

**Appendix 1 - Local Code of Governance Table**

Ref	Portsmouth City Council (PCC) Commitments	Current Governance Arrangements
<b>A</b>	<b>Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law</b>	
	Behaving with Integrity	
	<ul style="list-style-type: none"> <li>• Ensuring 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</li> </ul>	<ul style="list-style-type: none"> <li>- PolicyHub is an 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.</li> <li>- 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. All new staff are required to complete mandatory e-learning courses including health and safety, equalities and diversity, financial rules and information governance.</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensuring members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood. They should build on the Seven Principles of Public Life (the Nolan principles)</li> </ul>	<ul style="list-style-type: none"> <li>- PCC's organisational goal (established 2012) is 'working together to shape the great waterfront city.' This reflects that everything the council does should be to help to make the city a better place and improve life outcomes for its residents. We have set clear priorities about the way we will work and what we want to achieve, although these are in the process of review by the new administration:               <ul style="list-style-type: none"> <li>• Be entrepreneurial and efficient so we can meet our financial challenges and continue to deliver services that meet our customers' needs</li> <li>• Provide excellent customer service: our customers deserve excellent service, as although they may not have a choice in using our services, we must do all we can to help as best we can.</li> <li>• Raise education standards: education is the stepping stone for children</li> </ul> </li> </ul>

		<p>to achieve success in later life.</p> <ul style="list-style-type: none"> <li>• Encourage regeneration and investment: regeneration and encouraging investment is key to creating aspirations and opportunities that all our residents can benefit from and to enhance Portsmouth to be a greater place to live</li> <li>• Empower residents to be healthy and independent: for residents to be able to make the most of their opportunities and live independently they must be safe and healthy</li> </ul> <p>- 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.</p>
	<ul style="list-style-type: none"> <li>• Leading by example and using these standard operating principles or values as a framework for decision making and other actions</li> </ul>	<p>- Decision making practices are set out in the City Constitution.</p>
	<ul style="list-style-type: none"> <li>• Demonstrating, communicating, and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively</li> </ul>	<p>- Members are required to declare any interests at the start of every meeting that they attend in accordance with Standing Orders.</p> <p>- Officers are required to complete a gifts and hospitality register.</p> <p>- The Council's Whistleblowing policy sets out how to report concerns and how they will be handled. 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.</p> <p>- The council operates a complaints procedure to deal with failures in service delivery. 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.</p>
	<p>Demonstrating strong commitment to ethical values</p>	
	<ul style="list-style-type: none"> <li>• Seeking to establish, monitor and maintain the organisation's ethical standards and performance</li> </ul>	<p>- The City Constitution sets out how the Council operates, how decisions are made and the procedures that are followed to ensure that these are</p>

