

Annexe B to Appendix 1 – Isle of Wight Council Self-Assessment

Principle 1: Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law

1.1 Behaving with integrity

1.2 Demonstrating strong commitment to ethical values

1.3 Respecting the rule of law

1.1 Behaving with integrity – How we meet these principles:

- The member code of conduct meets statutory requirements and is communicated to members during induction. Regular reminders given as necessary, **the code of conduct was updated in 2019 and is reviewed annually.**
- Members are required to affirm that they accept and will abide by the requirements of the code of conduct when signing their declaration of office
- Declarations of interest are a standard agenda item at member level meetings and any declarations recorded in minutes.
- The member register of interests is published on www.iow.gov.uk
- There is a compulsory induction module for new members on the role of councillors, code of conduct, register of interest and role of the designated independent person.
- **Members continue to be afforded the necessary opportunities to become equipped with the requisite skills and knowledge that affords confidence in fulfilling their roles**
- **Newly elected members are buddied with a senior officer who can provide support and guidance on the workings of the local authority**
- The monitoring officer provides informal advice and guidance to members as required to avoid complaints or any potential misconduct occurring
- There is a formal complaints process in place for elected members of the council
- Integral to the scrutiny function is the examination of ethical decision making
- The personal development review process has been redrafted and aligned with the council's behaviour. Guidance has been refreshed and training provided to managers.
- A development programme for members is in place based on an LNA undertaken
- The constitution sets out the required decision-making practices and protocols and schemes of delegation to make authority limits explicit
- The constitution is reviewed at Annual Full Council to ensure it remains fit for purpose
- The council's corporate plan communicates shared values with members, staff, the community and partners
- There is a suite of employment policies that set out the requirements of staff for conduct at work, including disciplinary, capability, attendance management, equality and diversity practice, data protection and information management etc.
- The employee disciplinary procedure sets out matters considered to amount to misconduct and the action that can be taken if proven to be evident
- The staff code of conduct web link is issued with the contract of employment and is a component of induction

Areas for Improvement

- **Timely review of Terms of Reference for formal groups and meetings to ensure they remain relevant and compliant.**
- **The employee code of conduct needs to be promoted and championed with the council's workforce to ensure that all staff fully understand the expectations placed upon them.**
- **The suite of employment policies that set out the requirements of staff for conduct at work, including disciplinary, capability, attendance management, equality and diversity practice, data protection and information management etc. are currently all under review to ensure that they are all up to date, clear and easy to locate.**

<ul style="list-style-type: none"> • A corporate induction programme is provided for all new employee starters to the council which includes an overview of the council and its priorities, conduct expectations, information governance, health and safety and other aspects of good governance. • The HR Advisors meet with new managers to enable them to understand the council policies. • Personal performance management processes set clear performance objectives and standards of working and behaviours that are monitored and reviewed regularly in 1:1 meetings with staff. • Personal development programmes are available to staff to assist them with the development of the skills and competencies required for effective performance at work • A counter fraud and corruption strategy is in place • There is a whistleblowing policy in place (refreshed 2019) together with an independent hotline reporting facility. This is made available via www.iow.gov.uk for those organisations commissioned to deliver services on behalf of the council and via an intranet page for employees, volunteers and members • Audit committee are provided with reports on whistleblowing matters received. • There is a complaints policy in place with an on-line reporting facility • Each service area has a nominated complaints officer with responsibility for the handling and responding of complaints received. • Annual report on complaints, learning gained and action taken as a result is provided in the performance report to Cabinet at the end of Quarter one of the following year 	
<p>1.2 Demonstrating strong commitment to ethical values - how we meet these principles:</p>	<p>Areas for Improvement</p>
<ul style="list-style-type: none"> • There is a nominated lead officer for equality and diversity in place. • Equality objectives are in place (new objectives reviewed in 2019) published on www.iow.gov.uk • There is a strategic equality board in place, comprising of the corporate management team to monitor the delivery of the council's equality objectives and equality impact assessment requirements. Membership includes the lead officer for equality and representatives of the staff equality group and recognised trade unions. • A staff equality group is in operation to consider and support the development and improvement of employment related practices • There is a strategic health and safety board in place that meets quarterly to achieve strategic coordination and collaboration across all services and to deliver improvements in the management of health and safety and the discharge of relevant responsibilities. • Regular health and safety monitoring reports are produced that identify trends across council departments that may require attention and/or further intervention by directors/heads of service. • Statutory services have regular strategy meetings in place which have recorded minutes and which inform care plans. • The council's pay policy has a statement of commitment to equal pay • Training is available for managers regarding their responsibilities for effective people management and performance management • There are agreed values in partnership agreements and statements of business ethics that communicates commitment to ethical values to external suppliers • Ethical values feature in contracts with external service providers 	

