

What Is Corporate Governance?

Corporate governance is a term used to describe the way that organisations direct and control what they do. For local authorities, it includes the systems, policies and processes, as well as the cultures and values that underpin a Council's arrangements for effective: leadership, management, performance, delivery of positive customer outcomes, community engagement and stewardship of public money.

Why Do We Have a Local Code of Governance?

Portsmouth City Council has developed and adopted a Local Code of Governance, which sets out the organisation's governance arrangements and reflects the six core principles set out in the SOLACE/CIPFA Good Governance Framework (2007). The code demonstrates how the Council achieves good corporate governance and provides hyperlinks to supporting documents. Portsmouth City Council has established nine internal corporate governance controls, which have been incorporated into the Local Code of Governance (see **orange** text). The controls have been chosen on the basis that they support the six core principles and are deemed critical to meeting the organisations business needs. All services are required to monitor and evidence compliance against them. The controls and local code will be reviewed on an annual basis and used to inform the production of the Annual Governance Statement, which is approved by the Governance and Audit and Standards Committee.

Ref	Portsmouth City Council (PCC) Commitments	Current Governance Arrangements	Planned Improvements
(1)	Core Principle: Focusing on the purpose of the Authority; outcomes for the Community and creating and implementing a vision for the local area.		
(1.1)	Supporting Principle: Exercising strategic leadership by developing and clearly communicating the authority's purpose and vision and its intended outcomes for citizens and service users.		
(1.1.1)	Develop and promote the authority purpose and vision.	<ul style="list-style-type: none"> -PCC's organisational goal (established in 2012) is, 'working together to shape the great waterfront City'. The new simplified council goal has been agreed by Senior Managers and reflects the fact that everything the council does should help to make the city a better place and improve life outcomes for the City's residents. -PCC has a Regeneration Strategy (Shaping the Future of Portsmouth) that focuses on supporting economic growth, innovation and enterprise and enhancing the City's competitiveness. - Objectives are clearly communicated to staff and stakeholders including partners. - All services have a business plan that reflects the vision of the authority, is actively managed with the SD quarterly, and published on 31 March annually. 	<p>Improve the governance arrangements for the Shaping the Future Programme</p> <p><u>Upload service level business plans onto PCC website (and remove corporate plan)</u></p>

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(1.1.2)	Review on a regular basis the authority's vision for the local area and its implications for the authority's governance arrangements.	-The new organisational goal is supported by nine corporate principles. These are: put customers first, provide value for money, be ambitious, use evidence to shape services, simplify, strengthen and share processes, get it right first time, support councillors as strategic leaders, value and support staff, listen and learn).	PCC website to include corporate principles.
(1.1.3)	Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners.	-Each of the council's key strategic people partnerships (the Health and Wellbeing Board , the Children's Trust and the Safer Portsmouth Partnership) have priorities and objectives set out in strategies that have been developed and agreed with the appropriate partners. They work together in an agreed way to ensure their work is underpinned by a common vision and agreed ways of working. - Each plan is underpinned by an assessment of need as set out in the Joint Strategic Needs Assessment .	Remove reference to corporate priorities
(1.1.4)	Publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance.	- Flagship magazine is published 5 times a year and distributed to Portsmouth Residents. The magazine provides a useful summary of the authority's activities and achievements. -The Medium Term Resource Strategy is a high level plan that sets out the City Council's Revenue Spending Plans for the next five years to deliver the longer term aspirational Vision for Portsmouth and the medium term priorities of the City Council. -A statement of accounts is published on an annual basis, at the same time as the Annual Governance Statement.	
(1.2)	Supporting Principle: Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning		
(1.2.1)	Decide how the quality of service for users is to be measured and make sure that the information needed to review service quality effectively and regularly is available.	-Services monitor their performance on a quarterly basis. Performance measures are set out in service business plans and strategies. -The Joint Strategic Needs Assessment (JSNA) paints the 'big picture' of local needs so we can work together to improve the health and wellbeing of people in Portsmouth.	
(1.2.2)	Put in place effective arrangements to identify and deal with failure in service delivery	-The Council operates a complaints procedure to deal with failures in service delivery. -There are separate processes for people wishing to make a complaint against adult's social care , children's social care or schools . --If residents/service users are not happy with how their complaint has been handled by the Council, they can contact the Local Government Ombudsman who will investigate complaints in a fair and independent way. -Following a review of risk management, a corporate approach to managing risk is being embedded. Risk is reviewed during the quarterly performance monitoring process.	

