

Isle of Wight Council
**POLICY MANAGEMENT
GUIDANCE HANDBOOK
2023/24**

1 Document Information

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3 Introduction

3.1 Who is this handbook for?

This guidance is intended for use by any staff member within the organisation tasked or involved with the development, approval, implementation or review of Council policies, strategies or plans. There is no one size fits all approach. As such, the guidance in this handbook should be tailored by the author to the needs of the policy, plan or strategy.

It is intended to provide officers involved in developing and implementing Council policies and strategies with a basis to ensure that all key documents are comprehensive and fit-for-purpose throughout their lifecycle.

3.2 How does this handbook fit with the Policy Management Framework?

This guidance serves as a practical application of the *Policy Management Framework* when developing or reviewing policies. The framework and guidance are flexible to encapsulate the variety of different documents the Council has responsibility for, whilst maintaining that statutory and legislative requirements are fulfilled.

It is recognised that the range of documents the Council has responsibility to develop and produce is very broad, many of which have comprehensive guidance and requirements set through central government and statute. In contrast, there are many documents with little or no guidance to steer the development and ensure the necessary issues are considered and dealt with in a consistent way.

This handbook is applicable to the development of policies, strategies & plans, and may also assist with the development of supporting documentation including procedures and guidance. It seeks to provide a consistent & comprehensive approach where no document development guidance exists, and to supplement existing processes and guidance.

3.2.1 Defining Terms

As stated within the *Policy Management Framework*, for the purpose of the framework and handbook, the term “*Key Document*” is used to describe any policy, strategy or plan the Council has responsibility for.

The terms *policy development* and *policy management* refer to the development and management of key documents as defined above.

3.3 The Policy Development Process

The following five stage process details the methods involved in developing and managing a policy, strategy or plan, from initial justification and identification to implementation and on-going review.

It is not intended to be a prescriptive step-by-step process, some tasks may need to be repeated or undertaken in different orders. Judgement should be used when applying the guidance, supported by clear decision making rationale.

4 Stage 1 – Policy Identification and Justification

This stage outlines the initial identification for the requirement to develop a policy, strategy or plan. Staff tasked with developing the document will likely enter the process at Stage 2 – Policy Development.

4.1 Policy Identification

The need for a policy may become apparent in many different forms, these include:

- Realisation that a policy doesn't exist
- Review of existing policy
- Changes in legislation, statutory requirements, central government guidance, policy or initiative
- Research findings or development in theory
- Inspection or audit reports
- Overarching local strategy or policy changes
- Survey results, consultation, feedback or complaints
- Service or operational issues

4.2 Is it a Policy, Strategy, Plan or Procedure?

The *Policy Management Framework* illustrates the linkages between these documents, broadly they differ as below:

- **Policy** – A statement defining a set of principles that determine decisions or actions.
- **Strategy** – A long-term approach outlining the intended means by which a policy will be implemented. It will define where we are now and where we want to be, recognise resources required, changing circumstances and how we will know when we are there.
- **Plan** – A detailed implementation of activities to progress from where we are now to where we want to be in context of measurable actions with timescales.
- **Procedure** – Details specific methodology for accomplishing an objective, including sequencing, timing, execution etc.

The type of document chosen will depend on the rationale and reasoning when the requirement was identified. [Figure 1 – Example Document Structures](#) also demonstrates some of the common structure characteristics and features of policies and strategies.

➤ Example – **Restricting speed on certain roads.**

4.2.1 What is a Policy?

A **Policy** provides guidance, a framework, or set of principles that determine decisions, actions, and other matters.

➤ The **Policy** is that there will be speed restrictions on certain roads.

4.2.2 What is a Strategy?

A **Strategy** is defined as a long term approach to implementing a set of principles, based upon a shared vision, establishing the current situation ('*where we are now*') and the desired future situation ('*where we want to be*'). A Strategy is not static and should evolve in response to or anticipation of changing needs and circumstances.

- The **Strategy** outlines the intended means by which the policy will be implemented, how people who speed will be dealt with and how the effectiveness of the policy will be measured and monitored.

4.2.3 What is a Plan?

A **Plan** follows from a Strategy and is a detailed document that sets out the intended methods of progressing from the current situation to achievement of one or more desired outcomes. The sequence of steps must be measurable, action plans with specific actions, outcomes and delivery timescales are a useful way of illustrating these steps.

