

Corporate Plan 2010



Portsmouth
CITY COUNCIL



Foreword

Welcome to our corporate plan for 2010 – 2013. This document sets out how we will work to tackle the problems we face, to build on the considerable strengths we have and to develop as an organisation that is efficient and effective and serving all its residents, businesses and visitors.

As a council, we provide a number of statutory services to keep the city going and ensure its residents' wellbeing. However, we also have a role in making sure that the city achieves its aspirations, and improves the quality of life for residents.

Over recent years, the city of Portsmouth has come a long way. Educational attainment in Portsmouth's schools is improving, the health of residents is getting better and more residents are satisfied with the area as a place to live. The city is a thriving centre for employment and business in the south east and regeneration projects such as Gunwharf and Admiralty Quarter are contributing to its growth. We have been innovators, introducing the 20mph speed limit in residential areas and remodelling the way we provide care to the elderly.

However, certain areas of the city see high levels of deprivation and unfortunately the people that live in those areas have fewer opportunities than other residents. Often, they will experience poorer health and poorer life chances. There are also specific challenges around transport, crime prevention,

housing provision and whilst our schools are improving, we need to improve quicker so our children have the education and skills they will need to succeed.

The future will also bring other challenges and it is important that we are prepared for these. For example, the city will be vulnerable to flooding in the future, unless actions are taken now. We are also preparing for public sector spending cuts that will affect all of the major service providers in the city, most of whom are also major employers.

Portsmouth is an ambitious city and is heading for economic growth, but achieving this will bring challenges and managing it well will be critical. No one should be excluded from the opportunities that our fantastic waterfront city has to offer. We want to ensure that all residents can fulfil their aspirations and that those experiencing poverty or deprivation are helped out of it.

Of course, challenges will come from cuts, but we strongly believe that we can do more for less by improving the way we work and by working better in partnership. We have already made huge strides in this, and we know we can go further. We are living in unprecedented times and there is a great deal of uncertainty, but we are prepared for the challenges. This plan sets out how we will work to tackle them and still achieve our priorities.



Leader of the Council
Gerald Vernon-Jackson



Chief Executive
David Williams

Introduction

The purpose of this plan is to set the direction for the organisation and set out the key changes necessary to realise our goals. It is part of a framework of plans for the organisation, which includes service-level business plans and themed strategies. These plans are supported by our budget, the medium-term resource strategy, and our performance and risk management framework.

We do not work alone, but in partnership with other public services and organisations in the city to reach shared goals together. These organisations agreed on a vision to work towards: to make Portsmouth ‘the premier waterfront city, with an unrivalled maritime heritage – a great place to live, work and visit.’

This document sets out how we will play our part in achieving this vision. It outlines the issues that we see as priorities and describes how our services will address them. Articulating these priorities is an important part of our strategic planning, as it ensures that all services are working towards shared goals.

It also sets out the core principles that underpin the way we work as an organisation, the processes that ensure we are working effectively, fairly and openly, and the priorities for change within the organisation.

Achievement against the corporate plan will be monitored as part of our regular performance monitoring. The targets contained in this document are supported by a range of other strategies and plans, all of which link together in our planning and performance framework. We know that the financial challenges the organisation faces in the short to medium term means that we will have to review this, and check whether our targets are still achievable, so we have not in all cases stated figures for targets, but have instead set out a broad direction of travel that we want to see performance moving in.

More information on these topics can be found on our website, www.portsmouth.gov.uk, or by contacting strategy@portsmouthcc.gov.uk



Reduce crime and the fear of crime



Crime and the fear of crime is a critically important issue for the city as safety is central to quality of life for residents. Crime affects the overall prosperity of Portsmouth, as attracting visitors, employment and businesses to the city will be influenced by the city's crime rates and how these help shape perceptions of the city. We need to both tackle crime effectively, and deal with concern about crime by providing reassurance to the community.

The Safer Portsmouth Partnership is the anti-crime and substance misuse partnership in the city. It is made up of a number of statutory and voluntary agencies all working together to tackle crime, disorder and substance misuse problems in Portsmouth. The partnership also involves initiatives and services like the community wardens service, the preventing youth offending project (PYOP), the anti-social behaviour unit (ASBU) and the sexual assault referral centre (SARC).

In recent years, residents have experienced less crime. In 2009/10, overall crime fell by 8% in Portsmouth. However, the audit commission noted that crime is high compared to other similar areas. Crime and the safety of the local community continued to be the top issue identified by residents for the council and its partners to achieve.

We must reduce drunken and rowdy behaviour: Portsmouth has a significant problem linked to

alcohol misuse, for example we have the highest rate of alcohol related hospital admissions in the South East. Approximately half of violent crime is linked to alcohol use. Alcohol is often a factor in anti-social behaviour and criminal damage incidents. Violence in general reduced by 8% in 2008/9 compared to the previous year, but violence in the main city centre late-night drinking area has increased slightly.

We must deal with issues of drug dealing and drug use: It is estimated that there are about 1,200 problem drug users in the city (those using heroin and/or crack cocaine), of those 680 attended drug treatment programmes in 2008/9. Portsmouth recorded the highest rate of drug related hospital admissions in the South East. Drug issues are sometimes linked with violence and personal robbery, and violence in the night-time economy is increasingly associated with cocaine.

We must tackle issues putting young people at risk: Young people are at higher risk of being victims of crime than other age groups, particularly in categories around violence against the person. Young people under 18 account for nearly a fifth of all victims of assault. Residents, including young people themselves, are concerned about 'young people hanging around' and are keen to see more activities for young people so they are not on the streets.

We must combat reoffending: Reoffending is a particular challenge. This is because a high percentage of offenders have drug or alcohol needs. Reoffending is a particular issue in acquisitive crime (especially domestic burglary and shop theft) and violent crime, particularly domestic violence, which accounts for 25% of all violence in Portsmouth, with almost half of those attacked repeat victims.

To work towards this priority we will:

Reduce the harm caused by drugs

We will focus on prevention, health needs and treatment services and ensuring these reflect the changing pattern of drug use. This is because there has been increased drug related hospital admissions for mental and behavioural disturbances and drug related violence in the night time economy. The 'think family' agenda will be implemented across the drug treatment system, and a young people's substance misuse transition service will be developed.

Reduce the harm caused by alcohol

We will provide alcohol education to young people and their parents and advice and support services for those that drink too much. We will launch a focused campaign regarding the use of alcohol in sexual violence incidents. We will deliver a campaign to prevent underage sales of alcohol, including use of the media to provide appropriate messages.

Underage sales of alcohol test purchases, including intelligence led operations, will take place and a campaign will be run to disrupt proxy sales of alcohol.

