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Agenda

Name of Meeting	CORPORATE SCRUTINY COMMITTEE
Date	TUESDAY 8 MARCH 2022
Time	5.00 PM
Venue	COUNCIL CHAMBER, COUNTY HALL, ISLE OF WIGHT
Committee Members	Cllrs R Quigley (Chairman), C Quirk (Vice-Chairman), R Downer, W Drew, M Lilley, K Lucioni, J Medland, J Robertson and P Spink
Co-opted Members	C Palin (IWALC)
	Democratic Services Officer: Megan Tuckwell democratic.services@iow.gov.uk

1. **Minutes** (Pages 5 - 10)

To confirm as a true record the Minutes of the meeting held on 8 February 2022.

2. **Declarations of Interest**

To invite Members to declare any interest they might have in the matters on the agenda.

3. **Public Question Time - 15 Minutes Maximum**

Members of the public are invited to make representations to the Committee regarding its workplan. Questions may be asked without notice, but to guarantee a full reply at the meeting a question must be put (including the name and address of the questioner) in writing or by electronic mail to Democratic Services at democratic.services@iow.gov.uk, no later than two clear working days before the start of the meeting. Normally, the Committee is held on a Tuesday and therefore the deadline for written questions will be Thursday 3 March 2022.



Details of this and other Council committee meetings can be viewed on the Isle of Wight Council's [website](#). This information may be available in alternative formats on request. Please note the meeting will be audio recorded and the recording will be placed on the website (except any part of the meeting from which the press and public are excluded). Young people are welcome to attend Council meetings however parents/carers should be aware that the public gallery is not a supervised area.

4. **Progress Update** (Pages 11 - 16)

To receive an update on the progress against the actions and outcomes arising from previous meetings.

5. **Forward Plan** (Pages 17 - 32)

To consider the forward plan and to identify any items which would benefit from early consideration by scrutiny, either before the Cabinet makes a decision or to monitor post-implementation, and should therefore be included in the Committee's current workplan.

6. **Review of the Scrutiny Year** (Pages 33 - 36)

To consider the annual report on scrutiny activities during 2021-22.

7. **Commercialisation Strategy** (Pages 37 - 48)

To seek assurance that progress is being made, as per the Corporate Plan's indication that the refresh of the Commercial Strategy, and approach towards securing investment and income generation opportunities, will be actioned by March 2022.

8. **Members' Question Time**

A question may be asked at the meeting without prior notice but in these circumstances there is no guarantee that a full reply will be given at the meeting. To guarantee a reply, a question must be submitted in writing or by email to democratic.services@iow.gov.uk no later than 5pm on Friday 4 March 2022.

CHRISTOPHER POTTER
Monitoring Officer
Monday, 28 February 2022

Interests

If there is a matter on this agenda which may relate to an interest you or your partner or spouse has or one you have disclosed in your register of interests, you must declare your interest before the matter is discussed or when your interest becomes apparent. If the matter relates to an interest in your register of pecuniary interests then you must take no part in its consideration and you must leave the room for that item. Should you wish to participate as a member of the public to express your views where public speaking is allowed under the Council's normal procedures, then you will need to seek a dispensation to do so. Dispensations are considered by the Monitoring Officer following the submission of a written request. Dispensations may take up to 2 weeks to be granted.

Members are reminded that it is a requirement of the Code of Conduct that they should also keep their written Register of Interests up to date. Any changes to the interests recorded on that form should be made as soon as reasonably practicable, and within 28 days of the change. A change would be necessary if, for example, your employment changes, you move house or acquire any new property or land.

If you require more guidance on the Code of Conduct or are unsure whether you need to record an interest on the written register you should take advice from the Monitoring Officer – Christopher Potter on (01983) 821000, email christopher.potter@iow.gov.uk, or Deputy Monitoring Officer - Justin Thorne on (01983) 821000, email justin.thorne@iow.gov.uk.

Notice of recording

Please note that all meetings that are open to the public and press may be filmed or recorded and/or commented on online by the council or any member of the public or press. However, this activity must not disrupt the meeting, and if it does you will be asked to stop and possibly to leave the meeting. This meeting may also be filmed for live and subsequent broadcast (except any part of the meeting from which the press and public are excluded).

If you wish to record, film or photograph the council meeting or if you believe that being filmed or recorded would pose a risk to the safety of you or others then please speak with the democratic services officer prior to that start of the meeting. Their contact details are on the agenda papers.

If the press and public are excluded for part of a meeting because confidential or exempt information is likely to be disclosed, there is no right to record that part of the meeting. All recording and filming equipment must be removed from the meeting room when the public and press are excluded.

If you require further information please see the council guide to reporting on council meetings which can be found at <http://www.iwight.com/documentlibrary/view/recording-of-proceedings-guidance-note>

All information that is recorded by the council is held in accordance with the Data Protection Act 2018. For further information please contact Democratic Services at democratic.services@iow.gov.uk

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Minutes

Name of meeting	CORPORATE SCRUTINY COMMITTEE
Date and Time	TUESDAY 8 FEBRUARY 2022 COMMENCING AT 5.00 PM
Venue	COUNCIL CHAMBER, COUNTY HALL, ISLE OF WIGHT
Present	Cllrs R Quigley (Chairman), C Quirk (Vice-Chairman), R Downer, W Drew, M Lilley, K Lucioni, J Medland, J Robertson and P Spink
Co-opted (Voting)	Cameron Palin (IWALC)
Cabinet Members	Cllrs D Andre, J Bacon, P Fuller, C Jarman, J Jones-Evans, P Jordan, L Peacey-Wilcox, and I Stephens
Also Present	Cllrs S Ellis, G Brodie and S Hastings Christopher Ashman, Steve Crocker, Laura Gaudion, Kerry Huddleday, John Metcalfe, Wendy Perera, Christopher Potter, Colin Rowland, Claire Shand, Paul Thistlewood, Megan Tuckwell and Chris Ward

63 Minutes

RESOLVED:

THAT the minutes of the meeting held on 11 January 2022 be confirmed.

64 Declarations of Interest

Cllr Michael Lilley declared an interest in any matters relating to young people as a trustee of the Isle of Wight Youth Trust.

Cllr Chris Jarman declared an interest in any matters relating to adult social care as a family member was a beneficiary of Wightcare system.

Cllr Karen Lucioni declared an interest in any matters relating to adult social care as a self-employed Personal Assistant.

65 Public Question Time - 15 Minutes Maximum

No public questions were received.

66 Progress Update

The chairman presented the report which provided an overview of the progress against outcomes and recommendations from previous meetings. No comments or questions were raised at this stage.

RESOLVED:

THAT the progress report be noted.

67 New Council Website

The Director of Corporate Services provided a verbal update on the progress being made with the delivery of the Council's new website. Discussion took place regarding the complexity of the project, particularly following a period of underinvestment in the current ICT infrastructure which had resulted in significant technical rebuilds and coding needed to deliver a modern and accessible website. It was confirmed that the beta site for the first six service areas was on track to be launched on 31 March 2022, and prior to this date there would be an opportunity for councillors to test and familiarise themselves with the new website.

Reference was made to a series of written questions and responses which had been provided ahead of the meeting (attached). Further queries were raised in relation to device compatibility and risk management. It was confirmed that the design of the new website would ensure its compatibility with devices such as tablets and mobile phones, and the committee were reassured that a risk register for the project was monitored on a weekly basis.

It was agreed that the progress with the Council's new website would be included in the workplan for future review.

RESOLVED:

THAT the update be noted.

68 Budget Proposals 2022-23

Consideration was given to the proposed budget for 2022-23 and reference was made to a series of written questions and responses which had been provided ahead of the meeting (attached).