1.3 Respecting the rule of law - how we meet these principles:	Areas for Improvement
<ul style="list-style-type: none"> • There is a Cabinet member in place with responsibility for procurement • Procurement compliance reports are made to Audit Committee on a regular basis (twice yearly), the reports focus jointly on compliance and activity • The director of finance fulfils the statutory function of Section 151 Officer and undertakes to comply with the duties and responsibilities as set out in law • The Section 151 officer is provided with the necessary resources to fulfil the duties and responsibilities of the statutory function • The Assistant Director of Corporate Services fulfils the statutory function of monitoring officer and undertakes to comply with the duties and responsibilities as set out in law. • The monitoring officer is provided with the necessary resources to fulfil the duties and responsibilities of the statutory function • Designated Independent Persons are in place to assist the monitoring officer and elected members in dealing with member ethical behavioural issues. • An Appeals Committee is in place for the hearings of complaints against members following investigation • All decision reports are considered for their legal, financial and risk implications with the advice provided by officers recorded via the “call over” process • A Contract Monitoring Framework is in place, which provides guidelines and standards in relation to contract management activities to bring consistency to the way contracts are managed across the council • A procurement board is in place to ensure compliance with relevant law in respect of procurement and compliance with the council’s procurement code • The council’s Contract Standing Orders sets out the rules for lawful and sound processes for entering into contacts. • The Emergency Planning command structure was put in place on 30th January 2020 to monitor and plan for the response to the potential pandemic. The full Silver Group cell structure stood up 5th March 2020 to manage governance across all services to support the pandemic response within the changing legislation. 	<ul style="list-style-type: none"> • Formally update the terms of reference for procurement board. <p>This will also require an update to Contract Standing Orders</p>

Principle 2: Ensuring openness and comprehensive stakeholder engagement

2.1 Openness

2.2 Engaging comprehensively with institutional stakeholders

2.3 Engaging stakeholders effectively, including individual citizens and service users

2.1 Openness - How we meet these principles?

Areas for Improvement

- There is a process in place for the effective management of freedom of information requests with departmental information guardians in place across the council, supported by the corporate information unit who monitor compliance and appeals and escalate where necessary
- The code of practice for transparency in local government is adhered to and all required information is published on www.iow.gov.uk transparency pages
- Advance notification of all decisions to be taken by Full Council and the Cabinet (including key decisions) is published as a forward plan on www.iow.gov.uk this is well in excess of legislative requirement
- All committee agenda, papers and minutes are published in accordance with publication deadlines on www.iow.gov.uk
- All member delegated decisions are published in accordance with publication deadlines on www.iow.gov.uk
- There is a facility for any elected member to submit questions to Cabinet members which is published together with a response for access by all members
- All professional advice provided for decision making purposes is recorded in committee reports together with the outcomes of the consultation activities undertaken.
- The annual statement of accounts is published on www.iow.gov.uk
- There is an annual consultation on the budget that includes meetings with the public and other stakeholders
- Any significant or major proposed service change is subject to formal consultation and equality impact assessment. Records of these consultations is retained on www.iow.gov.uk
- There is a dedicated section of www.iow.gov.uk to launch, announce and provide results of consultations
- In the Coronavirus Act provision has been made for regulations to be issued to amend the legislation around local authority meetings and guide the provision of online meetings and allow decisions to be made that way