Focus on prevention and early intervention to make sure that our resources are allocated in areas that deliver most impact on improved outcomes for children and young people at risk

We will make sure that all work with children and young people is appropriately targeted, taking into account the needs of young women as well as young men. We will work to reduce young people entering the criminal justice system by providing support alongside the challenge of unacceptable behaviour. There will be more work to understand the broader family context in households where offending or anti-social behaviour is prevalent, and we will continue to develop work to reduce reoffending by young people.

Reduce levels of adult re-offending in order to reduce acquisitive crime, violence and anti-social behaviour

We will use further research and analysis to focus on offenders with drug and alcohol needs. We will develop an integrated offender management programme to include priority and other prolific offenders, and work with the many offenders that have a history of perpetrating domestic abuse.

Key measures of achievement

We will know we are succeeding if Portsmouth is a city in which everyone feels, and is safe. We are aiming for...

1. Less violent crime than recorded in 2009/10
2. Fewer repeat incidents of domestic violence suffered by 2011
3. Less acquisitive crime than in 2009/10
4. A reducing rate of hospital admissions for alcohol related harm
5. A reduction in adult reoffending, and proven reoffending by young offenders

Increase the availability, affordability and quality of housing



Suitable housing is one of the essential ingredients of a strong community. It can affect the wellbeing of residents and the development of the local economy. Moreover, Portsmouth's residents identify affordable, decent housing as one of the top-five most important things that make an area a nice place to live.

Portsmouth has an active home purchase market compared to surrounding areas and a substantial number of rented homes, owned by both private landlords and social landlords such as the council or housing associations. However, the city has a number of housing-related issues that can affect the lives of local residents and could hinder the future growth of the city.

There is a high demand for more affordable housing: like most of the country, there is a substantial gap between the average household income and the average house price, so the number of people applying for social housing outstrips the supply.

There is a need for larger, family-sized homes: as Portsmouth is already crowded, most of the properties built in recent years have had only 1 or 2 bedrooms, so there is a high demand for family accommodation of 3 or more bedrooms.

The condition of some of the private sector housing stock is poor: as much of the private

housing stock is around 100 years old, there are too many properties that are in a poor state of repair or do not meet the current standards for energy efficiency and facilities.

There are vacant homes: when last counted in 2009, there were over 4,500 vacant dwellings in the city and over 2,000 of these had been vacant for more than 6 months. This is not unusual for a city the size of Portsmouth, but these homes could be used to relieve the high demand for affordable housing. What is more, while these properties are vacant they could be detrimental to the appearance and community-spirit of the neighbourhood.

To work towards this priority, we will:

Provide more affordable housing that meets local needs

We will continue to work with public and private housing developers to encourage the development of affordable housing in the city, such as socially-rented housing or part-buy schemes. In particular we will encourage the development of more properties with three or more bedrooms, and new planning guidance has been set out to achieve this. New council homes are also being built in Buckland and we will look for opportunities to build more in coming years.



Help to improve the quality and energy efficiency of housing in the city

We will continue to provide access to advice and financial support to help private home-owners in the city update their properties. We will also continue to maintain our own stock of 15,000 properties, based on the needs of residents. To help to ensure that privately-rented homes in the city are well-maintained, a landlord accreditation scheme has been launched and this scheme will be developed further over coming years.

Reduce the number of vacant dwellings in Portsmouth

We are undertaking an empty property campaign, where the focus is to bring the most challenging, long-term vacant properties into use. This will be achieved by working with the owners of those properties.

Key measures of achievement

We will know we are succeeding if Portsmouth has enough affordable, decent housing. We are aiming for...

1. Delivery of 330 affordable homes in 2010/11.
2. At least 1 in 5 of all new affordable homes to be family housing of 3 or more bedrooms.
3. Assist 500 privately-owned households to improve their homes through the in-house home improvement agency by March 2011.
4. 100 landlords and 20 lettings agents to be included in the Landlord Accreditation Scheme by March 2011.
5. Provide assistance to the owners of 300 empty properties to allow them to bring their properties back into use by March 2011.

Protect and support our most vulnerable residents



One of the key roles of public services is to provide support when it is needed and this is just as true for the council. We need to ensure that residents in need are cared for, including vulnerable children, vulnerable adults and those that are not well or are infirm.

It is also important that we consider those that are vulnerable because of social disadvantage. Despite Portsmouth's attractive waterfront location in one of the UK's wealthiest regions, the city has pockets of deprivation that are amongst the worst in the country.

The following key issues need to be addressed in working towards this priority.

Poverty and deprivation: based on the 2007 Indices of Deprivation (IMD), 15% of Portsmouth's residents are income deprived. This will have an immediate, detrimental effect on material wellbeing, but this is only one area on which poverty has a negative impact. Low educational attainment, significant health inequalities and social exclusion can all be longer term effects of poverty and often perpetuate a cycle of deprivation, which is much harder to break.

Vulnerable children: in Portsmouth, as in any city, there will be children living in dangerous households and children that are not cared for properly. It is a key responsibility for the council to identify these children and provide support.

Older people and people with disabilities: Based on the 2001 census, 17% of Portsmouth's population has a long-term illness or disability. It is important that this population is supported to ensure that they can live in the city with ease and experience equal opportunities. With the average age of the population increasing nationally, projections suggest that in Portsmouth those aged 65 and over will increase by approximately 12% over the next 10 years.

Health: in Portsmouth, there are clear inequalities in the health of residents. Men living in the most deprived areas have a life expectancy 9 years lower than those living in the least deprived areas; for women the gap is 6 years. The health and wellbeing of our children and young people is also an area of concern: obesity in Reception-year children is high, levels of physical activity are low, dental health is poor and teenage pregnancy rates are high.

To work towards this priority, we will:

Take action to alleviate poverty

Portsmouth now has an anti-poverty co-ordinator who will oversee delivery of the anti-poverty strategy and lead work on tackling poverty in the city. One way of delivering this is to continue to provide access to money advice and tenancy support services, but we will also work with partners to tackle the barriers that eligible residents experience when making a claim for benefit support. The work we do to provide access to employment, skills and learning will also be essential in working towards this. Please see the 'regenerate the city' section for more details.

Provide support services for vulnerable children and vulnerable adults

We will continue to provide effective social care and safeguarding services for vulnerable children. To ensure that such services are provided from the earliest possible stage, we are developing a prevention and early intervention strategy that is already helping us to work with other agencies to better identify and address needs. We will ensure support is in place for our looked after children and

young people, and as corporate parents will help fulfil their aspirations and promote good outcomes. We will also continue to provide activities and care for adults with learning disabilities.

Provide support services for older people and people with disabilities

We will continue to help those with physical disabilities with the aim of ensuring that they can live independently. We will provide residential care but we will also help people to stay in their home by providing home-based adult social care, adapting peoples' homes and providing a 'telecare' service that allows people to keep help on-call for when they need it.