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(1.3) Supporting Principle: Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money			
(1.3.1)	Decide how value for money is to be measured and make sure that the authority or partnership has the information needed to review value for money and performance effectively.	<ul style="list-style-type: none"> -Services are asked to use comparative/benchmarking data on both cost and performance, as well as any other relevant data, such as customer feedback data or trends over time in order to make a judgement on value for money, during the business planning process. If this is not provided the CIPFA Value for Money toolkit will be used to make a judgement. -The Audit Commission issue an annual value for money opinion. -In depth value for money reviews are carried out when deemed necessary. -Procurement arrangements are in place to ensure that the organisation secures the right outcomes at the right price within a collaborative and consistent manner. -Robust category management arrangements are in place to ensure the organisation maximises its spending power and minimises waste. -The Chief Finance Officer provides financial advice and ensures the authority providers prudential financial framework. - The Council's priorities and objectives are aligned to principal statutory obligations and relate to available funding. -The Council's transformation programme was initiated in 2011 to deliver efficiencies and new ways of working in order to contribute to the ongoing savings targets. The programme is managed by the Strategic Directors Board and workstreams are led by Heads of Service. 	Develop a more robust approach to understanding VfM across the organisation and embed in business planning.
(1.3.2)	Measure the environmental impact of policies, plans and decisions	<ul style="list-style-type: none"> -The impact of any decision that increases or decreases the council's carbon footprint should form part of the financial consideration as energy or fuel costs would be affected -High value procurement that goes through the procurement gateway must consider environmental sustainability as part of the gateway process, and consult with the Environmental change and sports development manager. 	
(2) Core Principle: Members and officers working together to achieve a common purpose with clearly defined functions and roles			
(2.1) Supporting Principle: Ensuring effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function			
(2.1.1)	Set out a clear statement of the respective roles and responsibilities of the executive and of the executive's members individually and the authority's approach towards putting this into practice.	- The Council have a published City Constitution which sets out how the Council operates, how decisions are made and the procedures that are followed to ensure that these are efficient, transparent and accountable to local people. Some of these processes are required by the law, while others are a matter for us to choose. The Constitution is divided into 16 articles which set out the basic rules governing the council's business. It provides a summary of key officer, member and committee roles and responsibilities.	
(2.1.2)	Set out a clear statement of the respective roles and responsibilities of other authority members, members generally and senior officers.	<ul style="list-style-type: none"> -As above. -All posts have job descriptions and are banded depending on responsibilities undertaken. 	

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(2.2) Supporting Principle: Ensuring that a constructive working relationship exists between elected members and officers and that the responsibilities of authority members and officers are carried out to a high standard			
(2.2.1)	Determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters specifically reserved for collective decision of the authority taking account of relevant legislation and ensure that it is monitored and updated.	-Delegations are set out in the City Constitution .	
(2.2.2)	Make the City Mayor and Chief Executive responsible and accountable to the authority for all aspects of operational management.	-Information about the current Lord Mayor of Portsmouth, a list of previous Lord Mayors and general information about the Lord Mayor's Office, its history and ceremony can be found on the PCC website . -The Chief Executive's role and responsibilities are set out in the job description and City Constitution .	
(2.2.3)	Develop protocols to ensure that the City Mayor and chief executive (or equivalent) negotiates their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained.	NOT APPLICABLE	
(2.2.4)	Make a senior officer (the section 151 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.	- The Chief Finance Officer is a key member of the Strategic Director's Board, and the S151 Officer. The Chief Finance Officer is actively involved in all major decisions, and advises on financial matters to both the Cabinet and full Council. He is responsible for leading the promotion and delivery by the whole authority of good financial management so that public money is safeguarded at all times, ensuring that budgets are agreed in advance and are robust, that value for money is provided by the Council's services, and that the finance function is fit for purpose.	
(2.2.4)	Make a senior officer (usually the monitoring officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with.	- The Monitoring Officer is a statutory function and ensures that the Council, its Officers, and its Elected Councillors, maintain the highest standards of conduct in all they do. The Monitoring Officer is assisted when required by appointed deputies. The role of the Monitoring Officer is set out in 12.4 of PCC's Constitution. The Monitoring Officer's legal basis is found in Section 5 of the Local Government and Housing Act 1989, as amended by Schedule 5 paragraph 24 of the Local Government Act 2000. --The Monitoring Officer's role and responsibilities are set out in the job description.	