- The **Plan** ensures that the various elements of the strategy are achieved. That the correct speed limits are imposed on the right roads, purchases are made, signs erected, staff recruited and trained, publicity material issued and that the appropriate levels of penalty and means of enforcement are in place.

4.2.4 What is a Procedure?

A **Procedure** is a particular way of accomplishing an objective (sequence, timing, execution, etc.) and is usually developed to describe the methods for implementing a policy.

- A **Procedure** would outline precisely how each component of the plan is acted upon. e.g., how to procure the correct materials or equipment.

4.3 Policy Justification

Through the identification of a need for a policy, the rationale behind it should justify the requirement. Where possible, the number of individual policy documents within the organisation should be kept to a manageable level, rationalising the library of key documents. For example, a need for a new policy may be identified, but a current policy may be partly applicable. Where the crossover is significant, it may be appropriate to combine the documents into one policy.

Directors will agree the principle need for a new policy prior to development commencing. This process ensures any policies agreed for development are relevant to the Council's corporate outcomes and priorities.

The identification and justification rationale of a policy will form the basis of defining the aims and objectives.

4.4 Assigning a Sponsor and Lead Staff Member

Once the need for a policy has been established, a Lead Staff Member (Service Lead) will be assigned to co-ordinate the development process. The Service Lead is responsible for the development of the document.

Dependent on the size and need required from the policy, the Service Lead can then establish a team, comprising of officers with key input into the development and implementation process. For example, this could be other services where advice and expertise are vital.

5 Stage 2 – Policy Development

This section of the guidance focuses on developing the core document of the policy. The following guidance points and key areas for consideration should supplement and enrich the core content of the policy, which will be subject specific.

5.1 Drafting the Document

5.1.1 Example Document Structures

[Example Document Structures \(Figure 1\)](#) are provided to guide document development; suggesting recommended sections. **It is appreciated that ‘one size’ does not necessarily fit all; the themes should be applied flexibly, to suit the intended purpose of the document.**

5.2 Core Content

The core content is essentially the chosen solution or principle in achieving the purpose of the document. The core content should:

- Be supported by research, knowledge and expertise.
- Be consulted upon, inclusive of the views and opinions of relevant stakeholders.
- Consider resource implications and linkages with service needs and delivery.
- Form a foundation for the outcomes, aims and objectives.
- Define the components & activities to achieve the outcomes, aims and objectives.
- Reflect corporate, strategic and wider issues.

5.3 Document Accessibility, Formatting and Presentation

Formatting and presentation play an important role in how well the document is interpreted and its overall accessibility. Consideration should be given to the following:

5.3.1 Target Audience

The style and structure of the document will vary based on the intended audience. An internal policy may have a technical structure, as it is assumed it will be used by professionals or those with a minimum basic understanding of the topic.

In contrast for external documents, it should be assumed that the reader has little or no prior understanding of the issues or topics. Therefore, the structure and presentation will be an important factor in communicating the content in an easy to interpret format.

5.3.2 Plain English

It may seem obvious to state that the simpler the words used, the easier it is to understand the subject being communicated. The choice of language should be specific to the audience. Technical language will be appropriate for a group of experts, in contrast simpler language for a very young audience.

There will be instances where a wide audience is being targeted; in this case it may be useful to include tools such as a glossary, keyword explanations or other innovative methods to add further clarity to a document.

A [Plain English Guide](#) is available from the Communications Team which gives further guidance on how to apply the most appropriate and relevant writing styles.

5.3.3 Document Information

The purpose of a document information page is to provide, at a glance, key information such as author, date, version and status. It is recommended that this is in the same format as at the

beginning of the *Policy Management Framework*, or this guide.

Headers and footers should also be used to display information such as page number, title and protective marking (see [Protective Marking and Information Security](#)).

5.3.4 Protective Marking and Information Security

All Council documents are required to possess a protective marking and be handled according to the relevant methods specified within the Protective Marking Policy.

An appropriate marking should be chosen according to the Protective Marking Policy and in consultation with the Corporate Information Unit.

5.4 Introduction and Background

The introduction is an important tool to prime the reader into understanding the document; this should be a relatively short summary of the document, outlining the key points included within. It is also recommended to explain the rationale behind the development of the document, stating why the policy, strategy or plan is required.

5.4.1 Executive Summary

For more technical documents, it may be appropriate to include an executive summary. This previews the main points of an in-depth report/document, written for non-technical audiences. It sits at the beginning of the document, containing enough information for the reader to get familiarised with the document and understand the purpose & conclusion.