We will work with partners to address health issues in the city

Portsmouth now has 'Healthy Town' status, which means that we will work with health services to tackle obesity through increasing levels of activity and access to healthy food. We will also work to reduce the harm caused by drugs and alcohol with our partners in the 'Safer Portsmouth Partnership'. For more information, see 'Reduce crime and the fear of crime'.

Key measures of achievement

We will know we are succeeding if Portsmouth is a city in which all our vulnerable residents are protected and supported. We are aiming for:

1. A reduction in deprivation levels in the city, measured through indicators developed as part of the anti-poverty strategy
2. Higher levels of educational attainment amongst vulnerable children, measured by the attainment gap between those with Free School Meals and those without.
3. Prevention and early intervention results in fewer children and young people accessing social care as measured by rate of referrals to children's social care.
4. More older people enjoying supported independent living in their own homes.
5. A narrowing of the gap in life expectancy between those living in the least well off, and most well off, areas of the city

Improve efficiency and encourage involvement



With the financial challenges that are faced by all public services in the future, it will be vitally important that we continue to provide effective services that offer good value for money. We should explore every opportunity to deliver services at a lower cost, but without compromising our ability to create and deliver services that meet the needs of our residents. In the latest Place Survey, less people in Portsmouth felt that we provided value for money than the national average, so improvement is an important priority for us.

As we are accountable to our residents, we also need to ensure that we communicate effectively and involve residents in influencing decisions where possible. Encouraging residents to get involved in what we do helps to ensure that our services meet their needs. It can also help to reduce the cost of delivering services, and in the long-term contribute to savings.

The following are key issues associated with this priority.

Public sector funding cuts: the most pressing issue for us in the short term is going to be our ability to continue to deliver better services to our residents, but with less resource. There is likely to be increasing

pressure on public funding in the coming years and it is important that we are as efficient as possible.

Partnership working: in the context of funding cuts, there will be a greater need to work with our partners to deliver services. There are clear benefits but also challenges as we will all have to be prepared to change the way we work. By working together towards the same aims, we can make sure we make the best use of all the available resources, including those from the private and voluntary sectors, without compromising our ability to deliver.

Resident involvement: at present, over half of Portsmouth's residents do not agree that they can influence decisions in the local area. If we are to ensure we deliver the best possible services for residents within the available resources, we must involve residents in decision-making by communicating more effectively with them and listening to their views.

Equality: Portsmouth is a city of diversity, with a range of cultures, backgrounds and communities living and working together. This is part of what makes Portsmouth such an exciting city. It also creates greater challenges to ensure that people from different backgrounds get on well together,

that everyone is included and knows how to get involved in helping the city to make decisions and that we understand the needs of the diverse population.

To work towards this priority, we will:

Deliver an efficiency review and an efficiency programme

These projects will investigate how we can deliver better services with less resource and transform the way the council operates. It will look at how we can make efficiency savings, not through individual services, but as a whole council. For example, there are savings to be made in how we manage our buildings, how we buy in services and resources and how we deliver our services.

Investigate how we can work better with partners

The council is part of a network of partnerships in the city called the Local Strategic Partnership. Already this is helping us to work with public, private and voluntary sector organisations around the city to ensure that we help each other. Now, we will find ways of making a better use of our resources

through better collaborative working. We have already started to work towards this and we have formed an integrated commissioning service with Portsmouth City Teaching (PCT) to improve the commissioning of a range of health and social care services for vulnerable adults in Portsmouth.

Strive to engage and consult with residents

We will continue to give residents the opportunity to have their say on the key strategies and plans we produce through public consultation exercises. Through a new initiative called the Take Part Pathfinder we are also improving the way we engage with communities and informing residents of how they can get involved, for example, through petitions to council. In particular this is reaching out to those hardest to reach through targeted events. We will also undertake a social marketing campaign to help us to understand the needs of hard-to-reach groups and the barriers they experience in accessing our services.

Key measures of achievement

We will know we are succeeding if Portsmouth is a city in which people recognise that there is good value for money, and feel involved and informed. We are aiming for:

1. Efficiency savings of at least £23m achieved by 2014/15.
2. More resident satisfaction with value for money, involvement and information in future surveys of residents views.
3. Favourable assessments on how well we provide value for money from assessors
4. Good levels of voluntary engagement in our services by individuals, communities and agencies.

Raise standards in English and maths



Low educational attainment is a key contributor to poor outcomes in later life, so continued improvement in this area is vital if Portsmouth's young people are to be equipped with the skills and confidence they need to enter the workforce, succeed in their chosen profession and play a full role in their community.

A key part of achieving higher attainment is having good schools. Having good schools is also central to the regeneration of the city. It makes the city attractive to employers and developers, through improving the skills of the workforce and attracting professional families into the city.

Despite improvements in recent years, educational attainment in Portsmouth remains significantly lower than similar areas:

Portsmouth's results remain very low in comparison to statistical neighbours and national averages. In 2009, Portsmouth was 130th out of 151 areas for overall key stage 2 performance, that is the proportion of primary children achieving level 4 or more for English and mathematics. And it came 146th for the proportion of secondary school children achieving five or more GCSEs at grades A*-C, including English and mathematics.

There are few 'outstanding' schools in the city, as judged by Ofsted, with only 1 secondary school and 4 primaries in this category. This severely limits the

capacity of the city to address issues through leadership from key schools.

There are some differences in attainment amongst groups of pupils: at key stage 2 (primary level), the gap between boys' and girls' attainment is closing. However, there is a gender gap in results for English, especially writing in which there was an 11 percentage point difference between the genders for achievement at level 4 or more. At both key stage 2 and key stage 4 (GCSEs), pupils entitled to free school meals and looked-after children are achieving significantly lower levels of attainment than their peers.

Some of our pupils don't progress as well as we expect: the Contextual Value Added (CVA) measure is a statistical means of assessing the relative effectiveness of a school's or pupil's progress between key stage 2 and key stage 4. Of Portsmouth's 33 primary schools, five are placed in the top 25% of schools nationally for CVA. However, 22 are ranked in the bottom 40% of primary schools nationally. In 2009, 16 of our schools had a CVA measure of 99 or below, which means that pupils have made less progress than would be expected.

At secondary level, two of the city's schools made above average progress although six were in the bottom 25% of schools nationally, of which one was



in the bottom 5%. In 2009 the progress made by pupils in the city's key stage 4 cohort was significantly lower than the national average.

We need to support schools causing concern: at primary level, in schools where local authority support has been intensive, the 2009 results showed a great improvement and the number of schools causing concern (with less than 55% achieving level 4 or more in English and mathematics combined) went down from nine to three. At secondary level, a total of seven schools failed to meet their challenging targets in 2009. Of these, two schools saw less than 30% of pupils achieving 5 or more A* - C grade GCSEs (including English and mathematics), the percentage considered the minimum achievement. However one of them made a gain of 13 percentage points and is now an academy, while the other was just two percentage points from the minimum and is on an upward trajectory.