Concerns were raised in relation to the proposed change in Wightcare fees, particularly that the increase could discourage use (consequently have a knock-on effect to other adult social care services) and that this increase was not consistent with supporting people living at home. The Interim Director of Adult Social Care reassured that behind any funding change a detailed piece of work and risk assessment was undertaken and Wightcare remained considerably cheaper and more cost effective than supported living, residential or nursing care. It was noted that for many years the service has had an annual deficit of about £380,000 and there was a need to ensure that adult social care funds were utilised to discharge its statutory duties.

Questions were raised regarding the use of the £2.5m allocated to the Council's housing company. The Director of Finance and Section 151 Officer advised that this would give the housing company the best possible start to be set up properly, and considerations were underway to develop the business case and business plan which were legally required before the company could start trading.

Questions were raised regarding the plans for the £40,000 allocated to facilitate support for town and parish councils. The Cabinet Member advised that the Council planned to work with the towns and parish councils to identify how this money would be utilised.

Questions were raised regarding the proposed planning enforcement pilot project for Newport and Carisbrooke Community Council and whether this would be extended to other local councils. The Cabinet Member advised that the aim of the project was to create a model where the Council's enforcement team could be enhanced to support town and parish councils.

It was noted that the previous budget had allocated funds to purchase mobile average speed cameras however this was no longer the case. The Cabinet Member explained that funding was instead allocated to speed reduction schemes as speed cameras were not available to purchase.

Discussion took place regarding the levelling-up fund, the island deal and progress with the fair funding review.

RESOLVED:

THAT the budget proposals for 2022-23 be noted.

69 Items due to be considered by the Cabinet:

69a The Isle of Wight Council (Horsebridge Hill, Newport) (Traffic Regulation) Order No 1 2021

This item was not considered as it had been deferred by the Cabinet.

69b Determining School Admission Arrangements

Consideration was given to the report which sought the Cabinet's approval of the 2023/2024 school admissions arrangements. No comments or questions were raised at this stage.

RESOLVED:

THAT the proposed recommendations be noted.

69c Outcome of the Consultation on the Future of Chillerton and Rookley Primary School

Consideration was given to the report which outlined the consultation outcomes and sought the Cabinet's approval to publish a public notice to combine Godshill Primary School and Chillerton and Rookley Primary School with effect from the 31 August 2022.

The views of Chillerton and Gatcombe Parish Council were shared, and questions were raised regarding whether the decision could be delayed further to enable potential applications from other academies. The Cabinet Member advised that the decision had already been delayed by a year, no applications had been forthcoming, and it was time to give certainty to the children, parents, and staff.

It was agreed that the Cabinet Member and Director of Children's Services would meet with Cllr Spink to discuss the matter prior to the meeting of the Cabinet on 10 February 2022.

RESOLVED:

THAT the proposed recommendation be noted.

69d Quarterly Performance Monitoring Report - Q3

Consideration was given to the report which sought the Cabinet's approval of the Councils performance and financial position for the quarter ended 31 December 2021.

Discussion took place regarding the reduction in staff sickness absences compared to previous years, and benchmarking against other local authorities. Questions were raised in relation to measuring response times to FOI requests.

Questions were raised in relation to child protection, safeguarding, and the local response to the Government identifying the Island as an education "cold spot" as part of its levelling-up agenda. The Cabinet Member advised that this would be analysed thoroughly, and it was agreed that this would be a matter for the Policy and Scrutiny Committee for Children's Services, Education and Skills.

RESOLVED:

THAT the proposed recommendation be noted.

69e Budget and Council Tax Setting 2022-2023 and Future Years Forecasts

This item had been previously discussed and no further comments were made.

70 Forward Plan

The committee were invited to identify any item contained within the published forward plan that would benefit from early consideration within the committee's own workplan or that of one of the policy and scrutiny committees. No comments or questions were raised at this stage and it was agreed that the committee would meet informally to discuss the forward plan and workplan.

RESOLVED:

THAT arrangements be made for the Committee to meet informally to discuss the Forward Plan and the development of its future workplan.

71 Workplan

Consideration was given to the current workplan for 2021-22, and the corresponding timelines indicated within the Corporate Plan.

Discussion took place regarding the additional meeting scheduled for April 2022 to consider the draft Island Plan, ahead of its adoption by the Cabinet and Full Council. It was confirmed that the document would be made available five clear working days before the meeting on 12 April 2022.

Comments were made with regards to the Isle of Wight Dementia Strategy which was due for approval by the Cabinet in March 2022, prior to the next scheduled meeting of the Policy and Scrutiny Committee for Health and Social Care. It was suggested that the chairmen would liaise to discuss the approach to scrutinising the matter.

RESOLVED:

THAT the chairman would liaise with the chairman of the Policy and Scrutiny Committee for Health and Social Care to discuss the approach to scrutinising the Isle of Wight Dementia Strategy.

72 Members' Question Time

No written questions were received.

CHAIRMAN

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CORPORATE SCRUTINY COMMITTEE – ACTIONS AND OUTCOMES 2021/22

OUTSTANDING				
Meeting Date	Agreed Action	Responsibility	Update	Complete
13 Sep 2021	<u>Workplan 2021-22</u> Social Value in the council's procurement and commercialisation processes to added to the workplan. Cllr Quigley to be the lead councillor for this item. The Corporate Plan includes a refresh of the procurement strategy which will incorporate enhancing social value, to be done by March 2022.	Cllr Quigley/ Cabinet Member	To be added to the workplan. The project has been given the go-ahead by Cabinet and CLES are to be engaged to lead the project. Scope and outcomes to be agreed.	
11 Jan 2022	<u>Workplan 2022-23</u> An item relating to Cowes Floating bridge to be included in the workplan after the outcome of the mediation was known.	Scrutiny Officer	To be added to the workplan at an appropriate time.	
COMPLETE				
Meeting Date	Agreed Action	Responsibility	Update	Complete
8 June 2021	<u>Workplan</u> An informal meeting of the Committee would be arranged to discuss the approach and processes for identifying items for inclusion in the future workplan.	Scrutiny Officer	Meeting held 30 June 2021.	Jun 2021
8 June 2021	<u>Members Question Time</u> Cllr Brodie asked a question in relation to the rise in legal cases being dealt with by the Council. Cllr Lilley asked as a supplementary on the number of outside solicitors engaged on dealing with legal cases on behalf of the Council and for this to be included in the Chief Executive's response.	Chief Executive	The response of the Strategic Manager of Legal Services was circulated. Update provided at meeting held on 13 July 2021.	Jul 2021
8 June 2021	<u>Items to be considered by the Cabinet: Consideration of and decision on the report of the LGSCO</u> The Policy and Scrutiny Committee for Children's Services, Education and Skills be requested to include an item in its future workplan to look at lessons learnt from this case.	Scrutiny Officer	Item discussed by the Policy and Scrutiny Committee for Children's Services, Education and Skills on 2 September 2021.	Sept 2021