5.4.2 Justification - “Why do we need this document?”

The document should clearly qualify the rationale behind why the policy has been developed, justifying why the chosen solution is the best way of achieving the outcome and why this is the best use of resources.

5.4.3 Scope of the Document

All key documents should state the applicability and scope, describing who the policy affects and which actions are impacted by the policy. The applicability and scope may expressly exclude certain people, organisations, or actions from the policy requirements. Applicability and scope are used to focus the policy on only the desired targets and avoid unintended consequences where possible.

5.5 Consultation

All Councils have a statutory duty to consult on a wide range of activities; public involvement should lie at the heart of service development and delivery. Therefore, it is essential that all sectors of the community are given the opportunity to express their views on Council service delivery and activity.

When designing the consultation programme, consideration should be given to the following:

- Why should I consult?
- When should I consult?
- Who should I consult?
- What questions should I ask?
- How should I consult?

The Communications Team can offer guidance on any form of consultation, internal or external. They need to be made aware of any form of external communications, therefore their advice should be sought before proceeding with any consultation. Ensure you submit a [Communications & Engagement Request](#) at least six weeks in advance.

5.6 Establishing intended Outcomes, Aims and Objectives.

It is fundamental that all key documents have outcomes, aims and objectives. They are linked to one another in that intended outcomes can be achieved through the identified aims, the aims can be met through the identified objectives.

The intended outcomes should link to the corporate outcomes identified within the [Corporate Plan](#) through service objectives, as identified within service development plans. They should also be clearly defined in the initial stages and will steer the development of the document.

When establishing aims and objectives, the 'SMART' concept is considered best practice, there are many varying versions of this concept, one such is listed below:

S	Specific	The aim or objective should specify what they need to achieve.
M	Measurable	You should be able to measure whether you are meeting the aim or objective. Is it manageable?
A	Achievable	Are they appropriate, achievable or attainable?
R	Realistic	Can they realistically be achieved with the available resources?
T	Timely	When should they be achieved, when should they be tangible?

5.7 Sources of Best Practice, Guidance and Other Information

When developing content, use should be made of the many external sources of information and best practice that can offer guidance and provide a broad basis of research.

5.7.1 Central Government Departments, Agencies and Public Bodies

There are many central government departments, agencies and public bodies providing information for public sector organisations and local authorities, covering all areas of service delivery and improvement, publications, consultations, news and guidance. The Corporate Policy Team can provide links to useful sources of this information, the following list details some of the most common sources:

- [Local Government Association \(LGA\)](#)
- [Department for Levelling Up, Housing & Communities](#)
- [Office of Public Sector Information \(OPSI\)](#)
- [Local Government Chronicle \(LGC\)](#)
- [Chartered Institute of Public Finance and Accountancy \(CIPFA\)](#)

5.7.2 Other Local Authorities

The majority of same tier local authorities will have very similar policies, strategies and plans, tailored to suit the individual needs of a particular area. It is recommended to research the approach that other best performing and similar authorities (e.g., CAA/CPA rating, geographically, demographically, size) have taken in developing their documents.

5.8 Strategic Links

5.8.1 The Corporate Plan

Key documents define the principles that the Council takes in providing services and delivering outcomes for the community, therefore the Council's key documents should identify contributions to delivery of the corporate outcomes as set out within the *Corporate Plan*.

5.8.2 Links to Other Key Documents

All service delivery should be 'joined up' as *One Council* across Directorates, ensuring that the Council delivers efficiently and effectively, avoiding duplication and taking advantage of opportunities for improvement. Consider the following points:

- Does the document contribute to or support the delivery or development of other key documents?
- Do other key documents contribute to or support the delivery or development of this document?
- Where reference is made to cross-cutting issues, are key messages from other documents reflected or have other relevant services been given the opportunity to contribute?
- Does the document clearly define linkages to the Corporate Plan and any Council priorities or outcomes?

5.8.3 Local, Regional and National Perspective

There should be a clear statement as to how the policy, strategy or plan fits within the bigger picture of local, regional and national perspectives. Local policy is often influenced by regional and national policy, whether the policy directly ties in with or takes a separate approach, reference should be made.

5.9 Corporate Links

The Council has a range of corporate management processes and systems to ensure that services are delivered to a high standard and improve outcomes for the local community. The Service Lead should give consideration to the following corporate issues when developing the core content of the document. Where it is necessary, reference should be made to clarify how these linkages have been considered and any relevant references should be made.