		efficient, transparent and accountable to local people.
	<ul style="list-style-type: none"> <li>• Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation</li> </ul>	- Portsmouth City Council wants to ensure that equality considerations are embedded in the decision making and applied to everything the Council does.
	<ul style="list-style-type: none"> <li>• Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values</li> </ul>	- Systems of financial control are developed in line with ethical standards.
	<ul style="list-style-type: none"> <li>• Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with high ethical standards expected by the organisation</li> </ul>	<ul style="list-style-type: none"> <li>- Each of the councils key strategic 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.</li> <li>- Individual partnerships have terms of references. They outline key legal obligations of parties within the partnership.</li> <li>- We are currently in the process of undertaking a review of strategic partnership arrangements in the city, with a view to streamlining these.</li> </ul>
	Respecting the rule of Law	
	<ul style="list-style-type: none"> <li>• Ensuring members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations</li> </ul>	- The City Constitution 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 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.
	<ul style="list-style-type: none"> <li>• 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</li> </ul>	- The City Constitution provides a summary of key officer, member and committee roles and responsibilities.
	<ul style="list-style-type: none"> <li>• Striving to optimise the use of the full powers available for the benefit of the citizens, communities and other stakeholders</li> </ul>	- 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.
	<ul style="list-style-type: none"> <li>• Dealing with breaches of legal and regulatory provisions effectively</li> </ul>	- 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.
	<ul style="list-style-type: none"> <li>Ensuring corruption and misuse of power are dealt with effectively</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>B</b>	<b>Ensuring openness and comprehensive stakeholder engagement</b>	
	Openness	
	<ul style="list-style-type: none"> <li>Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness</li> </ul>	<ul style="list-style-type: none"> <li>The Governance and Audit and Standards Committee inform, review and agree the Annual Governance Statement, which includes a review of effectiveness of the system of internal control.</li> <li>Key plans, strategies and proposed changes to services are put out for consultation and published on the Council's website.</li> <li>The Freedom of Information Act (2000) gives anyone the right to ask for any information held by a public authority, including PCC. The information must be in a recorded form, so it can include documents, minutes of meetings, e-mails, handwritten notes, videos, letters and audio recordings. PCC is committed to being an open organisation and delivering the best public services. This is reflected in the Council's FoI Policy.</li> </ul>
	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Key decision meetings are held in public, minutes are recorded including key decisions, and those minutes are published on the PCC website; meetings are held in an open forum with a high degree of transparency.</li> </ul>
	<ul style="list-style-type: none"> <li>Providing clear reasoning and evidence for decision in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course,</li> </ul>	<ul style="list-style-type: none"> <li>Decision making practices are set out in the City Constitution.</li> </ul>

	ensuring that the impact and consequences of those decisions are clear.	
	<ul style="list-style-type: none"> <li>Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/courses of action.</li> </ul>	<ul style="list-style-type: none"> <li>Local people have the option to engage in a dialogue through: social media sites, petitions schemes, neighbourhood forums (gives residents the opportunity to speak up about what's happening on their doorstep), healthwatch Portsmouth, the rant and rave forum, council meetings (open to the public), their local Councillor and through planned consultations.</li> </ul>
	Engaging comprehensively with institutional stakeholders	
	<ul style="list-style-type: none"> <li>Effectively engaging 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.</li> </ul>	<ul style="list-style-type: none"> <li>For each partnership there is: a clear statement of the principles and objectives; clarity of partner roles; line management responsibilities for staff who support the partnership; a statement of funding sources for joint projects and clear accountability for proper financial administration and a protocol for dispute resolution within the partnership.</li> </ul>
	<ul style="list-style-type: none"> <li>Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively</li> </ul>	<ul style="list-style-type: none"> <li>Partnerships are about the council coming together with right organisations to deliver improved outcomes for local people. Portsmouth City Council is involved in many different partnerships at different levels, each with their own set of terms of reference for effective joint working.</li> </ul>
	<ul style="list-style-type: none"> <li>Ensuring that partnerships are based on: <ul style="list-style-type: none"> <li>Trust</li> <li>A shared commitment to change</li> <li>A culture that promotes and accepts challenge among partners and that the added value of partnership working is explicit</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Each of the councils key strategic partnerships 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. Reviews of strategic priorities for each of the partnerships have been aligned in order to better understand shared priorities, reduce duplication and improve commissioning and delivery activity.</li> </ul>
	Engaging stakeholders effectively, including individual citizens and service users	

