

Ref	Recommendation	Outcome	Activity	Lead	Timescale	Update - January 2018	Update October 2019
R1	As enabling Council, form an Island Partnership that brings together all of the partners who can help you deliver success		1 Review the role and purpose of all existing strategic stakeholder partnerships, with a view to creating an overarching "partnership" to co-ordinate activity and maximise impact across all partnerships.	ACX	December 2018**	Not yet complete – original date was subject to an early increase in corporate capacity. Revised timescale – June 2019	Actions 1-7 are related. This activity will be kept under review. An approach has been developed with a focus on the council's place making responsibilities, with placed based partnership groups being developed e.g. Shaping Newport; Ryde Regeneration.
R2	Consider sharing the leadership within your partnerships to secure support for your vision	There is a shared ambition and narrative for the future shape of the Isle of Wight;	2 Development of terms of reference for a co-ordinating strategic partnership and agreed plan for its implementation and operation.	ACX	December 2018**	Not yet complete – original date was subject to an early increase in corporate capacity. Revised timescale – June 2019	This approach recognises that there are different priorities across different areas of the Island.
R3	Use that Partnership to create an agreed and owned vision and set of priorities for the Island to 2030	individual stakeholder and community activities are aligned to the vision and co-ordinated to it.	3 Evaluate the intended impact of local and national plans for the Isle of Wight and present to the partnership to inform a "visionary exercise".	ACX	February 2019**	Dependent on 1 & 2 Revised timescale – September 2019	This work is supplemented by theme-based partnership discussion forums which inform and help shape council policy e.g. Business Reference Group; Climate and Environment Forum, Housing Partnership.
R4	Use that Partnership to set and manage what you want to say about where the Island is going, and avoid raising expectations you may not be able to deliver.		4 Using all available data, identify and agree with the co-ordinating partnership a vision of the Isle of Wight in 2030.	ACX	May 2019**	Dependent on actions 1-3 Revised timescale – Dec 2019	The council will review the success of this approach in 2020/21.
			5 Test and consult the 2030 vision with the Island community and relevant national and local agencies and businesses.	ACX	October 2019**	Dependent on actions 1-4 Revised timescale – Jan 2019	
			5 Develop and Implement single plan for the delivery of the agreed vision.	ACX	December 2019**	Dependent on actions 1-5 Revised timescale – March 2020	
			7 Agree with the partnership the key "narrative" for the Isle of Wight to support and underpin its future aspirations.	ACX	November 2018**	Dependent on actions 1-5 Revised timescale – Feb 2020	
			8 Complete and implement a housing delivery strategy for the Island.	ACX	October 2018	The Council's revised approach to housing delivery was agreed by the Cabinet in November 2018.	Both the Housing strategy and the Homelessness Strategies are to be considered by Cabinet at its meeting on 14 <sup>th</sup> November. Implementation of housing projects are reported to a Members board and monitored through both regeneration and housing boards which are attended by projects leads and directors from across council services. Projects include both physical builds and service delivery projects. Delivery, resources and risks are all monitored and where needed escalated to the Strategic Programme Board (CMT) and Members Review Board for consideration and resolution. Programme and project management approaches are applied to all strands of the housing and regeneration programme.

OFFICIAL PROTECT

Ref	Recommendation	Outcome	Activity	Lead	Timescale	Update - January 2018	Update October 2019
			9 Complete the delivery of the Island Plan	ADR	October 2018	The implementation plan was delayed pending the receipt of environmental impact data. The Plan is open for consultation until 25 February 2019.	Consultation of the Draft Island Plan (Reg 18) closed on 25 Feb 19. The council is currently considering approx 3,500 responses. A revised timetable for delivery of the Island Planning Strategy ( <a href="#">local development scheme</a> ) has been agreed and published with a programmed date of March/April 2020 for a further period of consultation.
			10 Ensure the interdependencies between all key plans are understood, correct any omissions.	ACX	October 2018	The draft regeneration strategy is being developed alongside the Island Plan, to ensure commonality of approach.  The corporate plan and medium term financial strategy continue to be aligned & inform all key decisions	Completed.  There are clear interdependencies between the council's corporate plan, MTFs and the strategies that frame delivery of council activity.  Consideration of strategies by CMT and scrutiny prior to formal agreement by Cabinet provide a route to ensure those interdependencies are identified appropriately.
			11 Strengthen the relationship with the voluntary sector through protocols that promote and realise joint working and help realise the island's significant social capital in improving wellbeing.	ACX	December 2018**	Not yet complete – original date was subject to an early increase in corporate capacity.  Revised timescale – June 2019	In progress.  Activity in relation to strengthening relationships with the voluntary sector is being delivered through the Health and Wellbeing Board and the Local Care Board.
R5	Use your Corporate Plan and MTFP to set and stick to deliverable priorities. Remain focused on these priorities and ensure they are delivered before adopting new projects	The council make best use of its resources to deliver its agreed priorities without distraction.	12 Implement a programme for the annual review of the corporate plan to confirm medium and long term priorities	ACX	April 2019 (first review)	Annual review and refresh in hand	Completed.  A revised corporate plan was approved In July 2019.  Annual reporting process is in place and used to review activity and performance linked to corporate plan outcomes.
			13 Develop and implement a process for in-year review of new opportunities and threats which could impact upon the delivery of the corporate plan.	ACX	September 2018	Informal review process being delivered through joint meetings of the Cabinet and Corporate Management Team to feed the annual review of the corporate plan.  Governance arrangements are now in place (Strategic Programme Board [SPB] and Members review Board [MRB]) to monitor delivery of critical activity linked to the corporate plan. Project teams escalate issues to programme boards which in turn escalate through to SPB and MRB)	Completed.  Annual reporting process is in place and used to review activity and performance linked to corporate plan outcomes.
			14 Ensure appropriate review and revision to the delivery of the corporate plan as required to ensure its delivery – through the use of the quarterly performance reports.	ACX	April 2018	Completed.  Quarterly performance reports are embedded as a key tool for monitoring performance and strategic risks. The reports are now presented by portfolio rather than theme.	Completed.  Annual reporting process is in place and used to review activity and performance linked to corporate plan outcomes.
			15 Develop and implement a data warehouse to hold all of the key source data to inform the council's decisions	ACX	December 2018	Not yet complete, further work required to collate all source data.  Revised timescale – May 2019	In progress. There several areas of the council that have data warehousing capabilities to share and access data across their service areas and to combine this into reporting functions and analytics:  1. Adult Social Care now use a scheduler to pull information from commissioning and personal data sets into performance reporting across the business.  2. The corporate data book is the start of a corporate data warehouse and is used to assess performance and service improvement which in turn informs decision making through the QPMR process. Power BI is being