5.9.1 Performance Management

When developing policy, positive and negative implications for performance need to be considered, with any links to performance indicators. Some performance indicators may be useful for measuring how well the policy, strategy or plan is performing (e.g., those within service development plans). It may be useful to design bespoke performance measures to inform any monitoring & review processes and provide clear indication on delivery progress.

5.9.2 Risk Management

Risk management is the understanding of things that could help or hinder us when trying to achieve our outcomes, aims and objectives.

It is important that risks are identified and any mitigation put in place to reduce the impact of negatives risks upon the successful delivery of the policy, strategy or plan.

- What happens if the outcomes, aims and objectives are not achieved?
- What can be done to reduce the impact of negative risks?
- What can be done to take advantage of opportunities

In the wider perspective, consideration should be given to how the overall aims and objectives of the document fit with the Council's vision outlined in the *Corporate Plan*.

- Are there any other services, projects, initiatives, policies, strategies or plans dependent on successful delivery?
- Is the policy, strategy or plan dependent on the successful delivery of other services, projects, initiatives, policies, strategies or plans?

5.9.3 Financial & Resource Management

The Council has limited resources in money, people, assets, systems and capacity and needs to make the most of these in delivering the outcomes and priorities identified within the *Corporate Plan*.

To ensure that the vision set out within the *Corporate Plan* is achievable with available resources, the Council has a Medium-Term Financial Strategy which aligns budgets and resources to the outcomes and priorities.

Consideration should be given to any implied financial implications by the document and any cost directly associated with implementation.

5.9.4 Legal and HR Issues

Legal and HR should be approached for advice to offer comment and feedback, ensuring the policy does not contravene any existing legislation, laws, employment issues etc.

It is important to consider other service pressures and resource availability when approaching Legal Services and HR. This is an exercise that should be carried out properly and with due diligence. Ensure that there is sufficient lead time to account for these variables.

If the document covers matters concerning staff it may also be appropriate to offer trade unions an opportunity to comment. It is recommended to allow 14 days for comment or feedback.

5.9.5 Business Resilience

All services are required to have business resilience plans in place. The plans identify critical functions and any associated impacts and implications in the event of an emergency, such as a pandemic. For policies which cover statutory duties, consideration should be given to the critical functions identified through this process to ensure a consistent approach is taken.

Further information on resilience and emergency planning is available from the Emergency Management Team.

6 Stage 3 – Policy Approval

Once a policy has been developed, it must be approved before implementation can begin. There are various levels at which documents can be approved, the decision making process by which the approval is derived is comprehensively detailed within the *Council Constitution*. The main approval paths are illustrated within the *Policy Management Framework*.

Any policy, strategy or plan seeking approval will proceed through the appropriate approval procedure via the Sponsor (and if required, relevant Director). Consideration of which approval process is required will need to be given early on in the development of the document. Important factors include:

- Does the document impact members of the public directly?
- Is the document referenced within Schedule 1, Local Authorities (Functions and Responsibilities) (England) Regulations (2000)?
- Does the document affect the way the entire Council operates?
- Does the document affect the way a specific directorate/service operates?

- Is the document listed within article 4 of the Constitution? This list details the high-level policies, strategies and plans that full Council are responsible for approving or adopting.
- Does statute prescribe the level of approval required for the document? (e.g., Cabinet)
- Consider whether the matter has to be decided by the Cabinet or if a Cabinet Member can take the decision within their delegated powers.
- Similarly, can a decision be taken under Officers delegated powers? Generally, the decision should be taken at the lowest level which is practical given the cost and sensitivity of the decision.

6.1 Democratic Services

It is essential to consult with Democratic Services early on to ensure that the correct approval path is taken and the correct committee reporting procedures are undertaken.

6.2 Committee Procedure

All documents seeking approval from Cabinet or Full Council are required to fulfil the committee reporting procedure, which include:

- Passing through the Call-Over process.
- Appearance on the Council's Forward Plan at least once.
- Covering report attached to the document, fulfilling the report criteria checklist. This document will vary depending on which approval process is used.

6.2.1 Call Over Process

In order to improve the quality of reports going to the Cabinet and other Council decision making bodies, it is a requirement for all reports to be considered initially by the Call Over team and the Directors Team. For policies, this is a final check to ensure all elements and considerations have been included within the document.