	<ul style="list-style-type: none"> <li>Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>PCC'S organisational goal with the support from the nine corporate principles; put customers first, provide value for money, be ambitious, use evidence to shape services, simplify, strengthen and share the process, get it right first time, support councillors as strategic leaders, value and support staff and listen and learn.</li> </ul>
	<ul style="list-style-type: none"> <li>Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement</li> </ul>	<ul style="list-style-type: none"> <li>For each partnership there is: a clear statement of the principles and objectives; clarity of partner roles; line management responsibilities for staff who support the partnership; a statement of funding sources for joint projects and clear accountability for proper financial administration and a protocol for dispute resolution within the partnership.</li> </ul>
	<ul style="list-style-type: none"> <li>Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>A list of current consultations, as well as a list of past consultations explaining how the council has used public feedback is available on the council website.</li> </ul>
	<ul style="list-style-type: none"> <li>Implementing effective feedback mechanisms in order to demonstrate how their views have been take into account</li> </ul>	<ul style="list-style-type: none"> <li>Meetings are advertised locally and anyone is welcome to attend and participate in discussion. Meetings are minuted and all key decisions recorded.</li> <li>There is a consultation process for staff to make sure their opinions, ideas and suggestions are listened to.</li> </ul>
	<ul style="list-style-type: none"> <li>Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity</li> </ul>	<ul style="list-style-type: none"> <li>A list of current consultations, as well as a list of past consultations explaining how the council has used public feedback is available on the council website.</li> </ul>
	<ul style="list-style-type: none"> <li>Taking account of the interest of future generations of tax payers and service users</li> </ul>	<ul style="list-style-type: none"> <li>Joint Strategic Needs Assessment</li> </ul>
<b>C</b>	<b>Defining outcomes in terms of sustainable economic, social, and environmental benefits</b>	
	Defining outcomes	
	<ul style="list-style-type: none"> <li>Having a clear vision which is an agreed formal statement of the organisation's purpose and intended outcomes containing</li> </ul>	<ul style="list-style-type: none"> <li>PCC's organisational goal (established 2012)</li> <li>The City Constitution</li> </ul>

	appropriate performance indicators, which provides the basis for the organisation's overall strategy, planning and other decisions	<ul style="list-style-type: none"> <li>- The organisation has developed a set of values which should be embedded in ways of working: We focus on what's important; We take pride in our work; We value others; We make a positive difference.</li> </ul>
	<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>- 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.</li> </ul>
	<ul style="list-style-type: none"> <li>• Delivering defined outcomes on a sustainable basis within the resources that will be available</li> </ul>	<ul style="list-style-type: none"> <li>- Annual Governance Statement</li> <li>- Medium Term Resources Strategy</li> <li>- Capital Strategy</li> </ul>
	<ul style="list-style-type: none"> <li>• Identifying and managing risks to the achievement of outcomes</li> </ul>	<ul style="list-style-type: none"> <li>- Risk is reviewed during the quarterly performance monitoring process and significant risks captured on the Risk and Assurance Directory.</li> <li>- A refreshed corporate risk management approach was agreed by Governance, Audit and Standards Committee in 2016.</li> </ul>
	<ul style="list-style-type: none"> <li>• Managing service users expectations effectively with regards to determining priorities and making the best use of the resources available</li> </ul>	<ul style="list-style-type: none"> <li>- The Council operates a Governance and Audit Standards Committee. They inform, review and agree the Annual Governance Statement, which includes a review of effectiveness of the system of internal control.</li> </ul>
	Sustainable economic, social and environmental benefits	
	<ul style="list-style-type: none"> <li>• Considering and balancing the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provisions</li> </ul>	<ul style="list-style-type: none"> <li>- The City Constitution sets out how decisions are made.</li> <li>- High value procurement that goes through the procurement gateway must consider environmental sustainability as part of the gateway process</li> </ul>
	<ul style="list-style-type: none"> <li>• Taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the organisations intended outcomes and short-term factors such as the political cycle or financial constraints</li> </ul>	<ul style="list-style-type: none"> <li>- The Medium Term Resources Strategy (MTRS)</li> <li>- Capital Strategy</li> </ul>
	<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- Local residents can contact and communicate with the Council in person, by phone, by email, in writing, through social media, forums and</li> </ul>