We need to improve numeracy, literacy and vocational skills amongst adults too: Many adults are not participating in learning and skills development. Approximately 25% of the local adult population suffers from poor literacy and numeracy which is high, particularly for the South East region. The city's most recent ward learning profiles indicate that in half of our wards, over 50% of adults have only level 1 qualifications or no qualifications at all,

and in more than a third of wards, over 30% of adults have no qualifications at all, so this is a real challenge for the city.

To work towards this priority, we will:

Improve schools in Portsmouth

There will be an increasingly demanding context for challenging underperforming schools, aligned with a significant reduction in funding and transfers of funding directly to schools. We will be preparing for these changes, including revising protocols for engaging with schools causing concern. There will be potential changes to the governance of schools, for example there may be more academies. The council needs to work with schools to develop a strong vision and widely owned strategy to ensure services continue to support and challenge schools to improve outcomes for children and young people.

Raise standards and accelerate progress in all key stages by improving the quality of leadership for learning, the quality of teaching and the climate for learning

Despite changes to be made following the change of national government, many of the responsibilities of local authorities are likely to continue. We will continue to facilitate the commissioning of school improvement support, support partnership working and ensure a good supply of accredited



improvement professionals. We will implement the Professional Learning Strategy, to prepare school leaders for the new school improvement context.

Ensure the effective commissioning of education for 14 – 19 year olds

There are a number of big changes happening in relation to 14-19 education, including increasing the participation age to 18 and the continued development of the curriculum. From April 2010, we took responsibility for commissioning post-16 education providers. We are currently putting in place the systems to ensure 14-19 learning opportunities and support are planned and commissioned through a multi-agency consortium.

Develop the extended schools agenda

We will ensure partnerships of schools continue to offer a range of support and community services for all pupils and that this is focused on raising standards, improving attendance, and accessing support services to meet identified needs.

Widen and increase participation in learning amongst adults

We will continue to play a role in directly delivering learning and skills support to local residents, and to encourage progression to further learning. We will build on our effective partnership working with

other providers to ensure there is a strong local focus on supporting the learning and skills needs of people and communities who have benefited least from learning.

Key measures of achievement

We will know we are succeeding if Portsmouth is a city with good levels of attainment in English and Maths. We are aiming for...

1. Achievement at Level 4 or above in both English and mathematics at Key Stage 2 in mainstream schools increases in line with our targets
2. Achievement of five or more A* - C grade GCSE or equivalent including English and mathematics in mainstream school increases in line with our targets.
3. Increase the number of schools judged by Ofsted as good or outstanding
4. Deliver increased targeted formal and informal learning opportunities, through a range of adult and family learning programmes.



Regenerate the city



Portsmouth has a lot to be proud of. It is home to the offices of a number of 'big names' in industry, including EADS Astrium, BAE Systems, and IBM. It is at the centre of aerospace and defence industries in this country and has over 6,000 business enterprises. It has been home to the Royal Navy since 1212 which, as well as building a thriving maritime industry today, has helped to create a tourist economy worth £375m in visitor spend every year.

We want this success to continue, so that prosperity grows and quality-of-life improves. Despite the strong economy, some areas of the city experience high levels of deprivation. These areas have lower average incomes, lower levels of employment, poorer health outcomes, lower educational success and achievement and poorer living environments, amongst other social problems. This is in stark contrast to other areas of the city that experience prosperity.

In the future, we want the city's economy to experience further sustainable growth and, crucially, we want this to improve the wellbeing of those that live in disadvantaged areas. This will not necessarily happen through market forces alone. It is important that the right ingredients are in place to support a sustainable economy, including the following.

Residents with the right education and skills: the city's schools draw in pupils from several miles around the city, and the university draws in students from all over the world. The grades of those leaving schools in Portsmouth have been improving for over ten years, but unfortunately many young people still leave with poor results. Consequently, many adults in the city do not have the skills they need to fulfil their aspirations, and meet the higher skills expectations of employers.

Support for innovation and business: approximately one third of employment in the city is in public administration, health or education which makes the city highly reliant on the public sector. It is important that private businesses, especially small and medium sized companies, are encouraged and given the help they need in order to create a local economy with a healthy balance.

An attractive place for businesses to settle: to bring new jobs to the area, Portsmouth will need suitable business accommodation, good transport links, desirable housing for employees, a more highly skilled workforce and a positive city image. It already has a number of strengths in these areas but it must continue to improve.

To work towards this priority, we will:

Attract and undertake development in areas not meeting their potential

We will continue to set local planning policy based on knowledge of the city's needs and the opinions of residents and work to attract developers to underused or unattractive areas. In recent years, the city has been changing fast and the new Portsmouth plan sets out an exciting vision for changes in the future.

To support this, we will also initiate development projects and already have several exciting initiatives underway. These include the regeneration of Tipner, new community facilities and housing in Somerstown and improvements to the public spaces at Palmerston Road and on the seafront.

Provide the support needed to develop a sustainable economy

We will continue to work closely with businesses in Portsmouth, including those in retail centres, to understand their needs. We will work with partners to provide advice, guidance and accommodation for existing businesses, new start-ups, and businesses locating in the city. Also, we will promote the city and actively encourage new investors, as well as promoting the city's centres of leisure and retail with events such as a city-wide festival of food.

Provide and improve access to employment, skills and learning

Improving the educational attainment of young people in Portsmouth is one of our highest priorities. To understand how we are working towards this, please see the section on 'Raise standards in English and Maths'. However, it is also important that we help the workforce of today, so we will commission programmes of free adult learning each year, targeted to those in disadvantaged communities. We will also continue to provide employment and redundancy advice and work in partnership with other councils in the South East to attract funding for employment and skills initiatives.

Develop a regeneration strategy for the city

We want to ensure the city sees continued success, but we also want to ensure that local people benefit from this and that local infrastructure is not put under pressure. To meet these challenges, we are currently developing a regeneration strategy, in partnership with other public services and organisations in the city. This will bring together the current regeneration work that is being undertaken, clearly articulate our aims for the future and propose new ways to achieve our goals.

Key measures of achievement

We will know we are succeeding if Portsmouth is a city achieving sustainable economic growth. We are aiming for:

1. 575 pre-start businesses and 100 businesses that have just started-up are given advice through Business Link in 2010
2. 71,000 square meters are developed for employment uses in Portsmouth between 2006 and 2011
3. 10 new companies are encouraged to invest in Portsmouth and 15 companies are encouraged to expand their operations before March 2011
4. 250 adult learners a year achieving 'Skills for Life' qualifications through the 'Pride in Pompey' training scheme.

A cleaner and greener city



The latest resident's survey showed that people in Portsmouth identify keeping the city clean and attractive as one of their top priorities for the city. Ensuring public spaces are well-maintained also helps to keep the city safe.