This process extends the time by which reports should be ready, prior to the dispatch of the agenda for its intended committee. The Service Lead (or Sponsor) must attend the Call Over meeting to answer any questions raised and take note of any recommendations made.

6.2.2 Cabinet

The Cabinet is the principal decision-making body of the Council. It is essential that its decisions comply with legal and administrative requirements to demonstrate that the decision was taken properly. Reports must set out all relevant information so that the Cabinet can take an informed decision and any member of the public (or the Scrutiny Committee) can understand exactly what decision is being taken and why.

Cabinet Members can make any decision within their remit which is within the Policy Framework or the approved budget other than:

- A decision which the Constitution (including Financial Procedure Rules) reserves to the Full Council, the Cabinet, Regulatory Committees or requires to be taken by officers.
- Where the Cabinet Member and Director cannot agree on a recommendation.

Reports to the Cabinet go in the name of the Cabinet Member and the Director. It is essential that the Cabinet Member is consulted at an early stage (well before submission of a draft to Democratic Services) and that they approve the final draft. If Cabinet Members have not approved the final draft the report may be removed from the agenda until proper consultation has taken place.

If the Cabinet Member is to take the decision personally, the procedure is set out in the chapter on 'Delegated Decision Making' of the *Council Constitution*. Officer's delegated powers are also set out in the same chapter.

6.2.3 Forward Plan

All policies for approval by the Cabinet or Full Council must have appeared in the currently published Forward Plan. This is published monthly by Committee Services and sets out the decisions to be taken by the Cabinet over the coming 4 months.

The Forward Plan allows all Members of the Council, members of the public and the wider community to know what decisions are to be taken and to involve themselves in the decision-making process if they wish to.

Democratic Services compile the Forward Plan, but responsibility is on the Service Lead to make sure of inclusion of the document for approval and that the information is accurate and up-to-date. Certain decisions may be unlawful if they do not appear in the Forward Plan.

7 Stage 4 – Policy Implementation and Communication

Thought will need to be given to how the policy will be implemented and communicated to target audiences. The best approach will depend upon the specific content of the policy, although key areas for consideration include:

- Any training that needs to be carried out so that officers know how to adhere to the policy and implement it.
- Is a signature of compliance required from staff (service/directorate/all)?
- Does the policy require an action plan for implementation?
- Template and/or guidance documents that will support the policy and facilitate roll out.
- Development of a communications plan, detailing processes to raise awareness of the policy and communicate it to relevant audiences (consult with Communications Team by submitting a [Communications & Engagement Request via Wightnet](#)).
- Key contacts that can answer any queries about implementing the policy.
- Adding the policy to the documents library.

7.1 Key to Successful Delivery

Often, communication and implementation phases are neglected and not allocated adequate time or resources, the implementation stage is key to ensuring the intended outcomes of the policy are achieved. If implementation is poorly undertaken, the purpose and aims of the policy are undermined, jeopardising delivery of the intended outcomes.

7.2 Communication

It is recommended that a communication plan is developed to accompany the document, outlining the chosen methodologies.

Templates for communications plan are available on [Wightnet](#). The Communications Team are able to offer specific advice on communicating policies and strategies to the appropriate audiences. The Communications Team must be consulted if the plan, policy or strategy is externally facing. Make sure to submit a [Communications & Engagement Request via Wightnet](#) with adequate lead time (minimum 6 weeks).

7.3 Implementation

Once approved, the implementation of the policy can begin. This will include the communications plan and the core action plan.

8 Stage 5 – Policy Monitoring and Review

Policy development does not end when the policy is approved. Every policy needs to be monitored and reviewed on an appropriate timescale. The review should take into account how the policy is performing (measured through the monitoring programme) and assess whether the policy is achieving the aims and objectives. Through this evaluation process, any improvements to the content and any changes in circumstances can be incorporated within the policy.

8.1 Document Library

All policies, strategies & plans should be added to the appropriate document library. The internal system, via Wightnet, provides the facility for staff to access the documents relevant for day-to-day operation. The external system, via iow.gov.uk, provides residents, visitors, stakeholders and the community access to important documents.

8.1.1 Adding Documents to the Library

When a policy, strategy or plan is approved, the Service Lead submits the document to the relevant library with key information such as author, approval date, related documents, review date and review frequency. Upon submitting a document, the system prompts for the necessary information to be completed.

8.2 Monitoring Programme

Monitoring the implementation and effectiveness of a policy, strategy or plan is often overlooked. Once developed and approved, the recommendations and activities need to be actioned if the aims and objectives are to be met, achieving the outcomes.