		public meetings.
	<ul style="list-style-type: none"> <li>Ensuring fair access to services</li> </ul>	<ul style="list-style-type: none"> <li>The Council and its decisions are open and accessible to the community, service users, partners and its staff.</li> </ul>
<b>D</b>	<b>Determining the Interventions necessary to optimise the achievements of the intended outcomes</b>	
	Determining Interventions	
	<ul style="list-style-type: none"> <li>Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including risks associated with those options. Therefore ensuring best value is achieved however services are provided</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Decision making practices are set out in the City Constitution.</li> </ul>
	<ul style="list-style-type: none"> <li>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 with limited resources available including people, skills, land and assets and bearing in mind future impacts</li> </ul>	<ul style="list-style-type: none"> <li>Directorates 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 their planning processes.</li> <li>Our external Auditors issue an annual value for money opinion.</li> <li>In depth value for money reviews are carried out when deemed necessary.</li> </ul>
	Planning Interventions	
	<ul style="list-style-type: none"> <li>Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets</li> </ul>	<ul style="list-style-type: none"> <li>Directors are responsible for preparing plans that set out core business that must be delivered; plans for improvement, development and disinvestment; financial planning; arrangements for addressing key governance issues; key service risks and management/mitigation activity and arrangements for robust performance management within the directorate. As part of the planning process, directors are expected to review the relationship between directorate expenditure and outcomes, and use benchmarking to ensure best use of resources and value for money.</li> </ul>
	<ul style="list-style-type: none"> <li>Engaging with internal and external stakeholders in determining how services and other course of action should be planned and</li> </ul>	<ul style="list-style-type: none"> <li>For each partnership there is: a clear statement of the principles and objectives; clarity of partner roles; line management responsibilities for</li> </ul>



	delivered	staff who support the partnership; a statement of funding sources for joint projects and clear accountability for proper financial administration and a protocol for dispute resolution within the partnership.
	<ul style="list-style-type: none"> <li>Considering and monitoring risks facing each partner when working collaboratively including shared risks</li> </ul>	- Risk is reviewed during the quarterly performance monitoring process.
	<ul style="list-style-type: none"> <li>Ensuring arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances</li> </ul>	- As part of the planning process, directors are expected to review the relationship between directorate expenditure and outcomes, and use benchmarking to ensure best use of resources and value for money.
	<ul style="list-style-type: none"> <li>Establishing appropriate key performance indications (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured</li> </ul>	- Plans for improvement, development and disinvestment; financial planning; arrangements for addressing key governance issues; key service risks and management/mitigation activity and arrangements for robust performance management within the directorate.
	<ul style="list-style-type: none"> <li>Ensuring capacity exists to generate the information required to review service quality regularly</li> </ul>	- Scrutiny panels are in place to challenge and review.
	<ul style="list-style-type: none"> <li>Preparing budgets in accordance with organisation objectives, strategies and the medium term financial plan</li> </ul>	<ul style="list-style-type: none"> <li>The Chief Finance Officer provides financial advice and ensures the authority provides prudential financial framework.</li> <li>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.</li> </ul>
	<ul style="list-style-type: none"> <li>Informing medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy</li> </ul>	- The overall aim of the Medium Term strategy is to ensure that "in year" expenditure matches "in year" income over the medium term whilst continuing the drive towards regeneration of the city and protecting the most important and valued services.
	Optimising achievement of intended outcomes	
	<ul style="list-style-type: none"> <li>Ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints</li> </ul>	- 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 Council priorities.
	<ul style="list-style-type: none"> <li>Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term</li> </ul>	- The Chief Finance Officer is the S151 Officer and is actively involved in all major decisions, advising 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.
	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>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 Council priorities.</li> </ul>
	<ul style="list-style-type: none"> <li>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 community...over and above the direct purchasing of goods, services and outcomes."</li> </ul>	<ul style="list-style-type: none"> <li>As well as working together as a single organisation, it is important that members and officers continue to improve their working relations with other organisations too, both locally and sub-nationally, to achieve a common purpose of improved efficiency and effectiveness.</li> </ul>
<b>E</b>	<b>Developing the entity's capacity, including the capability of its leadership and the individuals within it</b>	
	Developing the entity's capacity	
	<ul style="list-style-type: none"> <li>Reviewing operations, performance use of assets on a regular basis to ensure their continuing effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Directorates monitor their performance on a quarterly basis. Service performance is also reviewed on a quarterly basis at minimum.</li> <li>PCC ensures that there are opportunities for all employees to review their achievements and identify development needs.</li> </ul>
	<ul style="list-style-type: none"> <li>Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the authority's resources are allocated so that outcomes are achieved effectively and efficiently</li> </ul>	<ul style="list-style-type: none"> <li>As part of the planning process, directors are expected to review the relationship between directorate expenditure and outcomes, and use benchmarking to ensure best use of resources and value for money.</li> </ul>
	<ul style="list-style-type: none"> <li>Recognising the benefits of partnerships and collaborative working where added value can be achieved</li> </ul>	<ul style="list-style-type: none"> <li>Each of the council's key strategic partnerships has 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.</li> </ul>
	<ul style="list-style-type: none"> <li>Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources</li> </ul>	<ul style="list-style-type: none"> <li>Directorates monitor their performance on a quarterly basis.</li> </ul>