- There is a need to refresh the council's partnership database to ensure it remains current and up to date
- There is a need to review the council's governance arrangements for partnerships
- **The Covid-19 pandemic has meant that the local authority has had to look at different ways to conduct its business and relationships with residents and partners, including virtual meetings through remote access. In some cases, this will lead to streamlined processes but in others, it may be that there are risks that some people are excluded from processes, for example, by not having ready access to technology that allows them to participate. Considering these implications and learning from the new ways of working will be an important part of the recovery process for the council and its partners.**

2.2 Engaging comprehensively with institutional stakeholders How do we meet these principles?

Areas for Improvement

<ul style="list-style-type: none"> • There is a town and parish council protocol in place setting out how the Isle of Wight Council will consult with town and parish councils. Engagement with and involvement of town and parish councils has been strengthened through the introduction of quarterly joint meetings with the council. • There is a dedicated single point of contact for town and parish councils and a quarterly meeting between the Leader of the Council, Chief Executive and Town and Parish Council Association (IWALC). • The council is a member of the Partnership for Urban South Hampshire (PUSH) • The council is a member of the Solent Local Enterprise Partnership (SLEP) • The council is a member of the Sustainability and Transformation Partnership for Hants/IOW. • Staff are formally engaged in dialogue with the corporate management team through annual staff conferences as well as regular coffee and chats sessions and site visits with the Chief Executive. • Governance arrangements for partnerships are set out in the partnership agreements and/or terms of reference • There is an established Health and Wellbeing Board • There is an established Local Care Board in place that is evolving to an Integrated Care Partnership from Feb 2020 to oversee the management of the local health and social care system • There is an established community safety partnership • There is an established Corporate Parenting Board • There are established pension boards in place for both the Local Government Pension Scheme (LGPS) and Fire Service scheme, with identified improvement action plans to support the work of the Council's Pension Fund Committee. • Affected Residents Cell established 13th March 2020 membership includes Isle of Wight Council, The IOW NHS Trust and the IOW Clinical Commissioning Group. 	<ul style="list-style-type: none"> • A review of the LCB governance is underway to reflect on wider health and care needs evolving through the development of an Integrated Care Partnership in addition to the link to One Public Service agenda
<p>2.3 Engaging stakeholders effectively, including individual citizens and service users - How do we meet these principles?</p>	<p>Areas for Improvement</p>
<ul style="list-style-type: none"> • There is a Children & Young Peoples Participation Strategy in place • There is a hearing young people's experiences (HYPE) group in place comprising of children in care and care leavers. • There are established children's and adults safeguarding boards in place • There is an established multi-agency Children's Trust in place who are accountable for the delivery of the agreed outcomes contained within the Children and Young People's Plan • There is a Children and Young People's Plan in place that is also directly connected to the public health annual report and health and wellbeing strategy. • There are surveys undertaken with children in care on matters of importance to them and to elicit views about where improvements can be made. • There is an established user led organisation in place to support residents in helping to shape, direct and manage services they need as well as to provide information, advice and guidance on the services available across the Island. • There is a market position statement in place for adult social care. • There are a variety of communication tools used including social media to communicate with residents on a daily basis. • There is a facility in place to enable live streaming of Full Council meetings • In the development of the council's regeneration strategy, there have been a number of local area workshops undertaken, together with the completion of the "Wight we Want" survey to obtain resident views and expectations. • There are established pension boards in place for both the Local Government Pension Scheme (LGPS) and Fire Service scheme, with identified improvement action plans to support the work of the Council's Pension Fund Committee. 	