CORPORATE SCRUTINY COMMITTEE – ACTIONS AND OUTCOMES 2021/22

13 Sept 2021	<u>Members Question Time</u> Councillor Quigley asked a question in relation to income generation. The Chairman indicated that this could be included within the item on the commercialisation strategy due to be considered at the 12 October 2021 meeting.	Committee/ Scrutiny Officer	Commercialisation strategy was considered by the committee at its meeting held on 12 October 2021.	Oct 2021
12 Oct 2021	<u>Corporate Plan</u> The aspirations and key activities within the plan be used as the basis of the workplans of this Committee and that of the three Policy and Scrutiny Committees.	Committee/ Scrutiny Officer	Each committee has been provided with the relevant sections of the Corporate Plan within their remits showing the priorities, key activities, and timeframes. This will be used to help develop the workplans.	Oct 2021
12 Oct 2021	<u>Workplan 2021-22</u> Concerns about works being undertaken by Wightfibre and its effect on the highway network would be referred to the Policy and Scrutiny Committee for inclusion in its workplan. The delivery of the commercial property acquisition strategy, and the website component of the digital strategy, to be considered at the meeting to be held on 15 December 2021.	Scrutiny Officer Committee/ Scrutiny Officer	Referred to the Policy and Scrutiny Committee for Neighbourhoods and Regeneration. Digital strategy considered in December 2021. Commercial property acquisition considered in January 2022.	Oct 2021 Dec 2021 Jan 2022
9 Nov 2021	<u>Items due to be considered by Cabinet: Quarterly Performance Monitoring Report – Quarter 2</u> The Director for Regeneration to provide a written response on the latest position on the Nicholson Road, Ryde project.	Director for Regeneration	Response circulated to Cllr Lilley in November 2021.	Nov 2021
13 July 2021	<u>Draft Island Planning Strategy Consultation</u> A task and finish group be established to include councillors from the Policy and Scrutiny Committee for Neighbourhoods and Regeneration, to formulate a submission as part of the consultation process and this be reported to the Committee at its meeting on 7 September 2021 for approval.	Cllr Peter Spink/ Scrutiny Officer	Final report considered by the committee at its meeting on 15 December 2021.	Dec 2021
15 Dec 2021	<u>Digital Strategy – Council Website</u> Development of the new council website to be included within the workplan. The Committee to work with the Audit	Scrutiny Officer/ Committee	Item added to the workplan for 8 March 2022.	Dec 2022

CORPORATE SCRUTINY COMMITTEE – ACTIONS AND OUTCOMES 2021/22

	Committee to ensure full monitoring and evaluation of the project with possibly a task and finish group being established for this purpose.			
13 Sept 2021	<u>Workplan 2021-22</u> Review of the Investment Strategy 2021/22 to be allocated a lead member and a date to be identified on the workplan.	Scrutiny Officer	Considered by the committee at its meeting on 11 January 2022.	Jan 2022
12 Oct 2021	<u>Floating Bridge 6 Next Steps</u> The Committee wishes to consider the Gateway 5 Review and associated report once this has been completed.	Cabinet Member	Report considered by the committee at its meeting on 11 January 2022.	Jan 2022
9 Nov 2021	<u>IW Community Safety Partnership Annual Report 2020-21</u> Details of the strategic plan aimed at reducing reoffending be circulated to the Committee by the Community Safety Operations Manager.	Community Safety	Information circulated to the Committee on 12 January 2022.	Jan 2022
	Funding arrangements for the delivery of perpetrators programme delivered by the Hampton Trust in respect of domestic abuse cases be provided to the Committee when the current review has been undertaken by the Director of Adult Social Care.	Director of Adult Social Care	Information circulated to the Committee on 13 January 2022.	Jan 2022
	The Policy and Scrutiny Committee for Children's Services, Education and Skills should be made aware of the local and national data on childhood vulnerability due to the Island figures being above the national figures per 1,000.	Scrutiny Officer/ Committee	Matter referred to the Policy and Scrutiny Committee for Children's Services, Education and Skills	Jan 2022
9 Nov 2021	<u>Items due to be considered by Cabinet: Review of Options to Identify Investment Proposals for Regeneration of Culver Parade Tourism Opportunity Area</u> The Policy and Scrutiny Committee for Neighbourhoods and Regeneration be requested to include the issue within its workplan to assist in the development of proposals.	Scrutiny Officer/ Committee	Matter referred to the Policy and Scrutiny Committee for Neighbourhoods and Regeneration, included in the workplan but no date yet finalised due to on-going negotiations.	Jan 2022

CORPORATE SCRUTINY COMMITTEE – ACTIONS AND OUTCOMES 2021/22

15 Dec 2021	<p><u>Items due to be considered by Cabinet: Review of the Public Health Partnership Function between Isle of Wight Council and Hampshire County Council</u></p> <p>The report be referred to the Policy and Scrutiny Committee for Health and Social Care and the Cabinet be requested to defer any decision until further consultation had taken place including an independent review of the partnership.</p>	Scrutiny Officer/ Committee	Matter referred to the Policy and Scrutiny Committee for Health and Social Care for March 2022. Cabinet deferred the decision to a later date to allow for further review and comment by the Policy and Scrutiny Committee prior to a decision being made.	Jan 2022
12 Oct 2021	<p><u>Commercialisation Strategy</u></p> <p>The draft of refresh of the strategy would be submitted to the Committee for comment at the appropriate time by the Cabinet Member for Strategic Finance, Corporate Resources and Transformational Change and Assistant Chief Executive.</p>	Cabinet Member/ Assistant Chief Executive	The revised strategy is being prepared for Cabinet in March/April. Item added to the workplan for 8 March 2022.	Jan 2022
9 Nov 2021	<p><u>Public Question Time</u></p> <p>Sue Izzard of the Shanklin Hotel and Accommodation Association asked a question in relation to the Cabinet report relating to the regeneration of Culver Parade. The Cabinet Members indicated that they would provide a written response.</p>	Cabinet Members	Questioners contact details passed to the Cabinet members to respond.	Jan 2022
8 Feb 2022	<p><u>Workplan</u></p> <p>The Chairman of the Committee to discuss with the Chairman of the Policy and Scrutiny Committee the approach to dealing with the dementia strategy due to be considered by the Cabinet on 10 March 2022.</p>	Chairman	The proposed dementia strategy was considered by members of the Policy and Scrutiny Committee for Health and Social Care at a briefing with the interim Director of Adult Social Care on 10 February 2022.	Feb 2022
11 Jan 2022	<p><u>Items due to be considered by Cabinet: Development of Relocatable Homes</u></p> <p>The relevant Policy and Scrutiny Committee be requested to consider establishing a task and finish group to look at innovative ways of providing social housing.</p>	Scrutiny Officer	Referred to the Policy and Scrutiny Committee for Neighbourhoods and Regeneration to be considered in May 2022.	Feb 2022
8 Feb 2022	<p><u>Quarterly Performance Monitoring Report – Q3</u></p> <p>The Policy and Scrutiny Committee for Children’s Services, Education and Skills be requested to look at the Government identifying the Island as an education “cold spot” as part of its levelling-up agenda.</p>	Scrutiny Officer	Referred to the Policy and Scrutiny Committee for Children’s Services, Education and Skills to be considered when further details have been released by the Government.	Feb 2022

CORPORATE SCRUTINY COMMITTEE – ACTIONS AND OUTCOMES 2021/22

8 Feb 2022	<p><u>Forward Plan</u> Arrangements be made for the Committee to meet informally to discuss the Forward Plan and the development of its future workplan.</p>	Scrutiny Officer	Meeting held on 22 February 2022.	Feb 2022
8 Feb 2022	<p><u>New Council Website</u> An item be added to the workplan for autumn 2022 to monitor the first six-months of operating the new website.</p>	Scrutiny Officer	Added to the workplan for November 2022.	Feb 2022
8 Feb 2022	<p><u>Items due to be considered by Cabinet: Outcome of the Consultation on the Future of Chillerton and Rookley Primary School</u> The Cabinet Member and Director of Children’s Services to meet with Cllr Spink to discuss the matter prior to the meeting of the Cabinet on 10 February 2022.</p>	Cllr Spink/ Cabinet Member	Discussions held. Decision by Cabinet deferred pending further research into the options.	Feb 2022

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Isle of Wight Council Forward Plan – February 2022 and (where relevant) Notice of Intention to Hold Part of Meeting in Private Session

The Forward Plan is a list of all matters that are due to be considered no earlier than 28 clear working days from the date of this notice by the appropriate Decision Making Body or individual including those deemed to be key decisions.