	Developing the capability of the entity's leadership and other individuals	
	<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>- Statutory Officers are only appointed if they have the right levels of skills and experience to effectively fulfil their role.</li> </ul>
	<ul style="list-style-type: none"> <li>• Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body</li> </ul>	<ul style="list-style-type: none"> <li>- Delegations are set out in the City Constitution.</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensuring the leader and the chief executive have clearly defined and distinctive leadership roles within a structure whereby the chief executive leads the authority 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</li> </ul>	<ul style="list-style-type: none"> <li>- The Chief Executive's role and responsibilities are set out in the job description and City Constitution.</li> </ul>
	<ul style="list-style-type: none"> <li>• Developing the capabilities of members and senior management to achieve effective shared leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by: <ul style="list-style-type: none"> <li>○ 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</li> <li>○ 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</li> <li>○ - ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- Specific training for each committee is available on an annual basis.</li> <li>- The Council operates an Induction Policy which applies to all new employees.</li> <li>- All new staff are required to complete mandatory e-learning courses including health and safety, equalities and diversity, financial rules and information governance.</li> <li>- Committee members are given specialist (non-political) training to ensure that they are effective in their role.</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensuring that there are structures in place to encourage public participation</li> </ul>	<ul style="list-style-type: none"> <li>- 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 being kept informed (Flagship magazine, House Talk magazine, Term Times magazine, and Something for the Weekend Newsletter.)</li> <li>- There are a number of ways people can connect with the council, which are listed on the council website. Social media, neighbourhood forums, by person, phone, writing or email and public meetings are to name a few.</li> <li>- Portsmouth City Council has developed 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.</li> </ul>
	<ul style="list-style-type: none"> <li>• Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections</li> </ul>	<ul style="list-style-type: none"> <li>- 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.</li> </ul>
	<ul style="list-style-type: none"> <li>• Holding staff to account through regular performance reviews which take account of training or development needs</li> </ul>	<ul style="list-style-type: none"> <li>- PCC ensures that there are opportunities for all employees to review their achievements and identify development needs. Group leaders take responsibility for identifying member development needs.</li> <li>- Portsmouth City Council has developed 'ways of working' as a tool to help staff manage themselves and others, evaluate performance and recruit new staff. Whilst members and officers are monitored on their standards of conduct and behaviour throughout the year, managers are required to hold good quality Personal Development Reviews with all of their staff on an annual basis, including a discussion on the ways of working.</li> </ul>
	<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>- All corporate HR policies can be found in the Manager's HR handbook.</li> </ul>
<b>F</b>	<b>Managing risks and performance through robust internal control and strong public financial management</b>	