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(2.3) Supporting Principle: Ensuring relationships between the authority, its partners and the public are clear so that each know what to expect of the other			
(2.3.1)	Develop protocols to ensure effective communication between members and officers in their respective roles.	Part 4d of the City Constitution sets out a protocol for Member/Officer relations. Within the protocol general principles of conduct, roles and responsibilities, support services, access to information, officer, correspondence, public relations and cabinet member and chairman relationships are clearly set out. The protocol guides members and officers of the council in their relations with one another in such a way to ensure the smooth running of the Council.	
(2.3.2)	Set out the terms and conditions for remuneration of members and officers and an effective structure for managing the process including an effective remuneration panel.	<ul style="list-style-type: none"> -All staff are provided with a contract outlining the terms and conditions of their appointment. - The Council has robust pay and conditions policies and practices for employees, and structured pay scales reflecting the competencies required for each role. -An independent remuneration panel can be appointed as and when required. 	
(2.3.3)	Ensure that effective mechanisms exist to monitor service delivery	<ul style="list-style-type: none"> -Scrutiny panels are in place to challenge and review. -Service delivery and performance is monitored quarterly. 	
(2.3.4)	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.	<ul style="list-style-type: none"> - Key plans, strategies and proposed changes to service delivery are put out for consultation and published on the Council's website - https://www.portsmouth.gov.uk/ext/the-council/policies-and-strategies/our-policies-and-strategies.aspx -The Medium Term Resource Strategy is a high level plan that sets out the City Council's Revenue Spending Plans for the next five years to deliver the longer term aspirational Vision for Portsmouth and the medium term priorities of the City Council. 	
(2.3.5)	When working in partnership, ensure that all partners are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the authority.	-For each partnership there is: A clear statement of the partnership principles and objectives; Clarity of partner roles within the partnership; Line management responsibilities for staff who support the partnership; A statement of funding sources for joint projects and clear accountability for proper financial administration; A protocol for dispute resolution within the partnership.	
(2.3.6)	Ensure that there is clarity about the legal status of the partnership and that organisations understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions.	<ul style="list-style-type: none"> -The Council has defined legal agreements -Terms of references are set up and outlined key legal obligations of parties within the partnership. 	

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(3)	Core Principle: Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour		
(3.1)	Supporting Principle: Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance through		
(3.1.1)	Ensure that the authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect.	<ul style="list-style-type: none"> -Meetings are held in an open forum -PCC have developed a set of 'ways of working' to communicate to staff what is expected of them and what residents and colleagues and expect from staff. PCC have agreed the following 'ways of working': 1-We focus on what's important, 2-We take pride in our work, 3-We value others, and 4-We make a positive difference. More detailed information on the ways of working can be found at here (internal only). 	
(3.1.2)	Ensure that standards of conduct and personal behaviour expected of members and staff, of work between members and staff and between the authority, its partners and the community are defined and communicated through codes of conduct and protocols.	<ul style="list-style-type: none"> --PolicyHub is a new application that delivers an effective and measurable compliance operation. From updating and managing policies to knowledge assessments and reporting. It ensures the right policies and procedures get to the right people, that they become accountable by signing up to them and that the entire process is recorded and auditable. -The Council has a whistleblowing Policy, which sets out how to report concerns and how they will be handled. -Members are required to complete a code of conduct on appointment. -100% of employees complete the code of conduct upon joining the organisation. All Managers must use the appropriate procedures for dealing with misconduct. - All staff (incl volunteers/temporary posts) working with children and vulnerable adults require an enhanced criminal records check prior to appointment in line with PCC's disclosure barring policy. - All staff adhere to clear desk and clear screen practices with regards to sensitive/personal information. 	
(3.1.3)	Put in place 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 and put in place appropriate processes to ensure that they continue to operate in practice.	<ul style="list-style-type: none"> -All members of the council are required by law to complete a declaration of pecuniary interests form to register their financial interests. - Members are required to declare any interests at the start of every meeting that they attend in accordance with Standing Orders. -Members and Officers are required to complete a gifts and hospitality register. -The Council operates an Anti-Fraud, Bribery and Corruption Policy, which sets out the requirements for the Council in relation to combating fraud, bribery, corruption and dishonest dealings within and against the council. -PCC follows a procurement process, to ensure the most appropriate goods and services are acquired without any bias and conflicts of interest. -All services understand our legal equalities duties, and embed them within service projects and plans. 	