The plan also gives notice of which decisions (if any) that may be made in private with the exclusion of press and public where for example personal or commercially sensitive information is to be considered in accordance with the Local Authorities (Executive Arrangements)(Meetings and Access to Information(England) Regulations 2012.

A list of all Council Members can be found on the Council's web site from this link

The Leader of the Council (also responsible for Strategic Partnerships) is Cllr Lora Peacey-Wilcox.

Other members of the Cabinet are:

Deputy Leader and Cabinet Member for Community Protection and Digital Transformation, Housing Provision and Housing Needs - Cllr Ian Stephens

Cabinet Member for Highways PFI, Transport and infrastructure - Cllr Phil Jordan

Cabinet Member for Children's Services, Education and Lifelong Skills - Cllr Debbie Andre

Cabinet Member for Regeneration, Business Development and Tourism - Cllr Julie Jones-Evans

Cabinet Member for Adult Social Care and Public Health - Cllr Karl Love

Cabinet Member for Planning and Community Engagement - Cllr Paul Fuller

Cabinet Member for Strategic Finance, Corporate Resources and Transformational Change – Cllr Chris Jarman

Cabinet Member for Environment, Heritage and Waste Management - Cllr Jonathan Bacon

* Please note that any items highlighted in yellow are changes or additions from the previous Forward Plan

Title and Summary of Proposed Decision	Decision Making Body and name of relevant Cabinet Member	Meeting Date/Proposed Publishing Date	Relevant documents submitted to decision maker to be considered*	Consultees (including town and parish councils) and Consultation Method	May report or part of report be dealt with in private? If so - why?
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Title and Summary of Proposed Decision	Decision Making Body and name of relevant Cabinet Member	Meeting Date/Proposed Publishing Date	Relevant documents submitted to decision maker to be considered*	Consultees (including town and parish councils) and Consultation Method	May report or part of report be dealt with in private? If so - why?
<p>Review of the Public Health Partnership Function between Isle of Wight Council and Hampshire County Council.</p> <p>To provide an update on the Public Health Partnership with Isle of Wight Council, specifically on progress against the remaining recommendations from the 2018 review which had not been met at the time of the formal partnership.</p>	<p>Cabinet</p> <p>Cabinet Member for Adult Social Care, Public Health</p> <p>Date 1st added: 3 November 2021</p>	<p>16 Dec 2021 DEFERRED</p>			<p>Open</p>
<p>Budget and Council Tax Setting 2022-2023 and Future Years Forecasts</p> <p>Budget and Council Tax Setting</p>	<p>Cabinet</p> <p>Full Council</p> <p>Cabinet Member for Strategic Finance, Corporate Resources and Transformational Change</p> <p>Date 1st added: 3 November 2021</p>	<p>10 Feb 2022</p> <p>23 Feb 2022</p>		<p>Budget consultation takes place as separate exercise and results included in report</p>	<p>Open</p>
<p>Quarterly Performance Monitoring Report - Q3</p> <p>To report on progress against the Corporate Plan</p>	<p>Cabinet</p> <p>Date 1st added: 4 August 2021</p>	<p>10 Feb 2022</p>			<p>Open</p>

Title and Summary of Proposed Decision	Decision Making Body and name of relevant Cabinet Member	Meeting Date/Proposed Publishing Date	Relevant documents submitted to decision maker to be considered*	Consultees (including town and parish councils) and Consultation Method	May report or part of report be dealt with in private? If so - why?
<p>Determining School Admission Arrangements</p> <p>Admissions arrangements for community and voluntary controlled schools must be set before 28 February 2022.</p>	<p>Cabinet</p> <p>Cabinet Member for Children's Services, Education and Lifelong Skills Date 1st added: 4 August 2021</p>	<p>10 Feb 2022</p>		<p>Schools</p>	<p>Open</p>
<p>Outcome of the Consultation on the Future of Chillerton and Rookley Primary School</p> <p>To consider the outcome of the consultation and make a decision on the future of Chillerton and Rookley Primary School</p>	<p>Cabinet</p> <p>Cabinet Member for Children's Services, Education and Lifelong Skills Date 1st added: 5 January 2022</p>	<p>10 Feb 2022</p>		<p>Six-week consultation undertaken which included two public meetings. Consultees included the school communities, local members, MP, staff, and all other identified stakeholders.</p>	<p>Open</p>

Title and Summary of Proposed Decision	Decision Making Body and name of relevant Cabinet Member	Meeting Date/Proposed Publishing Date	Relevant documents submitted to decision maker to be considered*	Consultees (including town and parish councils) and Consultation Method	May report or part of report be dealt with in private? If so - why?
<p>COVID 19 Additional Relief Fund (CARF) Policy</p> <p>In December the Department for Levelling Up, Housing & Communities announced additional funding of £2.6million in order to support businesses who previously were not eligible for business grants. DLHC gave the local authority the flexibility to develop its own scheme. The Revenues team have worked with their executive member to develop a scheme which supports Island businesses and it is this scheme which is the matter for consideration.</p>	<p>Cabinet Member for Strategic Finance, Corporate Resources and Transformational Change</p> <p>Cabinet Member for Strategic Finance, Corporate Resources and Transformational Change</p> <p>Date 1st added: 14 January 2022</p>	<p>14 Feb 2022</p>			<p>Open</p>
<p>Future External Audit Arrangements from 2023/24</p> <p>Decision to opt into the National Scheme for Auditor Appointments managed by PSAA as the Appointing Person</p>	<p>Full Council</p> <p>Cabinet Member for Strategic Finance, Corporate Resources and Transformational Change</p> <p>Date 1st added: 3 November 2021</p>	<p>23 Feb 2022</p>			<p>Open</p>

Title and Summary of Proposed Decision	Decision Making Body and name of relevant Cabinet Member	Meeting Date/Proposed Publishing Date	Relevant documents submitted to decision maker to be considered*	Consultees (including town and parish councils) and Consultation Method	May report or part of report be dealt with in private? If so - why?
<p>Armed Forces Covenant</p> <p>To make a decision as to whether to sign the Armed Forces Covenant. The Armed Forces Community Covenant was signed in 2013 and requires updating.</p>	<p>Cabinet</p> <p>Cabinet Member for Strategic Finance, Corporate Resources and Transformational Change Date 1st added: 5 January 2022</p>	<p>10 Mar 2022</p>		<p>Internal consultation with HR, IWC staff who are veterans. External PCC/SCC/GBC and SERFCA</p>	<p>Open</p>
<p>Isle of Wight Council Digital Strategy 2021-2026</p> <p>To agree the council's digital strategy and outline work programme for technological developments over the next 5 years.</p>	<p>Cabinet</p> <p>Deputy Leader and Cabinet Member for Community Protection, Digital Transformation, Housing Provision and Housing Needs Date 1st added: 3 November 2021</p>	<p>10 Mar 2022</p>		<p>Consultation will have been undertaken with resident representation groups, other stakeholders and partner organisations as appropriate.</p>	<p>Open</p>