	Managing risk	
	<ul style="list-style-type: none"> <li>• Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making</li> </ul>	<ul style="list-style-type: none"> <li>- Risk is reviewed during the quarterly performance monitoring process and significant risks captured on the Risk and Assurance Directory.</li> </ul>
	<ul style="list-style-type: none"> <li>• Implementing robust and integrated risk management arrangements and ensuring that they are working effectively</li> </ul>	<ul style="list-style-type: none"> <li>- A refreshed corporate risk management approach was agreed by Governance, Audit and Standards Committee in 2016.</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensuring that responsibilities for managing individual risks are clearly allocated</li> </ul>	<ul style="list-style-type: none"> <li>- As above.</li> </ul>
	Managing performance	
	<ul style="list-style-type: none"> <li>• Monitoring service delivery effectively including planning, specification, execution and independent post implementation review</li> </ul>	<ul style="list-style-type: none"> <li>- Scrutiny panels are in place to challenge and review.</li> </ul>
	<ul style="list-style-type: none"> <li>• Making decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook</li> </ul>	<ul style="list-style-type: none"> <li>- 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.</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensuring an effective scrutiny or oversight function is in place which encourages constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the organisation's performance and that of any organisation for which it is responsive (OR, for a committee system)  Encouraging effective and constructive challenge and debate on policies and objective to support balance and effective decision making</li> </ul>	<ul style="list-style-type: none"> <li>- Scrutiny panels are in place to challenge and review. Service delivery and performance is monitored quarterly.</li> <li>- The Council operates the following Scrutiny Panels: <ul style="list-style-type: none"> <li>○ Economic development, culture and leisure</li> <li>○ Education, children and young people</li> <li>○ Health overview</li> <li>○ Housing and social care</li> <li>○ Scrutiny management</li> <li>○ Traffic, Environment and community safety</li> </ul> </li> <li>- Each panel is governed by their own terms of reference. Topics that are chose 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.</li> </ul>

	<ul style="list-style-type: none"> <li>• Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement</li> </ul>	<ul style="list-style-type: none"> <li>- The City Constitution sets out procedures</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (e.g. financial statements)</li> </ul>	<ul style="list-style-type: none"> <li>- 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 out 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.</li> </ul>
Robust internal control		
	<ul style="list-style-type: none"> <li>• Aligning the risk management strategy and policies on internal control with achieving the objectives</li> </ul>	<ul style="list-style-type: none"> <li>- A refreshed corporate management approach was agreed by Governance, Audit and Standards Committee in 2016.</li> </ul>
	<ul style="list-style-type: none"> <li>• Evaluating and monitoring the authority's risk management and internal control on a regular basis</li> </ul>	<ul style="list-style-type: none"> <li>- Risk is reviewed during the quarterly performance monitoring process and significant risks captured on the Risk and Assurance Directory.</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensuring effective counter fraud and anti-corruption arrangements are in place</li> </ul>	<ul style="list-style-type: none"> <li>- The Council operates an Anti-Fraud, Bribery and Corruption Policy, which sets out the requirements for the Council in relation to combating these issues.</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control ins provided by the internal auditor</li> </ul>	<ul style="list-style-type: none"> <li>- The Annual Governance Statement is approved by the Governance and Audit and Standards Committee in September along with the annual statement of accounts.</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensuring an audit committee or equivalent group or function which is independent of the executive and accountable to be the governing body: <ul style="list-style-type: none"> <li>○ Provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment</li> <li>○ That its recommendations are listened to and acted upon</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- The Chair of the Governance and Audit Standards Committee is independent (i.e. he does not sit on any other regulatory committee.)</li> </ul>
Managing data		
	<ul style="list-style-type: none"> <li>• Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to</li> </ul>	<ul style="list-style-type: none"> <li>- PCC processes personal information appropriately and legally in accordance with the Data Protection Act 1998, the National Fraud</li> </ul>