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							<p>piloted to enhance the reporting capabilities of this data set.</p> <p>3. The JSNA is another form of data warehouse and developments are in hand for an enhanced web design and interactive reporting.</p> <p>4. ICT software development are in the process of developing a "digital services dashboard". This will take activity and information from a range of corporate systems in an overnight automated feed.</p> <p>The work on sourcing benchmarks for the performance measures/key metrics (known as the Databook) has been done completed.</p> <p>A full benchmarking report will be produced at the end of the financial year.</p> <p>The council has commenced piloting a new business intelligence tool for improving reference and consistency in council reports. The pilot is programmed to run throughout 2019/20 financial year.</p> <p>Completed.</p> <p>Budget programming continues to the principles referred to in the earlier update. However, the programme will need to respond to current circumstances (e.g. existing funding uncertainties) and therefore the timetable for publication of options may differ from time to time.</p> <p>Completed</p>
			Identify and maintain a benchmarking data set for all of the council's key metrics.	ACX	December 2018	Not yet complete, further work required to source appropriate benchmarks for the council's metrics Revised timescale – May 2019	
			Make reference to source material used in the production of council reports.	ACX	October 2018	Improved use of material referenced in background documents although still inconsistent.	
R6	Maintain credibility by taking the tough decisions your MTFP requires	A financially balanced and sustainable council.	Introduce revised programme for budget development which provides opportunities to create a common understanding of the challenges facing the council and the possible actions in response.	DoF	July 2018	Programme implemented and initial budget proposals for 2019/20 were published in November, some 10 weeks earlier than previously.	
R7	Urgently review the capacity you need to land the opportunities within One Public Service, regeneration, and to build a sustainable business model for the council.	The council is able to investigate and exploit all opportunities for financial and service sustainability in order to provide the services required by the community.	Agree and begin to implement proposals for strengthening the council's corporate policy/strategy/financial capacity to drive the changes necessary to be a "financially balanced and sustainable council".	CX	June 2018	Corporate capacity has been increased, starting from 1 August, with the addition of a number of new senior roles and two graduate trainees. The changes completed on 14 January 2019.	
			Develop and implement a commercialisation/income generation strategy (including skills development and training) to support the delivery of the MTFP.	ACX	November 2018	Not yet complete – original date was subject to the increase in corporate capacity. Revised timescale – April 2019	Completed – strategy was agreed by cabinet at their meeting on 10 <sup>th</sup> October 2019. In progress – implementation being developed. The cabinet member has agreed to discuss the implementation plan with scrutiny at a future date.
			Work with partners to implement a project delivery board to steer the delivery of the One Public Service initiative and seek support for sufficient project management to take the project forward and align with the existing One Public Estate initiative.	CX	July 2018	Board is now established, first formal meeting held in October 2018; Only the council is providing project support at present	The arrangements outlined in the previous update remain in place. OPS partners are exploring the potential for collaborative work across a number of workstreams (estates and property; energy management; back-office support) and OPE projects (blue light hub; civic centre office use). Further work is needed to provide clarity on the relationship with other integrated working structures (e.g. Health and Wellbeing Board, Local Care Board) as well as developing a narrative for achievements and success.