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		<p>-Equality impact assessments are required to be carried out on all major services and functions of the council, and all projects and policies to assess any potential adverse implications for some staff, residents and visitors.</p> <p>- The Equality and Diversity Strategy 2014-17 sets out the Council's aims to make Portsmouth a fairer and more inclusive city and the means of their delivery. The Council is working closely with partners from local public services, businesses and voluntary organisations to achieve these. Promotion of equality and championing Portsmouth's diversity are an integral part of this vision.</p>	
(3.2) Supporting Principle: Ensuring that organisational values are put into practice and are effective			
(3.2.1)	Develop and maintain shared values incl leadership values for the organisation and staff reflecting public expectations, and communicate these with members, staff, community and partners.	-The organisation has developed a set of values which should be embedded in ways of working. These include: We focus on what's important, We take pride in our work, We value others and We make a positive difference.	
(3.2.2)	Put in place arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice.	<p>-Systems of financial control are developed in line with ethical standards.</p> <p>-Financial Rules have been put in place by the s151 Officer so that the Council can meet all of its responsibilities required by law. They set the framework on how the Council manages financial dealings and are part of the City Constitution. They also set the financial standards that will ensure consistency of approach and the controls needed to minimise risks. Training on the Council's financial rules is provided to all staff.</p>	Ensure staff are trained on the new rules
(3.2.3)	Develop and maintain an effective standards committee.	<p>-The Council operates a Governance and Audit and Standards Committee. Terms of reference set out the key roles and responsibilities of the committee.</p> <p>-A self-assessment of the committee's governance arrangements is completed on an annual basis.</p> <p>-Members of the committee have been given relevant training to ensure they have adequate skills and knowledge to enable an effective committee.</p> <p>-The Committee inform, review and agree the Annual Governance Statement, which includes a review of effectiveness of the system of internal control.</p>	
(3.2.4)	Use the organisation's shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the authority.	<p>-Decision making practices are set out in the City Constitution.</p> <p>-The Medium Term Resources Strategy (MTRS) enables the council to make best use of financial, human, technological and other resources available to enable the continued provision of value for money services that meet the needs of residents, businesses and other stakeholders. Effective planning and resource management are crucial to meeting collective goals and the MTRS provides a framework of underlying principles by which resources may be allocated across the council and other relevant considerations that need to be taken into account.</p>	

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(3.2.5)	In pursuing the vision of a partnership, agree a set of values against which decision making and actions can be judged. Such values must be demonstrated by partners' behaviour.	<ul style="list-style-type: none"> -Individual partnerships have terms of references. -The voluntary and community sector framework sets out how the council intends to work with the local voluntary and community sector to achieve better outcomes for local people. It builds upon the foundation of the Portsmouth Compact, which is encompassed in the framework. 	Review the compact
(4) Core Principle: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk			
(4.1) Supporting Principle: Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny			
(4.1.1)	Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the authority's performance overall and that of any organisations for which it is responsible.	<ul style="list-style-type: none"> -The Council operates the following Scrutiny Panels: Economic development, culture & leisure scrutiny panel Education, children & young people scrutiny panel Health overview & scrutiny panel Housing & social care scrutiny panel Scrutiny management panel Traffic, Environment & Community Safety Scrutiny Panel -Each panel is governed by their own terms of reference. Topics that are chosen to be 'scrutinised' will be looked at in depth by a cross party panel of councillors. They'll assess how the Council is performing and see whether they are providing the best possible, cost effective service for people in the city. The panel's findings will be reported to the cabinet and may result in changes to the way in which services are delivered. -Service performance is reviewed on a quarterly basis at a minimum. 	
(4.1.2)	Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based.	<ul style="list-style-type: none"> -Key decision meetings are held in public. -Meetings are minuted and all key decisions recorded. -Minutes of key decision meetings are uploaded onto the PCC website. -Financial rules were revised and published in 2013 	
(4.1.3)	Put in place arrangements to safeguard members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice.	<ul style="list-style-type: none"> -All members of the council are required by law to complete a declaration of pecuniary interests form to register their financial interests. 	
(4.1.4)	Develop and maintain an effective audit committee which is independent of the executive and scrutiny functions or make other appropriate arrangements for the discharge of the functions of such a	<ul style="list-style-type: none"> -The Chair of the Governance and Audit and Standards committee is independent (i.e. he does not sit on any other regulatory committee). 	