	safeguard personal data	Initiative and other relevant legislation. The details provided will be held in a secure system or database and will only be shared with other organisations where the law allows.
	<ul style="list-style-type: none"> <li>Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies</li> </ul>	<ul style="list-style-type: none"> <li>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 it can include documents, minutes of meetings, e-mails, handwritten notes, videos, letters and audio recordings. PCC is committed to being an open organisation and delivery the best possible public services.</li> </ul>
	<ul style="list-style-type: none"> <li>Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring</li> </ul>	
	Strong public financial management	
	<ul style="list-style-type: none"> <li>Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance</li> </ul>	<ul style="list-style-type: none"> <li>The Chief Finance Officer is the S151 Officer and is actively involved in all major decisions, advising 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.</li> </ul>
	<ul style="list-style-type: none"> <li>Ensuring well-developed financial management is integrated at all levels of planning and control including management of financial risks and controls</li> </ul>	<ul style="list-style-type: none"> <li>Financial Rules have been put in place by the S151 Officer so that the Council can meet all of its responsibilities required by law.</li> </ul>
<b>G</b>	<b>Implementing good practices in transparency, reporting, and audit to deliver effective accountability</b>	
	Implementing good practice in transparency	
	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Staff are required to use a report template for items being progressed to decision meetings.</li> <li>Key decision meetings are held in public, minutes and key decisions made are recorded, and those minutes are published on the PCC website; meetings are held in an open forum with a high degree of transparency, unless the topic is confidential.</li> </ul>
	<ul style="list-style-type: none"> <li>Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public</li> </ul>	

	scrutiny while not being too onerous to provide and for users to understand	
Implementing good practices in reporting		
	<ul style="list-style-type: none"> <li>Reporting at least annually on performance, value for money and the stewardship of its resources</li> </ul>	<ul style="list-style-type: none"> <li>A statement of accounts is published on an annual basis.</li> <li>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 Council priorities.</li> </ul>
	<ul style="list-style-type: none"> <li>Ensuring members and senior management own the results</li> </ul>	
	<ul style="list-style-type: none"> <li>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)</li> </ul>	<ul style="list-style-type: none"> <li>The Governance and Audit Standards Committee inform, review and agree the Annual Governance Statement, which includes review of effectiveness of the system of internal control.</li> </ul>
	<ul style="list-style-type: none"> <li>Ensuring that the Framework is applied to jointly managed or shared service organisations as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>The s151 Officer together with finance staff ensure that new policies or service proposals are accompanied by a full financial appraisal which is properly costed, fully financed and identifies the key assumptions and financial risks that face the council.</li> </ul>
	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Financial Rules were revised in 2013/14 by the s151 Officer so that Portsmouth City Council can meet all of its responsibilities under various laws. They set the framework on how we manage our financial dealings and are part of our City Constitution.</li> </ul>
Assurance and effective accountability		
	<ul style="list-style-type: none"> <li>Ensuring that recommendations for corrective action made by external audit are acted upon</li> </ul>	<ul style="list-style-type: none"> <li>Our external auditors issue an annual value for money opinion but in depth value for money reviews are carried out when deemed necessary.</li> <li>Procurement arrangements are in place to ensure that the organisation secures the right outcomes at the right price within a collaborative and consistent manner.</li> <li>Directorates are asked to use comparative/benchmarking data on both cost and performance, as well as other data, such as customer feedback or trends over time in order to make judgements on value for money.</li> </ul>
	<ul style="list-style-type: none"> <li>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</li> </ul>	



	<ul style="list-style-type: none"> <li>• Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations</li> </ul>	<ul style="list-style-type: none"> <li>- Employees are regularly asked to complete opinion surveys so the council can get a better understanding of what's working and what's not. The results are carefully considered and used to address issues.</li> <li>- A list of current consultations, as well as a list of past consultations explaining how the council has used public feedback is available on the council website.</li> </ul>
	<ul style="list-style-type: none"> <li>• Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement</li> </ul>	<ul style="list-style-type: none"> <li>- The Annual Governance Statement is approved by the Governance and Audit and Standards Committee along with the annual statement of accounts.</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met</li> </ul>	<ul style="list-style-type: none"> <li>- Portsmouth City Council is involved in many different partnerships at different levels, each with their own set of terms of reference for effective joint working. Reviews of strategic priorities for each of the partnerships have been aligned in order to better understand shared priorities, reduce duplication and improve commissioning and delivery activity.</li> </ul>