When considering the performance management of a policy, strategy or plan, the Development Team should consider:

- Awareness of the policy, strategy or plan and associated procedures by target audience.
- If compliance is required, to what level is the document adhered to.
- The extent to which service delivery is being met, as set out within the document.
- The level at which reporting should take place (e.g., corporate or department level, depending on the scope of the document).

8.2.1 Performance Indicators

Performance measures can provide useful quantitative insight into the effectiveness of a policy, strategy or plan. Some statutory documents have existing performance monitoring as set out by central government, where possible, existing performance indicators (e.g., those within service development plans) should be utilised to avoid increasing reporting burdens. The Organisational Intelligence Team can offer additional guidance when considering the use of performance indicators.

8.2.2 Action Plan

Action plans are a simple yet effective way of detailing activities to be undertaken, which also offers a process to monitor the progress of achieving outcomes through identified actions and activities contributing to delivery. An action plan should be a 'live' document and regularly reviewed and updated throughout the delivery lifecycle.

Any action plan should be monitored on a timely basis with progress for achieving each outcome recorded. The action plan template provides a straightforward process for this, which can be

reported at an appropriate level (as detailed above). [Action plan templates are available via Wightnet](#).

8.2.3 Qualitative Methods

Besides performance indicators and action plans, other methods for gaining an understanding into the effectiveness of a policy can be utilised, examples include:

- In-depth interviews with stakeholders (e.g., staff)
- Case studies
- Consultative methods
- Focus groups

Qualitative methods are useful for investigating why, how and under what conditions policies are successful or fail in delivery of their aims, helping to understand how they are delivered and experienced in practice.

8.2.4 Reporting

Reporting should be representative of the policy, taking account of timescales, practicalities and level at which reporting is required. There are many existing internal performance reporting processes that can be utilised to avoid additional and unnecessary reporting, including:

- Scrutiny Panels
- Cabinet Reports
- Directorate Service Boards
- Mini-Service Boards
- Departmental Management Meetings
- One-to-one Meetings.
- Strategic Boards

Processes for reporting should be discussed between the Policy Sponsor, Service Lead and Development Team before finalising the most appropriate method.

A strong monitoring programme will ensure that the effectiveness of the policy can be measured, providing evidence and informing the review process, highlighting learning outcomes and opportunities for future improvement.

8.3 Review Programme

Each key document will require a scheduled review, with reviews undertaken in a set period to ensure they remain up to date and the aims & objectives are delivered. Key factors for reviewing documents include:

- Scope of the review – is the whole document under review or certain aspects?
- Impact Assessment (qualitative and quantitative) – was the activity worthwhile and did it achieve the aims?
- Lessons learned and adjusting action – identify improvements, amendments and changes.

The review process should retrace the original development process from [Stage 2](#) to [Stage 4](#), assessing whether any changes in circumstances have had an impact on the document, consideration should be given to the following:

- Has the document achieved its aims? If so, it may be appropriate to terminate the document.
- Is the monitoring programme being used to inform the review process?

- Does the Action Plan require revision? Has progress been reflected within the review?
- Does the document still accurately reflect the Council's priorities and vision? Have any other referenced key documents been updated/revised?
- Have there been any changes in legislation, statutory obligations or service needs that impact the document?
- Have there been any significant changes in national, regional or local circumstances with implications to the policy?
- Have any changes in circumstances exposed additional risks to delivery? Does existing mitigation/risks need to be revised?
- Are the aims and objectives being met? Are the outcomes being achieved? How successful has it been? Was the activity worthwhile?
- Compare the current situation to what would have happened had no policy been developed or if no review was taking place.
- If substantial changes are required, it is likely that additional consultation and approval will be required.
- Substantial changes to the document will need to be appropriately implemented and communicated.

9 Useful Documents

Corporate Plan	Viewing Document: Corporate Plan 2021-2025 (iow.gov.uk)
Policy Management Guidance Handbook	Viewing Document: Policy Management Guidance Handbook (iow.gov.uk)
Policy Template	Viewing Document: Policy Management Framework - Document Template (iow.gov.uk)
Council Constitution	Council Constitution (iow.gov.uk)
Local Authorities (Functions and Responsibilities) (England) Regulations (2000) [Schedule 1]	The Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (legislation.gov.uk)
Plain English Guide	Viewing Document: Plain English Guide - second edition (iow.gov.uk)