Title and Summary of Proposed Decision	Decision Making Body and name of relevant Cabinet Member	Meeting Date/Proposed Publishing Date	Relevant documents submitted to decision maker to be considered*	Consultees (including town and parish councils) and Consultation Method	May report or part of report be dealt with in private? If so - why?
<p>Transfer of Ownership and Transfer of Major Shareholding of Amey (iow) SPV and the Works and operating Sub-Contractor</p> <p>Ferrovial divested the service portfolio known as Amey PLC several years ago to sell. This included all child companies of Amey Plc and the special purpose vehicles operating Service contracts.</p> <p>Ferrovial is nearing a sale of Amey Plc however that sale will not include the four energy from waste contracts they hold, including the Isle of Wight. These contracts are proposed to be re-invested into the Ferrovial Portfolio under a new company created for this purpose.</p> <p>The decision to be made is if the Authority provides consent for the Transfer of Ownership & Transfer of Major Shareholding of Amey (iow) SPV and the Works and operating Sub-Contractor to the proposed new structure.</p>	<p>Cabinet</p> <p>Cabinet Member for Environment, Heritage and Waste Management</p> <p>Date 1st added: 6 October 2021</p>	<p>10 Mar 2022</p>		<p>Internal consultation with Finance, external professional advice from legal advisors.</p>	<p>Open</p>

Title and Summary of Proposed Decision	Decision Making Body and name of relevant Cabinet Member	Meeting Date/Proposed Publishing Date	Relevant documents submitted to decision maker to be considered*	Consultees (including town and parish councils) and Consultation Method	May report or part of report be dealt with in private? If so - why?
Director of Public Health Annual Report	Cabinet Cabinet Member for Adult Social Care, Public Health Date 1 st added: 1 June 2021	10 Mar 2022			Open
Holiday Activity and Food (HAF) Grant Recommendations Easter 2022	Cabinet Cabinet Member for Children's Services, Education and Lifelong Skills Date 1 st added: 2 February 2022	10 Mar 2022		Open grant application process, publicised on the connect4communities website.	Open
The award of grants to providers of holiday activity and food schemes on the Island, to take place during the Easter school holidays, funded by the Department for Education HAF Programme					

Title and Summary of Proposed Decision	Decision Making Body and name of relevant Cabinet Member	Meeting Date/Proposed Publishing Date	Relevant documents submitted to decision maker to be considered*	Consultees (including town and parish councils) and Consultation Method	May report or part of report be dealt with in private? If so - why?
<p>Isle of Wight Dementia Strategy</p> <p>Approval and sign off of the Isle of Wight Dementia Strategy</p>	<p>Cabinet</p> <p>Cabinet Member for Adult Social Care, Public Health</p> <p>Date 1st added: 2 February 2022</p>	<p>10 Mar 2022</p>		<p>The strategy has been developed and co-produced in partnership with:</p> <p>IW NHS Trust Hampshire & IW Clinical Commissioning Group Age UK Isle of Wight Carers IW Healthwatch Isle of Wight Alzheimer Cafes IW IW Dementia Awareness Partnership Mountbatten Hospice Independent Arts</p> <p>Methods of engagement included:</p> <ul style="list-style-type: none"> • Survey sent to all partners in IW NHS, Adult Social Care, independent sector providers of residential and day care services, community sector organisations and local groups working with people with dementia • Public survey hosted by Age UK (online and paper copies available) • Public events – Market Day stall in Newport, Wolverton Garden Fair stall, Tesco pop-up in entrance, Aldi pop-up in entrance, West Wight Sports Centre pop-up stall 	<p>Open</p>

Title and Summary of Proposed Decision	Decision Making Body and name of relevant Cabinet Member	Meeting Date/Proposed Publishing Date	Relevant documents submitted to decision maker to be considered*	Consultees (including town and parish councils) and Consultation Method	May report or part of report be dealt with in private? If so - why?
<p>Newport Pedestrian Improvements</p> <p>To approve proposed improvements to the pedestrian environment and public realm in Newport High Street and St James' Square as part of the Heritage Action Zone programme.</p>	<p>Cabinet</p> <p>Cabinet Member for Highways PFI, Transport and Infrastructure Date 1st added: 2 February 2022</p>	<p>12 May 2022</p>		<p>Public and stakeholder consultation undertaken by Heritage Action Zone partnership Jan/Feb</p>	<p>Open</p>
<p>Post 16 Transport Policy Statement 2022</p> <p>Determine Post 16 Transport Policy Statement in line with statutory timetable.</p>	<p>Cabinet</p> <p>Cabinet Member for Children's Services, Education and Lifelong Skills Date 1st added: 2 February 2022</p>	<p>12 May 2022</p>		<p>Consult with schools and IWC</p>	<p>Open</p>
<p>Determine the pattern of School Term and Holiday Dates for 2023/24</p> <p>To set the school year to be followed by community and voluntary controlled schools in the school year 2023/24</p>	<p>Cabinet</p> <p>Cabinet Member for Children's Services, Education and Lifelong Skills Date 1st added: 4 August 2021</p>	<p>12 May 2022</p>		<p>Educational establishments and professional bodies</p>	<p>Open</p>

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CORPORATE SCRUTINY COMMITTEE - WORKPLAN 2022-2025

DATE	AGENDA ITEMS	DESCRIPTION & BACKGROUND	RESPONSIBILITY
8 Mar 2022	Annual Scrutiny Report	To review the work of Scrutiny and make recommendations for improvements where appropriate.	Chairman of the Corporate Scrutiny Committee / Statutory Scrutiny Officer
	Commercialisation Strategy	To seek assurance that progress is being made, as per the Corporate Plan's indication that the refresh of the Commercial Strategy, and approach towards securing investment and income generation opportunities, will be actioned by March 2022 (as agreed by the Committee on 12 October 2021).	Cabinet Member for Strategic Finance, Resources & Transformational Change / Assistant Chief Executive
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
12 Apr 2022	Island Plan	To consider the Island Plan ahead of the Full Council on 20 April 2022, and to consider the response to the recommendations of the Committee's draft island planning strategy task and finish group.	
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
10 May 2022	Scrutiny topic	To be confirmed.	
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
14 Jun 2022	Scrutiny topic	To be confirmed.	
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
12 Jul 2022	Scrutiny topic	To be confirmed.	

CORPORATE SCRUTINY COMMITTEE - WORKPLAN 2022-2025

	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
8 Sep 2022	Corporate Complaints Annual Report 2021-22	To consider the annual complaints report to ensure that this is helping to drive service improvement through lessons learnt.	Cabinet Member for Strategic Finance, Transformational Change & Resources / Director of Corporate Services
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
11 Oct 2022	Scrutiny topic	To be confirmed.	
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
8 Nov 2022	IW Community Safety Partnership Annual Report 2021-22	To consider the annual report of the partnership in accordance with the Committee's statutory function to review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions.	Director of Neighbourhoods / Cabinet Member for Community Protection, Digital Transformation, Housing Provision and Housing Needs
	Council Website	To consider the roll-out of the Council's new website as agreed by the Committee on 8 February 2022.	Director of Corporate Services / Cabinet Member for Strategic Finance, Transformational Change and Resources
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
10 Jan 2023	Draft budget proposals 2023- 24	To comment on outline budget proposals.	Leader / Cabinet Member for Strategic Finance, Transformational Change and Resources / Section 151 Officer
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	

CORPORATE SCRUTINY COMMITTEE - WORKPLAN 2022-2025

7 Feb 2023	Budget proposals for 2023-24	To comment on draft budget proposals	Leader / Cabinet Member for Strategic Finance, Transformational Change and Resources / Section 151 Officer
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
7 Mar 2023	Scrutiny Annual Report	To review the work of Scrutiny and make recommendations for improvements where appropriate.	Chairman of the Corporate Scrutiny Committee / Statutory Scrutiny Officer
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
9 May 2023	Scrutiny topic	To be confirmed.	
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
Jun 2023	Scrutiny topic	To be confirmed.	
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
Jul 2023	Scrutiny topic	To be confirmed.	
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
Sep 2023	Corporate Complaints Annual Report 2022-23	To consider the annual complaints report to ensure that this is helping to drive service improvement through lessons learnt.	Cabinet Member / Director of Corporate Services