<ul style="list-style-type: none"> • There is an established Strategic Partnership formal arrangement in place with Citizen's Advice to support the delivery of Information, Advice & Guidance (IAG) services across the Island • There is an established One Public Service Partnership Board to oversee the Islands partnership aspirations across public services and deliver a portfolio of activity. • Silver Group established 30th January focussing on the substantive communications strategy required to ensure all stakeholders are engaged in appropriate messaging across all mediums, 	
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<p>Principle 3. Defining Outcomes in Terms of Sustainable, Economic, Social and Environmental Benefits:</p> <p>3.1 Defining outcomes 3.2 Sustainable economic, social and environmental benefits</p>	
<p>3.1 Defining outcomes How do we meet these principles?</p> <ul style="list-style-type: none"> • The three-year corporate plan (refreshed annually) sets out the council's vision, strategic priorities and outcomes together with key activities that will deliver them together with the performance measures that enable monitoring of delivery to take place. The corporate plan is used as a basis for service planning and employee objective setting on an annual basis. • There is a stated ambition to work towards a one public service approach for the Isle of Wight to secure the longer-term sustainability for public services. A part of this is working with health colleagues to develop and deliver a sustainable health and care service for the island • Through One Public Service collaborative joint working opportunities are being explored that has led to a number of joint service provisions being formed across public services to share resources and achieve agreed outcomes and efficiencies • The medium-term financial strategy sets out the resource allocation for the delivery of the corporate plan • Quarterly performance reports are provided to Cabinet that set out progress against corporate priorities and the desired outcomes together with performance outturn, risk analysis and mitigation. • There are risk management protocols in place together with strategic and operational risk registers that are reviewed by the corporate management team and departmental service boards or equivalent on a monthly basis. • Decision making reports required to show how decision will contribute to priorities. 	<p>Areas for Improvement</p> <ul style="list-style-type: none"> • The further review and development of One Public Service objectives and priorities
<p>3.2 Sustainable economic, social and environmental benefits How do we meet these principles?</p> <ul style="list-style-type: none"> • Capital investment is structured to achieve appropriate life spans and adaptability for future use or that resources are spent on optimising social, economic and environmental well-being • There is an established pension fund investment strategy approved by the Pension Committee. • The council's procurement processes, in accordance with the Public Services Act 2012 include the requirement for social value in the commissioning of goods and services. • The council has a commissioned service with the voluntary sector for the provision of information, advice and guidance services 	<p>Areas for Improvement</p> <ul style="list-style-type: none"> • Embedding our commercial practices in line with the council's commercial strategy.

<ul style="list-style-type: none"> • The council's regeneration strategy has been developed with the principles of sustainable development at its core. Any proposals to improve places consider the impacts on people and the environments as fundamental principles. • The council is 3 years into delivery of its current Digital strategy. This sets out the approach to Digital services, technology and infrastructure, digital inclusion, digital skills for the Council. <i>The Island Digital Strategy monitored through the Digital Group at workshops co-ordinated by the IWC.</i> • <i>The Council's Procurement Strategy identifies and explains the benefits of ensuring that service decisions and procurements consider and address their impact upon local communities, the local economy, the environment and the lives of residents.</i> 	<ul style="list-style-type: none"> • <i>Commercial awareness training being rolled out</i> • <i>Commercial star chambers are being developed</i>
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<p>Principle 4: Determining the interventions necessary to optimise the achievement of the intended outcomes</p> <p>4.1 Determining Interventions 4.2 Planning interventions 4.3 Optimising achievement of intended outcomes</p>	
<p>4.1 Determining Interventions - How we meet these principles</p>	<p>Areas for Improvement</p>
<ul style="list-style-type: none"> • All member level decision reports set out the options available together with an options appraisal that informs the recommendation to members. • Discussion takes place between members and officers on the information needs of members to support decision making • All professional advice provided for member level decision making purposes is recorded in reports together with the outcomes of the consultation activities undertaken. • There is a business intelligence team who are responsible for the co-ordination of performance and risk management activities and reporting • There is a corporate performance management framework in place and annual programme of required activity • There is corporate management team schedule of performance and risk review activity • Budgeting guidance and protocols are in place 	<ul style="list-style-type: none"> • Coordinated workforce planning is required to identify and support the future service requirements in key areas. Pro-active plans to address any foreseeable shortfall in future skills and knowledge is required.
<p>4.2 Planning interventions</p>	<p>Areas for Improvement</p>
<ul style="list-style-type: none"> • Development of budget proposals is undertaken in conjunction with cabinet portfolio holders and corporate management team members • There is a monthly meeting of Cabinet and the corporate management team to provide strategic oversight and direction for the council's activities • There is an organisational development strategy in place that provides the necessary framework for the engagement and involvement of staff as well as to keep them informed of key issues 	<ul style="list-style-type: none"> • The current organisational development strategy requires continued monitoring to ensure that the strategic direction set by the council remains consistent with planned interventions and understanding of improvements required.