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	committee.		
(4.1.5)	Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints.	<ul style="list-style-type: none"> - The Council has a clear and transparent corporate complaints procedure for anyone wishing to make a complaint. -There are separate processes for people wishing to make a complaint against adult's social care, children's social care or schools. -If residents/service users are not happy with how their complaint has been handled by the Council, they can contact the Local Government Ombudsman who will investigate complaints in a fair and independent way. -Complaints are dealt with in a timely manner, responded to effectively, and outcomes recorded. 	
(4.2)	Supporting Principle: Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs		
(4.2.1)	Ensure that those making decisions, whether for the authority or the partnership, are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical and financial issues and their implications.	<ul style="list-style-type: none"> -All new members are required to attend a mandatory induction programme, which covers the code of conduct, principles of public life, keeping yourself and others safe, support available, PCC and how decisions are made and the future vision for PCC and Portsmouth. -Specific training for each committee is available on an annual basis. -Staff are required to use a report template for items being progressed to decision meetings. The template provides guidance on content and format. 	
(4.2.2)	Ensure that proper professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making	<ul style="list-style-type: none"> -All reports to decision making meetings clearly set out legal, financial and equalities implications to ensure that decision makers are fully informed about potential issues in approving the recommendations. -All key decisions and actions are minuted. 	
(4.3)	Supporting Principle: Ensuring that an effective risk management system is in place		
(4.3.1)	Ensure that risk management is embedded into the culture of the authority; with members and managers at all levels recognising that risk management is part of their jobs.	<ul style="list-style-type: none"> -In 2013 PCC carried out an appraisal of its risk management arrangements to see if they met the organisation's needs. On review of the findings, the Strategic Directors Board agreed that rather than determining risks they need assurance on resilience in 9 levels of governance. SDB encourage the development of a risk culture and support the assurance evidence requirements/monitoring arrangements. -Risk is regularly reviewed and tangible mitigation measures are put in place and tested on a regular basis. -All services have business continuity plans that are regularly tested and reviewed. 	100% services complete test robustness of their business continuity plan
(4.3.2)	Ensure that effective arrangements for whistleblowing are in place to which officers, staff and all those contracting	-The Council operate a Whistleblowing Policy to help individuals raise concerns in the right way without fear. This whistleblowing policy is primarily for a serious concern, which affects the interests of others, such as service users, the public, colleagues or the council itself.	

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	with or appointed by the authority have access.	-Additionally an Anti-Fraud, Bribery and Corruption Policy sets out the requirements for the Council in relation to combating fraud, bribery, corruption and dishonest dealings within and against the council. -If staff have a grievance about their employment or the way they have been treated, they can follow the Grievance Procedure.	
(4.4) Supporting Principle: Using their legal powers to the full benefit of the citizens and communities in their area			
(4.4.1)	Actively recognise the limits of lawful activity placed on them by, for example, the ultra vires doctrine, but also strive to utilise their powers to the full benefit of their communities.	-The roles and responsibilities of members are set out in the City Constitution .	
(4.4.2)	Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on local authorities by public law.	-The Monitoring Officer is a statutory function and ensures that the Council, its Officers, and its Elected Councillors, maintain the highest standards of conduct in all they do. The Monitoring Officer is assisted when required by appointed deputies. The role of the Monitoring Officer is set out in 12.4 of PCC's Constitution. The Monitoring Officer's legal basis is found in Section 5 of the Local Government and Housing Act 1989, as amended by Schedule 5 paragraph 24 of the Local Government Act 2000.	
(4.4.3)	Observe all specific legislative requirements placed upon them, as well as the requirements of general law, and to integrate the key principles of good administrative law – rationality, legality and natural justice – into their procedures/ decision-making processes.	-All the corporate HR policies can be found in the Managers' HR Handbook, which is divided into six parts. - PolicyHub is a new application that delivers an effective and measurable compliance operation. From updating and managing policies to knowledge assessments and reporting. It ensures the right policies and procedures get to the right people, that they become accountable by signing up to them and that the entire process is recorded and auditable.	
(5) Core Principle: Developing the capacity and capability of members and officers to be effective			
(5.1) Supporting Principle: Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles			
(5.1.1)	Provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis.	-The Council operates an Induction Policy, which applies to all new employees. The induction consists of a personal induction plan (PIP), the completion of an induction checklist, training requirements over and above those identified on the PIP and induction review meetings. -All new members of staff are given an induction programme, which provides information about how the organisation works and its services, the role of Councillors, the history of the Council and vision for the future. -All new staff are required to complete mandatory e-learning courses incl health & safety, equalities & diversity, financial rules, and information governance. -All new members attend an induction, which covers the code of conduct, principles of	