As we learn more about climate change and the effect of our actions on the environment, the pressure is also on to find more sustainable ways of living. Sustainability is about ensuring that the needs of present generations are met in a way that does not damage the ability for future generations to meet their own needs. As well as carrying out their duties around the local environment, such as the management of waste, councils now have a key part to play in supporting the global environment by helping to create more sustainable places. To create a cleaner and greener city, we focus on the following key issues.

The city's appearance and cleanliness: in the latest Place Survey, 59% of Portsmouth residents said that they had experienced rubbish and litter lying around. This is less than the average for the country, but we still think it is important to improve on this and to address low level, high impact environmental crime such as dog-fouling and littering.

We have been praised for our performance in collecting rubbish from homes, as we send very little

waste to landfill. However, there are certain public health issues in the city that we must manage still; there are several areas with poor air quality and several with potentially contaminated land.

Making the most of parks and open spaces:

Portsmouth is a densely populated city which makes our parks and open spaces all the more important. There are 14 principal parks and numerous other local parks, as well as 8 natural green spaces and 15 outdoor sports facilities. These are vital to the success and wellbeing of our urban community as they provide valuable 'breathing space', provide places to relax and provide space to enjoy activities.

Creating a more sustainable city: learning how to live in a more sustainable way is all the more important in Portsmouth, as the city could be vulnerable to flooding if sea levels rise due to climate change. We need to do our part to reduce the effects of climate change by reducing our carbon footprint and prepare for the changes predicted for the future. In a wider sense, we all need to work towards a way of living that respects economic, social and environmental limits.

Protecting the natural environment and biodiversity: despite Portsmouth being an urban area, there are several parts that have been recognised for their biodiversity. Almost a third of Portsmouth's administrative area has been given the highest level

of national and international nature conservation designations. It is essential that we protect and enhance these environments, for their importance to nature but also for the benefits these spaces bring to the city.

To work towards this priority, we will:

Protect and improve parks, open spaces and biodiversity

Through planning policy we can ensure that our parks and green spaces are not seen as opportunities for development but as areas to be protected and our Portsmouth plan makes this clear. We will also be implementing our parks and open spaces strategy and our seafront strategy, to maximise the potential of these areas. Through our healthy towns programme, we are also reducing the waiting list for allotments, so that more residents can enjoy these areas and cultivate their own healthy food. We will also continue to manage sites of biodiversity and implement sustainable planting strategies that help to support nature.

Ensure the sustainable management of the city's waste

We will continue to ensure that waste is collected and transported in a safe and timely manner, and strive to deliver this service with the customer in

mind. We will also maximise the level of recycling and reduce the amounts of waste going to landfill by engaging residents and managing our relationship with the waste contractors. We will also seek to provide more and better facilities for residents to dispose of and recycle waste.

Protect the public from environmental hazards

We will continue to provide effective pest control, land contamination and pollution control services, and consider noise pollution and air quality implications when making decisions on planning in the city. To improve air quality in the areas of the city currently classed as 'air quality management areas', we are developing and implementing action plans. Air quality is improving. In 2008, there were thirteen air quality management areas; reductions in levels of pollution have resulted in the number of air quality management areas dropping to five.

Lead the way for Portsmouth to become a sustainable city

We will work with partners to try to reduce the city's carbon footprint by encouraging walking and cycling, exploring renewable energy options and providing residents and businesses with information on what they can do. Our greener homes strategy is also ensuring that residents have access to grants and loans to make energy efficiency improvements

to their homes.

We are making sure that we lead by example; we have set a target through the carbon management plan to reduce the council's carbon footprint by 30% by 2014 and our partners have set similar targets. We are also implementing a sustainability strategy that is helping us to manage our use of resources and improve our purchase policies. In order to protect the city, in the event that sea levels rise, we are planning our flood management now, in partnership with other coastal areas.

Key measures of achievement

We will know we are succeeding if Portsmouth is a green, clean city. We are aiming for...

1. An increase in the number of 'clean city' accreditations – such as the sustainable tourism green flag awards or green flag open space quality award
2. Per capita CO2 emissions in Portsmouth to be reduced to 5.7 tonnes by 31 March 2011
3. A 30% reduction in the council's carbon emissions from operational buildings, transport and waste by 2016/17

Improve public transport



We want Portsmouth to be a great place to live, work and visit, and transport options are a big part of realising this aspiration. Though a recent survey showed that most residents think public transport is a relatively low priority, we need to ensure that a range of transport options are in place to deal with some major issues of congestion, sustainability and accessibility.

The city council is part of the joint committee for Transport for South Hampshire (TfSH), which works closely with the Partnership for Urban South Hampshire (PUSH). The partnership takes decisions on the delivery of future transport initiatives through a formal joint committee in order to more effectively tackle the transport challenges across the sub-region.

Improving the accessibility and sustainability of the city:

Portsmouth is the most densely populated area in the UK outside London, with a relatively compact and flat land area and because of this it is generally easy to get around by foot, bike or public transport. Road and rail access into the city is also good and there are easy connections to London and other cities. The city also has connections to France, Spain, the Isle of White and Gosport by ferry.

There are, however, pockets of poor accessibility. Anchorage Park features in the worst 10% of areas in England in terms of road distances to some services. This can lead to social exclusion for senior citizens, people with mobility problems, people with learning difficulties, and people without English as their first language.

The bus service within Portsmouth is run on a largely commercial basis, providing a number of frequent services connecting the residential areas with key services within the city and the wider region. However, in order to improve how attractive public transport is as an alternative to the car, there is scope for improvement in terms of reliability and coverage of the network.

Portsmouth needs to dramatically reduce its carbon footprint: to achieve this, promoting walking, cycling and public transport will be essential. Shifting to non-car based transport will also help solve problems around congestion, poor air quality and health. We are currently developing our third local transport plan, to address the transport challenges in the city and the wider region. It will work towards delivering a sustainable transport network for the city and take account of the fact that there is much that still needs to be done to promote active and public transport modes.



With only three road access points linking Portsea Island and the mainland, the city is vulnerable to congestion: the city experiences an influx of traffic in the morning peak with inbound traffic using the M275 corridor to access the dockyard, university and city centre and the Eastern Road to access the employment sites in the North East of Portsea Island. Within the city, many of the streets pre-date widespread car ownership, leading to parts of the city suffering from high levels of on-street car parking. This in turn contributes to problems of congestion and poor townscape.

Most of the housing and commercial growth in Portsmouth is anticipated to take place on Portsea Island and this will have implications on the access points to the city. Congestion, already a problem at peak periods, could increasingly be spread across the day. This in turn could affect the economy and wellbeing of the city, with consequences for businesses, public transport, freight delivery operations and air quality.