CORPORATE SCRUTINY COMMITTEE - WORKPLAN 2022-2025

	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
Oct 2023	Scrutiny topic	To be confirmed.	
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
Nov 2023	IW Community Safety Partnership Annual Report 2022-23	To consider the annual report of the partnership in accordance with the Committee's statutory function to review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions.	Cabinet Member / Director of Neighbourhoods
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
Jan 2024	Draft budget proposals 2024- 25	To comment on outline budget proposals.	Leader / Cabinet Member / Section 151 Officer
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
Feb 2024	Budget proposals for 2024-25	To comment on draft budget proposals	Leader / Cabinet Member / Section 151 Officer
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
Mar 2024	Scrutiny Annual Report	To review the work of Scrutiny and make recommendations for improvements where appropriate.	Chairman of the Corporate Scrutiny Committee / Statutory Scrutiny Officer

CORPORATE SCRUTINY COMMITTEE - WORKPLAN 2022-2025

	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
May 2024	Scrutiny topic	To be confirmed.	
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
Jun 2024	Scrutiny topic	To be confirmed.	
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
Jul 2024	Scrutiny topic	To be confirmed.	
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
Sep 2024	Corporate Complaints Annual Report 2023-24	To consider the annual complaints report to ensure that this is helping to drive service improvement through lessons learnt.	Cabinet Member / Director of Corporate Services
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
Oct 2024	Scrutiny topic	To be confirmed.	
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
Nov 2024	IW Community Safety Partnership	To consider the annual report of the partnership in accordance with the Committee's statutory function to review or scrutinise decisions	Cabinet Member / Director of Neighbourhoods

CORPORATE SCRUTINY COMMITTEE - WORKPLAN 2022-2025

	Annual Report 2023-24	made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions.	
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
Jan 2025	Draft budget proposals 2025- 26	To comment on outline budget proposals.	Leader / Cabinet Member / Section 151 Officer
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
Feb 2025	Budget proposals for 2025-26	To comment on draft budget proposals	Leader / Cabinet Member / Section 151 Officer
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	
Mar 2025	Scrutiny Annual Report	To review the work of Scrutiny and make recommendations for improvements where appropriate.	Chairman of the Corporate Scrutiny Committee / Statutory Scrutiny Officer
	Forward Plan	To identify any item due to be considered at a future meeting of cabinet that would benefit from pre-decision or post decision scrutiny.	

The Committee had an informal work planning session on Tuesday, 22 February 2022 at which the chairman, vice chairman, Cllrs Downer, Robertson, Spink and Palin were present. The approach to ensuring that scrutiny leads to positive evidence-based and value-added outcomes was a key element in looking at changes to processes. The following issues were identified as potential future workplan agenda items and would be more fully scoped to provide the necessary detail dealing with links to the Corporate Plan, performance management the policy and budget framework ;-

- Partnerships
- Consultation/public engagement
- Freedom of Information requests
- Fees and charges
- Delivery of spend to save projects
- Asset management/property rationalisation
- Policy framework process
- Recruitment and retention of staff



Committee report

COMMITTEE	CORPORATE SCRUTINY COMMITTEE
DATE	8 MARCH 2022
TITLE	REVIEW OF THE SCRUTINY YEAR – 2021/22
REPORT OF	CHAIRMAN OF THE CORPORATE SCRUTINY COMMITTEE

BACKGROUND

1. In developing its workplan the Committee agreed that it would be beneficial to include an item reviewing the work of the scrutiny committees over the previous year. This provides the opportunity of highlighting the issues dealt with by scrutiny and helps demonstrate the role that it can play in the Council's democratic processes.
2. Following the elections in May 2021 existing workplans were continued whilst members received induction training and reviewed items for inclusion. Each committee is now developing a 12-month rolling workplan following full Council approval of the Corporate Plan in November 2021. In addition, agenda planning meetings are held with the relevant cabinet members and senior officers aimed at ensuring that the relevant information sought by councillors can be provided.
3. A meeting is now held on an approximately quarterly basis between the chairmen and vice chairmen of all the scrutiny committees to discuss workplans, working processes and sharing ideas. In addition to this the chairmen of the Corporate Scrutiny Committee and the Audit Committee have regular meetings to ensure that there is no duplication in workplans and also identify issues of interest to either committee.

CORPORATE SCRUTINY COMMITTEE

4. The Committee will have met on nine occasions and these are normally held two days before meetings of Cabinet. This provides for scrutiny of items going before Cabinet for decision. The Committee has raised a concern about the number of items now included on the agenda for Cabinet meetings as the result of not operating a Cabinet Member delegated decision process.
5. The key issues discussed by the Committee during 2021-22 include :-
 - Annual complaints report
 - Development of the council's website
 - Review of the investment strategy
 - Draft Island Planning Strategy through a task and finish group
 - Southern Water, flooding and sewage outfalls
 - Annual report of the Community Safety Partnership
 - Commercial Property/Investment Strategy

6. There have been no call in's submitted during the year and no issues raised through the Councillor Call for Action process.

POLICY AND SCRUTINY COMMITTEE FOR HEALTH AND SOCIAL CARE

7. The Committee is responsible for undertaking health scrutiny in accordance with the statutory regulations. There have been substantial challenges for this committee over the past year and the Committee will continue to highlight issues of public concern. The key items that it has dealt with over the past year include :-
 - Statutory social care annual report
 - Suicide prevention
 - Dentistry on the Island
 - Access to GP practices.
 - CQC inspection reports of Council establishments and St Mary's hospital
 - Proposed Integrated Care Partnership arrangements
8. A series of informal briefing sessions continue to be held with health and social care partners. These have been effective in discussing key issues in greater depth and identifying any significant matter that requires debate at the formal meetings.

POLICY & SCRUTINY COMMITTEE FOR CHILDREN'S SERVICES, EDUCATION & SKILLS

9. The Committee is keen to ensure that children on the Island are safe and have good access to services that enable them to fulfil their potential. Key items dealt with include :-
 - Statutory annual children's services complaints report
 - Home education
 - Statutory reports on adoption and fostering arrangements
 - IW Safeguarding Children's Board annual report
 - Planning for future school places
 - Annual children's safeguarding report
 - Ofsted July 2021 inspection on Children in Need and Child Protection Services

POLICY & SCRUTINY COMMITTEE FOR NEIGHBOURHOODS & REGENERATION

10. The remit of the Committee is very wide and with only four meetings a year requires careful thought as to what to include in its workplan. Key items that it has dealt with include :-
 - Progress with the delivery of regeneration projects.
 - Annual report from Visit IW
 - Electric vehicle charging points
 - Bus service improvement plan
 - Housing strategy action plan monitoring
 - Highway PFI and Waste contract performance monitoring
 - Mobile average speed cameras.

ISSUES FOR 2022/23

11. The Committees will monitor the delivery of the key activities as contained in the Corporate Plan. A priority will also be to ensure that the budget remains on track and any pressure areas are identified at an early stage so corrective actions can be initiated. It is hoped that the Committees can be utilised constructively in the review and formulation of policy to assist the Cabinet in reaching the most effective decisions for the benefit of Island residents.