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		public life, keeping yourself and others safe, support available, PCC and how decisions are made and the future vision.	
(5.1.2)	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 authority.	<p>-A robust interview and selection process ensures that statutory officers (Head of Paid Service, Director of Children's Services/Director of Adult Services, Director of Public Health and Monitoring Officer) are only if appointed if they have the right levels of skills and experience to effectively fulfil their role.</p> <p>-Statutory Officers are given the opportunity to build on their skills through mentoring opportunities and executive training. They are also required to complete all mandatory training requirements.</p> <p>-There are a number of IT, technical, soft skills and job specific courses available, with a range of learning styles including, classroom based, offsite and by e-learning</p> <p>-Specific training for each committee is available on an annual basis.</p> <p>-Statutory officers have the option to attend any of the corporate courses. There are also a number of courses run by the Local Government Association.</p> <p>-The ADASS and ADCS provide advice and support to Children's and Adult's Services.</p>	
(5.2)	Supporting Principle: Developing the capability of people with governance responsibilities and evaluating their performance as individuals and as a group		
(5.2.1)	Assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively.	<p>-PCC operates a Performance Development Review (PDR) Policy for all officers. The PDR looks at the employee's achievements and results over the past 12 months, and sets out targets, objectives and expectations for the year ahead. The process allows for an analysis of skills gaps, and sets out a plan for addressing them. Members are responsible for identifying and addressing any skills gaps.</p> <p>-100% of employees are given good quality PDRs, and training needs are identified and sent to HR.</p>	Current PDR process is being reviewed.
(5.2.2)	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.	<p>-PCC operates a Development Policy, which sets out the approach the organisation will take towards developing its employees and achieving the aims of the Council.</p> <p>-The Council provide a Leadership and Management Programme, which aims to create a better performing workforce</p> <p>-Committee members are given specialist (non-political) training to ensure that they are effective in their role.</p> <p>-Whilst the Council aims to address training needs with internal provision, it is, on occasions more appropriate for staff and members to attend external training courses.</p>	
(5.2.3)	Ensure that arrangements are in place for reviewing the performance of the executive as a whole and of individual	-The Strategic Directors Board and Senior Management Team are required to complete a Performance Development Review on an annual basis whereby training needs are identified. Strategic Directors and Heads of Service are asked to capture 360 degree	