OFFICIAL PROTECT

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R8	Develop an open and honest relationship with health partners and test this by sharing financial and savings assumptions and plans.	A person centred approach to health & social care services and improved efficiency of all available resources.	22	Introduce a portfolio member led project board to oversee the council's regeneration initiatives, ensure co-ordination across portfolios and act as a gatekeeper for the programme.	ACX	April 2018	Implemented with effect from April 2018 and meeting monthly.	
			23	Work with the IW CCG, through the Local Care Board, to agree the range of health functions to be commissioned locally and establish a place based commissioning strategy/unit, also agreeing which council services will be included, which at scale within a wider Hampshire CCG partnership.	CX	October 2018	Not yet complete, due to requirements of the health regulators for partners to produce a health & care sustainability plan and associated action plan for the Isle of Wight. There is active support for the approach once this plan is available in the spring 2019  Revised timescale – dependent on partners	
R9	Ensure all councillors are trained and developed to fulfil their roles and make a positive contribution.	More and clearer opportunities for members to engage with the decision makers to represent the needs of their wards.	24	Work with partners to achieve a position where the IW NHS, Adult Social Care, Public Health and Supporting People spending are combined and directed through an enhanced Local Care Board (requires approval from NHS England).	CX	April 2019	Not yet complete, due to requirements of the health regulators for partners to produce a health & care sustainability plan and associated action plan for the Isle of Wight. There is active support for the approach once this plan is available in the spring 2019  Revised timescale – dependent on partners	
			25	Undertake a training needs analysis for all members	D.Res	July 2018	Complete	
			26	Design and deliver a learning & development programme for all members	D.Res	October 2018	Complete and preparation now commencing on the development of plans to support the delivery of a programme following the next local elections.	
			27	Undertake a review of the member induction programme	D.Res	September 2019	In progress – commenced the preparation for a review of the member induction programme in line with action 26.	
			28	Identify and commission further LGA support to assist in the strengthening of defining and agreeing expectations of respective roles and responsibilities.	CX	January 2019	No further support needs have been identified at this stage	
			29	Establish and deliver a rolling programme of development for scrutiny members to become more confident and proficient in the scrutiny role and function	D.Res	September 2018	Completed.  There is a continuing programme of development and the recently appointed interim monitoring officer will be working with scrutiny panels to identify ways in which they can be further enhanced.	

**OFFICIAL PROTECT**

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			30 Establishment of work plans for each policy/scrutiny committee	D.Res	June 2018	Complete	
			31 Work with the LGA to identify areas of best practice in each Cabinet portfolio area in other local authorities and seek to learn from them.	D.Res	September 2018	No specific areas of improved have been identified requiring this approach.	
			32 Embed the use of "action trackers" to capture the shared working agendas of directors and cabinet members.	CX	September 2018	Complete	
			33 Make better use of the forward planning process to identify key risks and opportunities facing the council and have a clear plan in response.	CX	June 2018	This approach has been factored into the refresh of the corporate plan	
			34 Formally review the introduction of a Leader's update and members' question time at Full Council.	CX	May 2018	Complete – introduced Leader's update and members' question time at Full Council following the annual meeting in May	
R10	As a new and dynamic Cabinet develop your collective strengths and your working relationships with CMT including clarity about respective roles		35 Further CMT/Cabinet development workshops to secure collective agreement and clarity on absolute priorities for the council.	CX	May 2018 then half yearly	Programme of workshops in place – last meeting held in December 2018,	
			36 Establishing agreed mechanisms for monitoring the delivery of agreed key priorities and a set of criteria to be used for the changing of or addition to priorities at any one given time.	ACX	September 2018	This approach has been formalised as part of the refresh of the corporate plan	
			37 Establishment of clear delivery plans for agreed regeneration projects from conception to completion that take into account financial and human resource requirements, funding sources, agreed performance management systems and processes.	D.Reg	September 2018	Complete – July 2018 Projects summarised in draft regeneration strategy with three year headline action plan. Project milestones reviewed by monthly member board and quarterly policy scrutiny committee	Reports to a bi monthly members regeneration board continue, and a prioritisation framework was adopted in August 2019 to assist in refining the scope of the programme and prioritise council resources  A members housing board has been established to reflect the council's priority around this topic in its revised corporate plan.  Programme and project management approaches are applied to all strands of the regeneration programme
R11	Celebrate and shout out about the Island's strengths and the opportunities you offer and develop a more robust and strategic approach to corporate communications.	A common narrative about the Island's unique characteristics that underpin the services that make it an inspiring place in which to grow up, work, live and visit.	38 Finalise and implement a corporate communications strategy including an annual campaigns programme setting out the key work done by the council for its community.	CX	June 2018	Not yet complete – still to formalise the approach  Revised timescale – April 2019	In progress  Corporate communications strategy currently being drafted.  Campaigns programme linked to the corporate plan priorities is being developed.
			39 Ensure that all communications focus on the "positive" aspect of the Island's unique characteristics.	CX	July 2018	Approach agreed within the communications and media team	

OFFICIAL PROTECT

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			Develop and promote a clear plan for engaging with the media ensuring clarity and consistency of message and appropriate spokespeople are available as required. 40	CX	June 2018	New council e-newsletter introduced in December 2018	Approach agreed with the communications and media team.

Note: Dates marked \*\* will require additional corporate capacity for there to be successful achievement.