
5.5	We have arrangements in place for reviewing our performance as a whole and of individual members and agreeing an action plan to address any training or development needs or any other area as	<ul style="list-style-type: none"> <li>• Performance management system</li> <li>• Performance Development Reviews for staff</li> </ul>

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	required	
5.6	We have arrangements in place to encourage individuals from all sections of our Community to engage with, contribute to and participate in the work of the Authority	<ul style="list-style-type: none"> <li>• Strategic Partnership framework forum terms of reference</li> <li>• Residents are able to take part in <a href="#">Neighbourhood Forums</a></li> </ul>
5.7	We have career structures for both Members and Officers to encourage participation and development, and reduce reliance on key individuals for key skills	<ul style="list-style-type: none"> <li>• <a href="#">HR Handbook</a></li> <li>• <a href="#">HR Policies and Plans</a> including succession planning</li> </ul>

### Principle 6: Engaging with local people and other stakeholders to ensure robust accountability

6.1	We make it clear to ourselves, staff and our Community what we are accountable for and to whom	<ul style="list-style-type: none"> <li>• <a href="#">Portsmouth Local Strategic Partnership Community Strategy</a></li> <li>• <a href="#">Performance Management Strategy</a></li> <li>• <a href="#">Constitution</a></li> <li>• <a href="#">Customer Service Standards</a></li> </ul>
6.2	We assess the effectiveness of our relationships with our institutional stakeholders to whom we are accountable e.g. Police, Health, Fire Service etc, on a regular basis	<ul style="list-style-type: none"> <li>• Regular meetings with Chief Executive level of key partners e.g. Chief Fire Offices, Chief Constable, PCT Chief Executive, PCC Chief Executive</li> <li>• Annual reviews of key partnerships e.g. <a href="#">Children's Trust</a>, Safer Portsmouth Partnership</li> <li>• PUSH and TfSH both now statutory committees of local government complying with arrangements e.g. scrutiny</li> </ul>
6.3	Our Scrutiny functions produce annual reports to the Full Council on their activities	<ul style="list-style-type: none"> <li>• Minutes of the Full Council</li> </ul>
6.4	We have clear channels of communication with all sections of the Community and other stakeholders and monitor them to ensure that they operate effectively	<ul style="list-style-type: none"> <li>• Community Network</li> <li>• <a href="#">Neighbourhood forums</a></li> <li>• Communication to customers e.g. Flagship</li> </ul>
6.5	All meetings between Members and Officers are held in public unless there are good reasons for confidentiality	<ul style="list-style-type: none"> <li>• <a href="#">City Constitution</a></li> <li>• All decision making meetings and Policy and Review Panel meetings are held in public, with agendas and reports published in advance</li> </ul>
6.6	We have made arrangements to ensure that we engage with all	<ul style="list-style-type: none"> <li>• <a href="#">Equalities Strategy</a></li> </ul>

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	sections of the Community effectively, recognising that different sections of the community have different priorities. We have explicit processes for dealing with these competing demands.	<ul style="list-style-type: none"> <li>• Processes for dealing with competing demands set out in Budget principles</li> <li>• Consultation toolkit</li> </ul>
6.7	We have a clear policy on the types of issues that we will meaningfully consult on or engage with the public and service users. We also have a feedback mechanism for consultees to demonstrate what has changed as a result.	<ul style="list-style-type: none"> <li>• Partnership Framework</li> <li>• Communication Strategy</li> </ul>
6.8	On an annual basis we publish a performance plan, which gives information on our vision, strategy, plans and financial statements as well as our outcomes, achievements and satisfaction of service users. We make this information accessible by providing it in different formats and explaining key financial informational and technical terms in a way that is understandable to the members of the public	<ul style="list-style-type: none"> <li>• Annual report</li> <li>• <a href="#">Annual Financial Statements</a></li> <li>• The Corporate Plan is updated annually and published on the PCC website</li> </ul>
6.9	The Authority is open and accessible to our Community, service users and staff, has made a commitment to openness and transparency in all our dealings, including partnerships. We only preserve confidentiality in those specific circumstances where it is proper and appropriate to do so	<ul style="list-style-type: none"> <li>• <a href="#">Constitution</a></li> <li>• <a href="#">FOI Policies and Procedures</a></li> <li>• <a href="#">Customer Service Framework</a></li> </ul>
6.10	We have a clear policy on how staff and their representatives are consulted and involved in decision making	<ul style="list-style-type: none"> <li>• <a href="#">HR handbook</a> on consultation</li> <li>• Management of Change Policy and procedures</li> </ul>