OUTCOME

12. The report is for noting.

Contact Point: Councillor Richard Quigley, Chairman of the Corporate Scrutiny Committee
e-mail Richard.quigley@iow.gov.uk

CLLR RICHARD QUIGLEY
Chairman of the Corporate Scrutiny Committee

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Committee report

Committee	CORPORATE SCRUTINY
Date	8 MARCH 2022
Title	COMMERCIAL STRATEGY UPDATE
Report of	CABINET MEMBER FOR STRATEGIC FINANCE, TRANSFORMATIONAL CHANGE AND CORPORATE RESOURCES

SUMMARY

1. Corporate Scrutiny has asked for an update on the review of the council's commercial strategy. Whilst the draft of the strategy is still in development the attached paper provides an outline of the approach being taken for scrutiny to review and comment upon.

BACKGROUND

2. Over the last 9-10 months the council has been reviewing and revising its commercial strategy with the aim of a revised strategy being agreed by cabinet in April 2022.
3. In its corporate plan the council has set a clear aim to work together with our communities to support and sustain our economy, environment, and people. The commercial strategy provides direction and a purpose of commercial activity for the Isle of Wight Council and we hope to influence our public sector partners as part of this approach.
4. The impact of budget cuts from reduction in central government funding has put increased pressure on the council's revenue budgets. In line with many other local authorities the Isle of Wight Council must either seek to review the services it delivers or seek additional income from alternative sources to balance the revenue account.
5. The council remains committed to delivering the best quality services to meet the needs of the local community. Our starting point is always to remember that we are a local authority. We have statutory obligations that we must fulfil including to support and safeguard our most vulnerable residents. As a local authority, we have a responsibility to make decisions that will, in the first instance, benefit the Island directly with our residents' best interests in thought.

6. As such, we will exercise our powers that come with being a local authority to always benefit our Island - for the people who live, work and visit. This is why we (councillors and council officers) came into public service to deliver outstanding customer service. It is our core function and our key driver. All commercial opportunities should be considered in this light. It is for this reason that in the absence of any particular benefit to residents of the Island we are unlikely to make significant investment in opportunities outside of the Isle of Wight.
7. The review of the commercial strategy provides an opportunity to review and refresh our priorities and to reset our corporate approach, ensuring that commercial operations return a level of income to cover running costs and to fill surplus capacity and to plan for future operations delivering a surplus.
8. The values of being entrepreneurial and commercially focused for the Isle of Wight Council to react to its communities' needs is not simply about profit; it can be summarised into three broad themes.
 - Increasing revenue through the production of service-based savings or income; improving efficiency of service delivery through reducing costs and streamlining processes,
 - Making the Council's commitment to tackling climate change a priority at the heart of all decisions,
 - Increasing community wealth or producing social value by acting on the Council's position as a steward for the Island.
9. Key to ensuring the success of the strategy will be ensuring that those involved in its implementation have the appropriate skills and resources and to this end the council has already embarked on a training programme.
10. Income achieved from commercial activity will be channelled back into delivering essential services as this remains our key focus. In addition to considering income, we can apply commercial principles to most council operations and must consider them when reviewing policy objectives and direction.
11. The more money we have the more we can do with it and risk is necessary to release the benefits of commercialisation. However, we are not the private sector. Our customers sometimes have no choice other than to use our services. We are managing public money that has been entrusted to us and we must do so wisely. We are often no more than custodians of the assets we own. These factors limit the level of risk we can take in the pursuit of income. Whilst willing to take risk, we will manage that risk so as not to jeopardise the services and opportunities we offer to Island citizens. Risk management will be proportionate to the magnitude of the risk and the adverse impact should it materialise.

12. All decisions that we take will place the residents of the Isle of Wight at the very forefront. At all times, securing valuable and meaningful outcomes for current and future generations is the basis of our decision-making.

APPENDICES ATTACHED

13. Appendix 1: Outline of Commercial Strategy Review.

BACKGROUND PAPERS

[Commercial Strategy October 2019](#)

(<https://wightnet.iow.gov.uk/DocumentLibrary/view/commercial-strategy-october-2019>)

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WENDY PERERA
*Assistant Chief Executive and
Director of Strategy*

CLLR CHRIS JARMAN
*Cabinet Member for Strategic Finance,
Transformational Change and Corporate Resources*

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Appendix 1 – Commercial Strategy Review**Summary**

1. Over the last 9-10 months the council has been reviewing and revising its commercial strategy with the aim of a revised strategy being agreed by cabinet in April 2022.
2. In its corporate plan the council has set a clear aim to work together with our communities to support and sustain our economy, environment, and people. The commercial strategy provides direction and a purpose of commercial activity for the Isle of Wight Council and we hope to influence our public sector partners as part of this approach.
3. The impact of budget cuts from reduction in central government funding has put increased pressure on the council's revenue budgets. In line with many other local authorities the Isle of Wight Council must either seek to review the services it delivers or seek additional income from alternative sources to balance the revenue account.
4. The council remains committed to delivering the best quality services to meet the needs of the local community. Our starting point is always to remember that we are a local authority. We have statutory obligations that we must fulfil including to support and safeguard our most vulnerable residents. As a local authority, we have a responsibility to make decisions that will, in the first instance, benefit the Island directly with our residents' best interests in thought.
5. As such, we will exercise our powers that come with being a local authority to always benefit our Island - for the people who live, work and visit. This is why we (councillors and council officers) came into public service to deliver outstanding customer service. It is our core function and our key driver. All commercial opportunities should be considered in this light. It is for this reason that in the absence of any particular benefit to residents of the Island we are unlikely to make significant investment in opportunities outside of the Isle of Wight.
6. The review of the commercial strategy provides an opportunity to review and refresh our priorities and to reset our corporate approach, ensuring that commercial operations return a level of income to cover running costs and to fill surplus capacity and to plan for future operations delivering a surplus.
7. The values of being entrepreneurial and commercially focused for the Isle of Wight Council to react to its communities' needs is not simply about profit; it can be summarised into three broad themes.
 - Increasing revenue through the production of service-based savings or income; improving efficiency of service delivery through reducing costs and streamlining processes,
 - Making the Council's commitment to tackling climate change a priority at the heart of all decisions,
 - Increasing community wealth or producing social value by acting on the Council's position as a steward for the Island.

8. Key to ensuring the success of the strategy will be ensuring that those involved in its implementation have the appropriate skills and resources and to this end the council has already embarked on a training programme.
9. Income achieved from commercial activity will be channelled back into delivering essential services as this remains our key focus. In addition to considering income, we can apply commercial principles to most council operations and must consider them when reviewing policy objectives and direction.
10. The more money we have the more we can do with it and risk is necessary to release the benefits of commercialisation. However, we are not the private sector. Our customers sometimes have no choice other than to use our services. We are managing public money that has been entrusted to us and we must do so wisely. We are often no more than custodians of the assets we own. These factors limit the level of risk we can take in the pursuit of income. Whilst willing to take risk, we will manage that risk so as not to jeopardise the services and opportunities we offer to Island citizens. Risk management will be proportionate to the magnitude of the risk and the adverse impact should it materialise.
11. All decisions that we take will place the residents of the Isle of Wight at the very forefront. At all times, securing valuable and meaningful outcomes for current and future generations is the basis of our decision-making.

Outline of the Review

CONTEXT

- Budget challenges over the next 3 years
 - Savings targets of £
 - Adopting a more business-like mind set
 - Developing and embedding entrepreneurial skills and acumen across the council
 - Identifying new business opportunities
 - Understanding what we spend and where and in what categories
 - Approach to council owned companies
 - Role in driving the Island's economy
 - Setting standards through contracts and procurement
 - Approach to apprenticeships and social enterprise
 - Responsible procurement approach
 - Devolution – opportunities to work with Town and Parish Councils
 - Approach to social value
12. At the heart of the delivery of this strategy is to continually foster an entrepreneurial spirit. The Council will, at all times, keep its values of being entrepreneurial both for commercial good and for the benefit of the Island as a whole. A vision and set of principles/values have been developed:

VISION:

13. The long-term vision for the Isle of Wight Council, as set out by this Commercial Strategy, is to work together with our community to support and sustain our economy, environment and people and in doing so to support the Council's ambition of financial self-sufficiency in closing the revenue gap. This will take time and collected effort to achieve but we are committed to this goal.