To work towards this priority, we will:

Develop and deliver the local transport plan 3 strategy

We will implement a number of improvements to optimise capacity on the transport network, improve

road safety, increase the use of public transport, walking and cycling, and reduce carbon emissions. We will continue to work with partners at TfSH to bid for funding and develop transport solutions for the wider area.

Improve transport infrastructure in the city

We will develop the park and ride at Lakeside and ultimately aim to provide a new Park and Ride at Tipner along with the regeneration of that area. We will provide a new junction on the M275 at Tipner to support housing development and a bridge between Tipner and Port Solent. We will also improve public transport facilities at the Hard and Portsmouth and Southsea Station.

Key measures of achievement

We will know we are succeeding if Portsmouth is an accessible city, with sustainable and integrated transport. We are aiming for:

1. Increased cycle use, measured by cycle mode share of all transport
2. An increase in bus patronage levels

How
we will
work...



The organisation and our partnerships



Portsmouth City Council is a unitary authority, so we have taken on the role of both a county and district council. This means that we are responsible for education, social services, highways, transport, strategic planning, consumer protection, waste collection and disposal, libraries, local planning, housing, regeneration, building regulation, environmental health, local culture and recreation.

Paid staff work to deliver these services, under the direction of a chief executive and a board of strategic directors. The main decision-makers of the organisation are the 42 elected members or councillors, who represent the 14 wards of the city. They each serve for 4 years, and one seat in each ward is contested in a local election each year, every three out of four years.

The elected part of the council works in an executive system. This means that a leader and a number of cabinet members are chosen by the leader of the political group with the most elected members. The cabinet make day-to-day decisions and the entire group of elected members, or 'Full Council', make decisions on council policies and strategies, the annual budget and the level of council tax set each year. Most formal decision-making meetings of the council are open for members of the public and they can make representations or ask questions at the meeting by prior arrangement.

Many of our responsibilities and aims relate to those of other organisations in the city, so we work in partnership with many of these, public, private and voluntary. So that all of these organisations could come together to agree and achieve common aims, the Local Strategic Partnership (LSP) was formed, which acts as 'the partnership of partnerships'. This has an executive board to set the strategic direction and a number of themed partnership groups to work towards particular issues, such as economic wellbeing or health.

Together, the LSP have agreed a Vision for Portsmouth, to be 'the premier waterfront city, with an unrivalled maritime heritage – a great place to live, work and visit'. Underneath this are ten shared aspirations which can be viewed on our website. The LSP have also endorsed our Local Area Agreement, which comprises a number of targets to measure our collective progress in achieving the vision. This plan helps us to focus on our contribution to achieving those aims, just as other organisations will focus on their contributions.

Improving the organisation



We are an ambitious organisation, keen to keep improving the services we deliver and how we deliver them. We know that in a world that changes quickly, and where customers have high expectations of us, standing still is not an option. We have to keep adapting to ensure that we are providing what is needed to our residents, businesses and visitors.

We know that all public services will be having to look at how they can deliver more with fewer resources in the coming years, and so our first improvement priority is to become a more efficient organisation. We are looking at lots of ways to do this. We are examining how we carry out our budgeting processes, and the value for money we achieve compared to other organisations. We are exploring where there might be opportunities to join up with others and share some services and also thinking about our own buildings and assets and whether we are using them to their best advantage. We are considering what opportunities exist to generate income, and are thinking about how we buy and commission supplies and services to ensure we're doing this in the most cost-effective way possible.

However, our main workstream will be about organisational design, looking at making high levels of savings by reviewing issues across the organisation rather than service by service. We know that trying to find savings year-on-year by the traditional approach of taking bits of each service's

budget is not sustainable in the longer-term, particularly to deal with the size of the challenge we now face, so we need to take a serious look at how we work, and our priorities, to ensure we are delivering the best possible value for the city.

If working efficiently is our top improvement priority, we also have a number of other things that we want to achieve that will make the organisation stronger and more effective.

We are working to look at the culture in the organisation, involving lots of people in workshops designed to help understand people's experience of working here and what could help improve that. From these workshops, we hope to develop a set of values and behaviours that will guide us in all we do, and help people be clear about what working for the council means.

We also know that we need to strengthen leadership, and so we are looking at developing a programme to support managers and ensure they have the right skills in the challenging times ahead. This is just one element of our Workforce Matters strategy, which aims to ensure we have the right people with the right skills doing the right jobs across the organisation.

This strategy is driven by the council's vision and corporate objectives and contains six key principles for developing the PCC workforce.



We want our workforce to be:

- creative and responsive to changing demands
- outward facing and customer focused, accountable to local people
- confident, able to contribute and organised to support officers and members take responsibility for decisions
- working in ways that are fair and promote principles of equal opportunity
- designed and developed to ensure the best people deliver the best services possible
- developing the right skills and continuously improving.

We are also looking to develop our own organisational agenda for performance, based around five key themes, to ensure that we are addressing all the areas where we know we can do better as an organisation. These themes are:

- leadership
- strategy and ambition
- capacity and resources
- performance
- customer focus.

What we will do:

- carry out a wide-ranging efficiency programme, including an organisation-wide review by PriceWaterhouseCoopers using the DECATS model (delivering efficient corporate and transactional services)
- complete work on organisational values and behaviours
- implement the Workforce Matters strategy, including the helping managers to manage programme
- complete an agenda for improvement for the organisation.

The principles that guide us



Customer focus

We are committed to putting our customers and communities first. We do this by making sure that the work we do is focused on improving the city for everyone who spends time here. We keep up-to-date about the needs of the city and the views of its residents by gathering data collected by other bodies such as the Office for National Statistics, carrying out assessments on particular issues and carrying out surveys such as the Place Survey.

We also want to ensure that our customers receive a good service every time they come into contact with the council. Our customer promise states that we will:

1. Be helpful, polite and respectful
2. See you as soon as we can, and tell you if there is a delay
3. Aim to answer your telephone calls quickly and not pass you around
4. Reply within 10 days if you write or email

Community involvement and development

Residents have a say about who represents their ward as a councillor in local elections, but we do not want this to be the only way that residents get involved in our work. We work for the people of Portsmouth, so we want to make sure that they

have every opportunity to influence the decisions of the council and contribute to their communities.

In addition to our own principle, we have a duty to involve local people across all aspects of our work, under the Local Government and Public Involvement in Health Act 2007.

We do this by ensuring information is available to the public, holding public consultations on specific plans and carrying out activities that aim to engage and inform local communities. We also run a number of neighbourhood forums, where residents can have a say about their local area. Since January 2010, we have been undertaking a 'Take Part' initiative to further help local people become better equipped to influence decision making. To find out how you can have your say visit www.portsmouth.gov.uk/yourcouncil.

Sustainability

As an employer with responsibility for staff and buildings, as a provider of local services and as a community leader, we have a responsibility to ensure that our actions are as sustainable as they can be. By 'sustainable' we mean that we will try to ensure that as we provide for current generations, we do not damage the ability for future generations to meet their own needs. There is more detail about this in the 'Cleaner and Greener City' chapter of this plan.