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	members and agreeing an action plan, which might for example aim to address any training or development needs.	feedback from their staff.	
(5.3)	Supporting Principle: Encouraging new talent for membership of the authority so that best use can be made of individuals' skills and resources in balancing continuity and renewal.		
(5.3.1)	Ensure that effective arrangements are in place designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the authority.	- Neighbourhood Forums give Portsmouth residents the opportunity to speak up about what's happening on their doorstep e.g. parking, crime, planning developments, policing and schools. Meetings are advertised locally and anyone welcome to attend and participate in a discussion. -Key plans, strategies and proposed changes to service delivery are put out for consultation and published on the Council's website	
(5.3.2)	Ensure that career structures are in place for members and officers to encourage participation and development.	-All staff will be given a Personal Development Review on an annual basis. -As good practice, services are asked to complete a workforce development plan, which sets out the service demand, capacity, organisational change, recruitment and retention, skills development, talent management, succession planning, and action planning.	Review workforce planning
(6)	Core Principle: Engaging with local people and other stakeholders to ensure robust public accountability.		
(6.1)	Supporting Principle: Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships.		
(6.1.1)	Make clear to themselves, all staff and the community to whom they are accountable and for what.	-The Council have a published City Constitution which sets out how the Council operates, how decisions are made and the procedures that are followed to ensure that these are efficient, transparent and accountable to local people.	
(6.1.2)	Consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and any changes required.	-The Chief Executive regularly meets with key partners e.g. The Commander of the Naval Base, Chief Fire Officer, Chief Constable, and the Chief Executive of Primary Care Trust. -The Council undertakes annual reviews of key partnerships including the Children's Trust Board and Safer Portsmouth Partnership.	
(6.1.3)	Produce an annual report on the activity of the scrutiny function.	-Scrutiny functions will be documented in Full Council minutes. -Annual reports are progressed to key committee meetings.	
(6.2)	Supporting Principle: Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning		
(6.2.1)	Ensure clear channels of communication are in place with all sections of the community and other stakeholders, including monitoring arrangements, and ensure that they operate effectively.	-Work is on-going to ensure that clear communication channels are established with all local people and stakeholders. -A number of publications are sent to residents to ensure they are kept informed. These include: Flagship Magazine ; House Talk Magazine , Term Times Magazine , and Something for the Weekend Newsletter. -There are a number of ways people can connect with the council, many of which are listed on the 'Have your say' council webpage. -Local people have the option to engage in a dialogue through: social media sites (including	

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		a community engagement blog , facebook and twitter), petitions scheme , neighbourhood forums , healthwatch Portsmouth, the rant and rave forum, council meetings (open to the public), their local Councillor and through planned consultations .	
(6.2.2)	Ensure that arrangements are in place to enable the authority to engage with all sections of the community effectively. These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands.	<p>-Local residents can contact and communicate with the Council in person, by phone, by email, in writing, through social network sites, forums and public meetings. The communication options available are diverse and reflect the need for varied styles in the community.</p> <p>--PCC has set out a Community Engagement Statement which reflects the council's ambition to enable and empower communities to shape the places within which they live and work, influence formal decision making and make informed choices around the services they receive.</p> <p>The Council has also issued Community Engagement Guidance, designed to provide clear guidance to those planning, developing and delivering engagement activities in the city.</p> <p>-The Council has an Equality and Diversity Strategy, which sets out the Council's commitment to ensuring that diverse needs of Portsmouth's residents and visitors are considered and addressed in the day-to-day activities of the council.</p> <p>-Processes for dealing with competing demands are set out in the budget principles.</p>	
(6.2.3)	Establish a clear policy on the types of issue on which they will meaningfully consult on or engage with the public and service users, including a feedback mechanism for those consultees to demonstrate what has changed as a result.	<p>-Key plans, strategies and proposed changes to service delivery are put out for consultation and published on the Council's website - http://www.portsmouth.gov.uk</p> <p>-The Council have a consultation process which provides advice and guidance on consulting with residents and the wider community. The Consultation Process 2013 contains three documents detailing the current process of formal approval for all public consultations: Consultation Diagram which explains the stages of the process simply, Consultation Approval Process which goes into detail and Consultation Approval Form.</p>	
(6.2.4)	Publish an annual performance plan giving information on the authority's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users.	The Annual Governance Statement is approved by the Governance and Audit and Standards Committee, in September along with the annual statement of accounts . The purpose of the AGS process is to provide a continuous review of the effectiveness of the Council's Governance Framework so as to give assurance on its effectiveness and/or to produce a management action plan to address identified weaknesses in either process. The annual statement of accounts provides clear information about the authority's finances.	
(6.2.5)	Ensure that the authority as a whole is open and accessible to the community, service users and its staff and ensure that it has made a commitment to	-The Freedom of Information Act 2000 (Fol) gives anyone the right to ask for any information held by a public authority, which includes PCC. The information must be in a recorded form, so can include documents, minutes of meetings, e-mails, handwritten notes, videos, letters and audio recordings. PCC is committed to being an open	

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	openness and transparency in all its dealings, incl partnerships, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so.	organisation and delivering the best possible public services. This is reflected in the Council's FOI Policy . -Key decision meetings are open to the public (unless confidential).	
(6.3)	Supporting Principle: Making best use of human resources by taking an active and planned approach to meet responsibilities to staff		
(6.3.1)	Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making.	-There is a consultation process for staff to make sure their opinions, ideas and suggestions are listened to. -The Council actively consults with trade unions about issues that affect staff.	