<ul style="list-style-type: none"> • A full and permanent complement of senior officers is in place (known as the corporate management team) to ensure that there is the necessary capacity to provide the strategic direction and operational management necessary to achieve the corporate plan outcomes • There is a dedicated contract management team for the council's strategic third-party relationships in the delivery of its Highways PFI and waste contracts. 	<ul style="list-style-type: none"> • <i>Creating an Integrated Care Partnership Governance structure to monitor and review the delivery of the agreed health and care sustainability plan projects and programmes of delivery.</i>
<p><i>4.3 Optimising achievement of intended outcomes</i></p>	<p><i>Areas for Improvement</i></p>
<ul style="list-style-type: none"> • There is a medium-term financial strategy aligned to corporate priorities • The council's procurement strategy sets out a statement for the achievement of social value in all its purchasing decisions and is monitored and reported upon to Audit Committee • A full and permanent complement of senior officers is in place (known as the corporate management team) to ensure that there is the necessary capacity to provide the strategic direction and operational management necessary to achieve the corporate plan outcomes • There is a dedicated contract management team for the council's strategic third-party relationships in the delivery of its Highways PFI and waste contracts. • <i>IAG Contact management arrangements in place to monitor progress of agreed deliverables and discuss/review with partners the IAG needs</i> 	<ul style="list-style-type: none"> • Recruitment difficulties that reflect the national picture affect several areas across the council. HR team are developing proactive strategies that will require specific actions to improve the overall position. • <i>Appropriate Programme Board arrangements in place to monitor delivery of agreed objectives and provide assurance and intervention at appropriate levels</i>

<p><i>Principle 5: Developing the organisation's capacity, including the capability of its leadership and the individuals within it</i></p> <p><i>5.1 Developing the organisation's capacity</i> <i>5.2 Developing the capability of the organisation's leadership and other individuals</i></p>	
<p><i>5.1 Developing the organisation's capacity - how we meet these principles</i></p>	<p><i>Areas for Improvement</i></p>
<ul style="list-style-type: none"> • There is utilisation of research and benchmarking exercises to inform service review on an on-going basis • The council has an organisational development strategy and delivery plan with an operational delivery board to oversee its successful implementation • All staff have job descriptions that set out their roles and responsibilities and behavioural competencies 	<ul style="list-style-type: none"> • A review of resident panels needs to be undertaken • <i>Workforce organisational development opportunities</i>