In order to achieve this, we have developed a sustainability strategy, which sets out the principles that we will work by. For more information about this, please visit <http://www.portsmouth.gov.uk/living/16491.html> or contact the strategy unit on strategy@portsmouthcc.gov.uk.

Equality and diversity

We want to be a trusted and valued organisation that works in the best interests of everyone in the city. In our work, we try to ensure that we treat everyone equally and recognise the diversity of cultures, backgrounds, values and needs in the city.

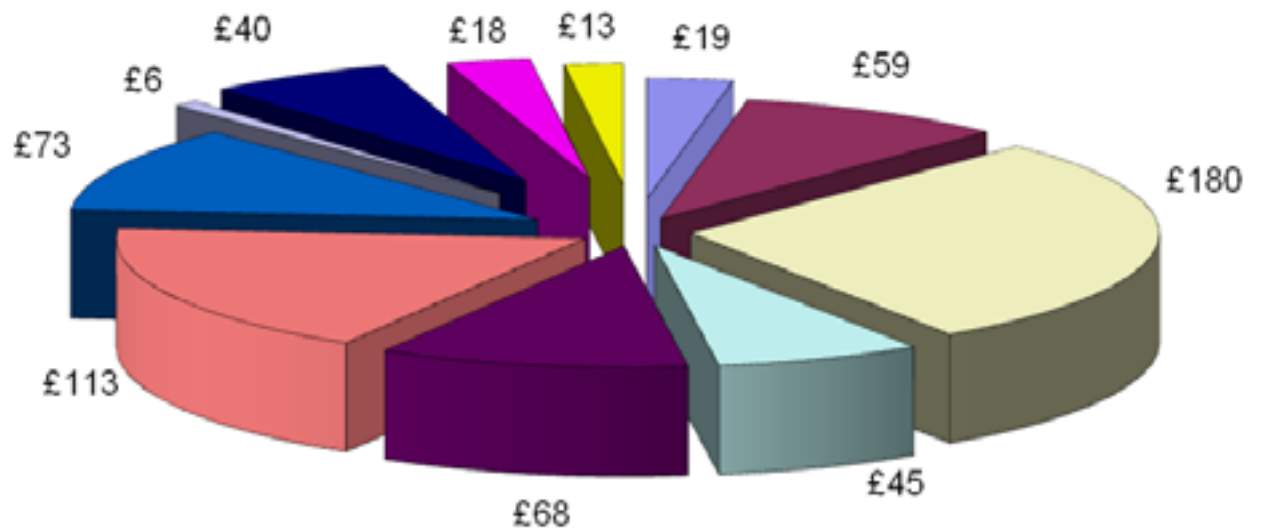
To do this, we must understand the make-up of residents in Portsmouth and listen to their views. We have undertaken research to achieve this called 'the picture of Portsmouth'. We also promote understanding of these issues amongst our staff by providing equality and diversity training sessions.

We must also try to ensure that this understanding is reflected in the decisions we take. Equality Impact Assessments help us to do this by measuring the impact that proposals will have on individuals in relation to age, disability, gender, race, sexual orientation, religion or belief, socioeconomic circumstances and community cohesion. To improve our work in relation to this principle, we have updated our Equality and Diversity Strategy and developing a Single Equality Scheme.

Financing our plan

The council spends in excess of £600million. This money comes from a number of sources, including council tax, fees and charges and grants from the government. The chart shows how the council spent its money in 2009/10.

The council also has a capital programme, for big, longer term things such as new buildings and facilities. Money to fund this is raised by borrowing and also by selling assets that are no longer required.



- Central Services to the Public
- Children & Education Services
- Local Authority Housing Services
- Adult Social Care
- Capital Expenditure & Debt Servicing Charges
- Other Operating Expenditure
- Cultural, Environmental, Regulatory & Planning Services
- Highways, Roads & Transport Services
- Other Housing Services
- Corporate & Democratic Core
- Increase in net Pension Fund Liabilities





In order to allocate the resources available to the council, we have a medium term resource strategy (MTRS), which supports the delivery of the corporate plan, setting out the financial parameters and overall financial direction of the organisation. The plan sets out the council's revenue spending plans for the next five years, enabling the council's services to plan better and earlier. It is reviewed and updated at least annually.

For some years, Portsmouth's Formula Grant settlement from the Government has been at the 'floor', so Portsmouth has received the minimum increase. Alongside this, the city council has a low council tax base, with 86.5% of its properties in the three lowest ratings bands, and one of the lowest Unitary Authority Band D tax levels. The council's expenditure currently exceeds its income, and the council uses a substantial contribution from profits from its commercial Port to fund services. Changing this situation over the medium term so that the council's expenditure does not exceed its income is a key objective for the MTRS.

In 2009/10, the economic downturn led to a deep recession, which provided additional challenges to the council. A range of measures were implemented to support residents suffering hardship, and in addition, the demand for some services increased, particularly for social care services, housing benefits

and homelessness services. Against this backdrop, significant savings were made, and many more millions of pounds will be saved in 2010/11, including £170,000 by reducing the opening hours of the Central Library, £220,000 by disposing of less household waste, and saving £250,000 from adult social care commissioning budgets.

However, since the 2010 General Election, the new Coalition Government have undertaken a review of the current year's planned public spending so that early action can be taken to reduce the country's debts. Information is emerging as various announcements are made, and it is clear that this will impact significantly on the council's plans.

It is clear that there will be a policy of restraint and that funding available to the public sector, including local government, will be reduced considerably over the next four years. In an emergency budget on 22nd June 2010, the Government announced in-year savings for 2010/11 of £6.2bn, as well as likely real cuts to many Government departments of around 25% over the next four years. There have been immediate reductions to some grants, such as the area based grant, from which Portsmouth has lost £1.614m. The Government have also announced a spending review to set spending limits for every government department for the period 2011/12 to 2014/15.



We know that these national pressures will mean that there is a local impact, and that we are going to have to make substantial reductions to our spending in this and future years. As an organisation, we will have to change the way that we think about everything we do. Despite not knowing what the full impact will be, the council knows it needs to be prepared and is planning for up to £15m of savings in 2011/12, which is just over 8% of the council's £180 million net budget.

The priority must be to deliver our services as cost-effectively as possible and to protect front-line services. Although the council will try to make the savings in a range of ways, including halting some projects, selling assets and increasing income, it is likely that the savings required will mean stopping doing some things and making some posts redundant. The potential reductions in expenditure will mean that we will have to review the targets for achievement that we have set ourselves, including those included in this corporate plan, to check that these are still achievable within the resources available. The council will be tackling the challenge through its budget process, where all services will look at how they can make savings, but also through the efficiency programme, which will investigate how we can deliver better services with less resource and still make improvements to the organisation.