14. PRINCIPLES/VALUES OF OUR COMMERCIAL/ENTREPRENEURIAL APPROACH:

- Greater commercial awareness and agility in capitalising on opportunities
- Collaborative and partnership focus
- Long-term view – a commitment to creating life-long outcomes, and whilst in part will revolve around the principles of revenue, the overall focus will be on entrepreneurial decisions and behaviour that will benefit the communities of this Island both now and for generations to come.
- Financial sustainability - 'recycling' our resources to sustain a programme of commercial activity whilst maintaining resilience to any financial shocks and optimising the use of external funding to support activities.
- Becoming greener to reduce our carbon footprint
- Strive for innovation with a culture that continually learns
- Raising the level of commercial and entrepreneurial expertise across the council - developing new ideas through curiosity, inquiry, and discussion
- Focusing on community action and self-help as an Island as a whole - Identifying and developing new business opportunities that meet our communities needs and expectations will rely on the knowledge, networks, creativity and capability of everyone regardless of job or role - #TeamIWC
- Outcome-based informed decision making where the focus is placed on results based on evidence
- Becoming more technologically aware; making sure we understand the opportunities of the latest technology and how to use this to improve service delivery
- Focusing on the usage of information to ensure better analysis of the data we hold for decision-making
- Setting clear and realistic targets for the fully costed savings, efficiencies and income targets we expect from our programmes and projects.
- Community wealth building
- Accepting that the council will need to take risks to achieve commercial success

15. OUTCOMES

- Value for money
- Compliance – procurement and contracting
- Efficiency
- Open and transparent

- Accessible – making contracts more accessible by including suitable lot structures and or consortium bids.
- Community wealth building
- Enhanced reputation – the council as a good purchaser
- Revenue generating – ensuring returns from investing or trading are as expected.

<p>Q1 Scrutiny are asked for the views on the vision and principles/values and outcomes.</p>

DEFINITION

Commercialism

16. Commercialisation can be defined in a variety of ways and will mean different things to different organisations. Used in the context of this strategy we are referring to action.
17. Commercialisation is not just about generating an income; it is also redesigning how services can be delivered in a more commercially efficient manner. The Council define the term as a method and attitude categorised as:
18. Transforming the organisation to operate in a more efficient and effective way, making well informed and sound decisions regarding how public funds are used and invested
19. Ensuring the organisation’s culture encourages an entrepreneurial mind-set impacting service delivery through supportive governance structures. Building a resilient workforce that is innovative, inquisitive and challenging the norm
20. Supporting service areas as a collective team to identify opportunities to deliver or move towards delivering services that are efficient, in a cost neutral or, where appropriate, income generating basis

Entrepreneurialism

21. To act commercially is underpinned by the behaviours in which we exhibit and cultivate as an organisation. This is entrepreneurialism – the unleashing of innovation through inquiry and mutually-shared goals, supported from all areas of the organisation.
22. Each member of staff can be an entrepreneur with the potential to change and positively impact service delivery through innovation and creativity. No innovation can occur without an individual who will push for change. Our desire is for our organisation to incite discovery, exploration and exploitation of new opportunities to do things differently.
23. As such, in equal parts, entrepreneurialism requires on-going buy-in and support from all forms of senior leadership to achieve these goals. It is an attitude which should be

present across the organisation – working together as a team collectively striving for shared goals.

Q2 Scrutiny are asked for the views on the definitions.

STRATEGY AIMS:

24. This section will set out in detail the strategic aims and will include:
 - Strategic aim describes what we will do to support the strategy.
 - Rationale explains why this is important and sets the context.
 - The activities will set out what we will need to do or put in place to achieve the aim.
25. The measures will describe how we will evaluate our work.
26. Aim 1: Entrepreneurially Empowered Workforce – Improving commercial leadership, awareness and competency
27. Rationale: At the core of the Council’s commercial aspirations are its workforce. The first theme for commercialisation is to adopt – and support – a commercial/entrepreneurial mindset with regards to service delivery and function. This mindset will be supported through proactive leadership and governance to allow staff to think freely, creatively and be innovative with ideas and solutions.
28. We will achieve this by:
 - Delivering a municipal entrepreneurialism training programme to help develop and support knowledge, skills and behaviours within the council.
 - Creating staff forums to support staff, design and deliver projects, drive savings and pursue revenue opportunities.
 - Support skills development with development of specific workshops e.g. business case development; specification writing.
 - Supporting and working with councillors to fully consider commercial implications of decisions.
29. How will we know we have been successful?
 - Training programme delivered – monitor feedback
 - Identify all staff involved in commercial activity and set up support forum
30. Aim 2: Developing innovation, income generation, trading opportunities and driving savings
31. Rationale: We remain committed to sustainably funding high quality service delivery. An imperative of this approach is innovation, income generation and new trading opportunities which all have the potential to fund or support activities and services.
32. We will achieve this by:
 - Maximising return on our assets
 - Developing a council wide approach to identifying, prioritising and pursuing income generation activities

- Adopting an approach of full cost recovery for discretionary services
 - Understanding the true costs of our services through greater data intelligence, analysis and reporting
 - Developing the entrepreneurial acumen of staff across the council.
 - Investing
33. How will we know if we have been successful?
- Income generation approach used to prioritise and pursue appropriate income generation opportunities
34. Aim 3: Community Wealth Building, collaboration and building strong partnerships
35. Rationale: The Isle of Wight Council will take a place-based approach to local economic development. At the very heart of all commercially based decisions that we make is providing good outcomes for residents of the Island. The Council will use its position and powers as a local authority to be entrepreneurial and deliver outcomes which will directly and positively benefit the Island.
36. The Council has long-standing ambitions to support the Island's population and business base. Additionally, the Council will look outwardly to its partners in both the public and private realms for support and guidance where necessary.
37. We will achieve this by
- Understanding stakeholders and suppliers, and identifying opportunities to work together
 - Engage with other public sector organisations
 - Procurement and contract processes which enable local wealth creation and consider social value
38. How will we know we have been successful?
- Collaborate with partners on commissioning and procurement of projects, monitoring measurable benefits and lessons learned to enable continuous improvement
 - We will have successful collaborations
 - Local communities will benefit from wealth creation and distribution of wealth
39. Aim 4: Commercial thinking as part of a whole spending and lifecycle – linking with our net zero ambitions
40. Rationale: A key dependency to all decisions that we make towards commercial aspirations will consider our commitment to tackling climate change. Every decision taken must have regard to the need to reduce the Council's and the Island's carbon footprint.
41. We are putting carbon literacy at the forefront of our upskilling programmes. The Council will be proactive in prioritising low carbon opportunities, especially in the delivery of our services.

42. This approach will be adopted across three key areas:
- Business case creation
 - Outcome based, proportional and best practice tendering
 - Ongoing contract delivery management
43. We will achieve this aim by:
- Developing and delivering contract management and procurement approaches across the council.
 - Communicating clearly and effectively with suppliers
44. How will we know we have been successful?
- Contract management and procurement approach used by relevant services across the council and routinely review its effectiveness
 - More and better targeted engagement with existing and potential suppliers
 - The council's knowledge will increase

Q3 Scrutiny are asked for the views on the strategic aims
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