<ul style="list-style-type: none"> • There is a member induction programme in place that assists with the development and understanding of the differences between the roles of members and officers • The corporate management team and executive meet on a monthly basis to review and monitor strategic priorities, performance and risk • There are opportunities in place for members to scrutinise and challenge proposals and decisions • There is a strong and stable corporate management team in place to provide the necessary strategic leadership for operational delivery • Directors meet regularly with their Cabinet portfolio holders to keep them abreast of corporate priority delivery • External capacity support sourced where additional professional expertise is required • Through the One Public Service agenda, strategic partnerships are explored and entered to improve capacity and pooling of available resource and expertise • The Public Health Partnership Agreement with Hampshire County Council 	<p><i>between partners through One Public Service to develop the capacity and roles required for the broader island public service delivery</i></p> <ul style="list-style-type: none"> • Ensure that the wellbeing of staff is managed, and that the impacts of the COVID-19 pandemic are sensitively addressed.
<p>5.2 Developing the capability of the organisation’s leadership and other individuals – how we meet these principles</p>	<p>Areas for Improvement</p>
<ul style="list-style-type: none"> • There is a member induction programme in place that assists with the development and understanding of the differences between the roles of members and officers • There is a corporate learning and development programme available to all staff together with service specific professional updating activities • There is a specific aspiring leader development programme in place and related activities to support growth and development of leadership capacity and succession planning. • A leadership forum has been established for senior and service managers, led by the Assistant CX and which has a steering group to assist with the development of the agenda and activities within it. • Three “BIG” management conferences are held each year to enable all managers to come together to discuss matters of importance and to participate in networking opportunities. • There is a rolling programme of member training that provides access to update courses/information briefings and personal development • External reviews are commissioned as necessary to provide an independent professional view of capacity and operational delivery performance to inform future planning 	<ul style="list-style-type: none"> • A new learning management system (LMS) was introduced in March 2020 enabling staff access to a range of learning and development including digital and face to face. It also provides greater visibility for managers of their staff development via dashboards which will show compliance with mandatory training and refresher dates

<p>Principle 6: Managing risks and performance through robust internal control and strong public financial management</p> <ul style="list-style-type: none"> 6.1 Managing Risk 6.2 Managing Performance 6.3 Robust internal control 6.4 Managing data 6.5 Strong public financial management

6.1 Managing Risk - How we meet these principles	Areas for Improvement/Action
<ul style="list-style-type: none"> • Risk management strategy/policy formally approved and adopted and reviewed and updated on a regular basis • Mature and comprehensive risk management framework in place and operation • Strategic risks are managed by the corporate management team and reviewed by Audit Committee on a quarterly basis • Services discuss operational risks at service boards and escalate areas of concern to the corporate management team accordingly • The completion of an annual governance statement identifies areas of compliance with good governance and aspects for improvement. • Internal audit performance reviewed annually against pre-agreed audit action plan • The council has a designated chief internal auditor as the commissioner and management of the internal audit function • Audit Committee complies with best practice • There is an established project management methodology 	<p>A significant number of risks and governance exposures for the organisation arise from the immediate response to the Covid-19 pandemic, and these will need to be addressed as part of the recovery.</p> <p>These issues will be reported on in the Annual Governance Statement and summarised in the Annual Governance Statement for 2020/21.</p>
6.2 Managing Performance - How we meet these principles	Areas for Improvement/Action
<ul style="list-style-type: none"> • Business plans are in place for each service area • There is increasing participation in several benchmarking clubs to inform service improvement/development • The role and responsibility for scrutiny by members has been established and is clear • There is a corporate set of performance measures that provide an overview of the council's performance in key areas at any one given time. • Quarterly performance reports are considered by Scrutiny Committee prior to Cabinet meetings • Performance Information and trends are considered by the chief executive on a monthly basis • Senior officers agree annual performance targets with the chief executive and for which they will be held accountable 	<p>The Covid-19 pandemic created an enormous test of the capacity of the organisation. Many officers have been required to work under extreme pressure. There has been a vast increase in home working, other staff have been redeployed into different roles to supplement business critical activity. The reset of corporate priorities and refreshed performance reporting to support those decisions will be a critical part of the response and recovery.</p>