For example, there are savings to be made in how we manage our buildings, buy services or supplies, and the value for money we provide

Monitoring our performance and managing risks



This section sets out the overall performance management framework for the council, describing the key planning, monitoring, and review processes, and setting the agenda for the future development of the authority's approach to performance improvement in 2010/11 and beyond.

Our framework for planning

Why we plan

The council is a very complex organisation. We have more than 4,000 staff (not including those based in schools) working across our 21 services with a total budget in excess of £500million to deliver a wide range of provision to the residents, businesses and visitors of Portsmouth.

The council is not the only large organisation providing services in the city and we all have to work together to ensure that the best outcomes are achieved for the city. Partnership working is formally carried out through Portsmouth's Local Strategic Partnership (LSP), which brings together representatives from the third sector, businesses, and key agencies in the city including the council. The LSP has agreed a sustainable community strategy, which sets out a vision for how we want the city to develop by 2018.

Working in partnership brings huge benefits, but also adds another layer of complexity so how we do

this needs to be carefully thought about.

This is why we need a strong framework for planning, that lets us:

- review our performance, and identify continuing or emerging themes, opportunities and challenges
- establish what needs to be done in the coming year, and how we're going to do it
- sets out how we will allocate the resources (eg. people, money and assets) to do those things
- reflect on the risks to achieving those things and think about how they can be managed
- explain to all members of staff how they fit in, and can help achieve the priorities, and how their performance will be monitored over the year.

Our planning framework seeks to provide a clear 'golden thread', right the way through from the vision for the city expressed in the community strategy to the individual objectives of each staff member, set through their performance development reviews.

How do the plans fit together?

Portsmouth's community strategy, agreed by the LSP, is the overarching plan for the city, and is known as the Vision for Portsmouth. It sets a vision for the city to be 'the premier waterfront city, with an unrivalled maritime heritage – a great place to live, work and



visit.' The LSP have agreed ten priority outcomes that we can all work towards. For each of these ten outcomes, the LSP have developed a number of aspirations, which paint a picture of how the city could look and feel in 2018. These are deliberately not targets or commitments, but rather seek to give a shared understanding of what we are striving to achieve for each of the ten priority outcomes.

The delivery of the vision is supported by a local area agreement (LAA), which contains challenging targets all partners have signed up to achieve. There are a range of partnership plans such as the Safer Portsmouth Partnership plan and the children and young people's plan, which show how the council and its partners work together to achieve the outcomes to support the vision, and achieve the LAA targets. This plan, the council's corporate plan, sets out its own 8 priorities in support of the Vision for the city, and each year services develop business plans that show how they will contribute to these priorities. The plans also show how we will deliver the standards of service delivery required, and how they will allocate resources to support this achievement.

We can characterise these relationships as set out in the diagram on the next page.

The Vision for Portsmouth 2008-18 – supported by the Local Area Agreement 2008-2011: Vision to Reality and various other partnership strategies eg. Community safety strategy, children and young people's plan, Portsmouth climate change strategy



Corporate plan – sets out how we will support the vision and achieve our corporate priorities and develop as an organisation

Medium term resource strategy

Improvement plan

Workforce matters



Business plans for services set out what we are seeking to do and how we will do it, and include targets and indicators



Individual objectives

Consultation and community engagement – informs everything we do and is part of our duty to Involve.

How is achievement monitored?

Performance is monitored by:

The Local Strategic Partnership

The Executive

Governance and audit committee

Strategic Directors board

Heads of service

External assessment

Key Principles

We have a local code of governance to make sure we are doing the right things in the right way for the right people. We have processes to ensure good financial, project, and risk management. Core principles governing the way we work include our commitments to sustainability, equality and diversity and value for money.



We are committed to delivering services to our residents as efficiently as possible, and to involving residents as far as possible at every stage.

Performance management

Performance management is about practical ways of improving how we do things in the organisation to achieve our objectives. For PCC, the main objectives are currently set out in the Vision for Portsmouth, Local Area Agreement (LAA), corporate plan, other strategies, the business plans of each service, and the standards set by government.

Performance management is not any single system or approach, but rather is the integrated processes, including business planning, that enable an organisation to know:

- what it needs to do to respond to pressures and opportunities (and how to identify opportunities for improvement);
- what it is trying to achieve and how it can do this;
- what its priorities are;
- whether progress is being made - what is the status of performance against plan;
- how to respond to a lack of progress; and,
- how an individual's role links to the overall aims and objectives of the organisation.

Performance management is not an end in itself, and the only purpose of performance management is to actually improve the effectiveness and efficiency of our organisation, and therefore services and quality of life for local people.

Our principles for managing performance

Achieving the vision as set out is challenging, and we need to have strong performance management in place if we are to get there. Our approach to performance management should be governed by some principles:

Accountability – all those involved in the process know what they have to deliver, take responsibility for delivering performance, and are held accountable for delivering this through robust processes

Culture – every person in the organisation understands the vision and priorities, and their own roles in achieving these. We seek out and adopt good practice and share this widely; we also share learning where things have gone wrong

Holistic – performance management must take account of all dimensions of performance, including the economy, efficiency and effectiveness of our processes, the link to resources, our interactions with our customers, and the outcomes achieved for our residents, businesses and visitors



Improving – our approach is about relentlessly striving to make improvements across all dimensions of our performance

Evidence-based – we make decisions based on good quality and relevant data

Visible – we communicate widely and frankly about our performance, and the drivers of performance, we make sure information about it is timely and accessible.

End in mind – performance management must clearly be a means to an end, not an end in itself, and must not lose sight of the outcomes we are trying to achieve – the question must always be “so what?”

There are strong links between an organisation that has strong performance management and good corporate governance – after all, both aim to ensure that the organisation is doing the right things, in the right way, for the right people, in an open, honest, inclusive and timely manner.

Monitoring our progress

The only way to make sure that we achieve the things we want to do is to closely monitor and manage our performance to make sure we are doing the right things and achieving the right outcomes. This monitoring includes checking how we are doing on large projects and checking if risks, as captured on the Corporate Risk Register, are being properly managed.

Our Strategic Directors Board, the group comprised of the Chief Executive and five Strategic Directors, will receive regular updates on how we are doing against the objectives we have set ourselves, and will consider what actions need to be taken to ensure we achieve these. We will also report to the Cabinet, both collectively and as individual portfolio holders, and regularly to the Governance and Audit Committee, a regulatory committee of the council with particular responsibility for performance issues.

We will publish these reports on our website so that anyone can read them and judge how we are performing, and we will also, from time to time, look at particular areas to see what lessons can be learnt both from the things we have struggled with but also from the things we have done well.



You can get this Portsmouth City Council information in large print, Braille, audio or in another language by calling 9268 8157.