6.3 Robust Internal Control - How we meet these principles	Areas for Improvement
<ul style="list-style-type: none"> Internal audit reviews financial operations and identifies non-compliance with procedures, policies and regulations Financial accounts and governance arrangements are reviewed annually by the external auditor and who also provides an opinion on the council's arrangements for value for money. The council has entered into a partnership with Portsmouth City Council to deliver a fraud investigation service to fill the gap that was created by the transfer of the fraud team to the Department for Work and Pensions under the reform of the benefits system. It is important to note that in 2020/21, the impact of the Covid-19 pandemic will reduce the coverage of the wider assurance framework on the organisation. There will be a slightly reduced audit plan, to take account of changing circumstances, and reduced activity of a number of external inspectorates and regulators Full command and control in place on 24th March 2020. 	<p>These issues will be reported on in the Annual Governance Statement for 2020/21.</p>
6.4 Managing Data - How we meet these principles	Areas for Improvement
<ul style="list-style-type: none"> There is a clear data management framework in place together with appropriate policy and procedures To ensure that the council is compliant with the new general data protection regulations, the information governance team has an established action plan in place The council meets the requirements of the PSN Code of Connection Data sharing protocols for the COVID shield data were fully complied with to enable effective sharing within the revised regulations for COVID 19. 	<ul style="list-style-type: none"> Continued progress against the GDPR action plan to ensure on-going compliance. IT Disaster Recovery arrangements; all directors need to ensure that the availability of the systems on which their areas rely are sufficient to enable front line services to continue operating, in the event of a continuity incident. Development of an aligned Information Governance framework approach across health and care to ensure operating to same standards, framework and principles
6.5 Strong Public Financial Management - How we meet these principles	Areas for Improvement
<ul style="list-style-type: none"> Financial management supports the delivery of services and transformational change as well as securing good stewardship Each department/service has an allocated budget accountant makes regular budget monitoring reports available for review Capital and revenue positions are reported as part of the quarterly performance reports to Cabinet. 	

<ul style="list-style-type: none"> • There is an approved medium-term financial strategy in place together with well-established financial regulations for the operational delivery of prudent financial management • There is a clear budget strategy in place for the better care fund • The treasury management strategy is approved by Full Council and reviewed by Audit Committee • Audit Committee approves annual accounts, financial regulations • The council participates in a health and care System Finance Group to review collective financial accounts and system reporting arrangements through the Integrated Care Partnership (formally the Local Care Board) to approve business cases and financial viability of system health and care needs 	
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Principle 7: Implementing good practices in transparency, reporting and audit to deliver effective accountability	
7.1 Implementing good practice in transparency 7.2 Implementing good practices in reporting 7.3 Assurance and effective accountability	
7.1 Implementing good practice in transparency - how we meet these principles	Areas for Improvement
<ul style="list-style-type: none"> • Transparency data is published monthly showing all individual items of expenditure; workforce information; equality and diversity data; council assets and contracts let 	
7.2 Implementing good practices in reporting - how we meet these principles	Areas for Improvement
<ul style="list-style-type: none"> • Decision and information reports to all council meetings follow the same accessible format only redacting confidential information in line with Local Authority Legislation or Data Protection Regulations. • All reports with confidential items have been taken in public session however where appropriate on a few occasions a report with confidential items has been considered in private • There is a formal annual report which includes key points raised by external scrutineers and service users' feedback on service delivery. • Annual Governance Statement is prepared by the Assistant Chief Executive and reported to Audit Committee 	
7.3 Assurance and effective accountability - how we meet these principles	Areas for Improvement
<ul style="list-style-type: none"> • There is a designated, named Data Protection Officer • There is a dedicated, named Caldicott Guardian • There is a designated, named Senior Information Risk Officer (SIRO) 	<ul style="list-style-type: none"> • Matrix of roles and responsibilities for named officers fulfilling designated roles is being developed as part of the update to the constitution to inform areas of responsibility.

	<ul style="list-style-type: none">• <i>Service area responsibilities and areas of delegated accountability that support the designated roles are being better defined to ensure all parties are aware of their responsibilities.</i>
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