



Purpose: For Decision

Committee report

Committee **CABINET**

Date **TUESDAY 8 DECEMBER 2009 AT 6.00PM**

Title **QUARTERLY PERFORMANCE, RISK AND STRATEGIC PROGRAMME MANAGEMENT REPORT- QUARTER 2 2009/10**

Report of **CABINET MEMBER FOR MAJOR PROJECTS, CUSTOMER SERVICE AND COMMUNICATIONS**

PURPOSE

1. To note the Council's service performance, risk and strategic project position during the second quarter of 2009/10 ending 30 September 2009.

BACKGROUND

2. This report covers the second quarter of the financial year 2009/10 and includes the following information detailed under the four relevant Community Strategy themes and the fifth theme as listed in the Corporate Plan:
 - Identification of key performance achievements and issues for the Isle of Wight Council
 - A summary of the Council's Strategic Programme

In addition, the report appendices highlight:

- A summary of progress on the Council's key priorities
- A summary of Organisational Health
- An up-to-date position of the Strategic Risk Register

STRATEGIC CONTEXT

3. The ongoing management of key performance indicators, strategic risks and the strategic programme supports all four of the Community Strategy themes and seven council priorities as outlined in the Isle of Wight Council's Corporate Plan 2009-2013.

CONSULTATION

4. The Council's management processes involve the examination of performance, risk and project information at monthly service boards. As such, senior management are involved in discussions about performance, risk and projects on a routine basis.

THEME – A THRIVING ISLAND

5. Key Performance Achievements:

Environment and Waste

- The Gasification plant was declared as fully operational by the Environment Agency with effect from 1st September. This has assisted with reducing the levels of waste now going to landfill.
- The Waste Performance and Efficiency Grant programme is progressing well in delivering the objectives of the Interim Municipal Waste Plan. The immersive 'Cosmodome' educational resource has now been delivered and the messages provided in the animated film that is to be used are due for completion in December, following which previews will be arranged with key staff and Councillors.
This resource provides the opportunity to publicise these important messages to a broader audience, taking it in to schools and presenting it to their pupils in a format they can relate to, thereby helping to engage with and encourage their participation in activities such as re-cycling. Through gaining their involvement it is hoped that this process will be taken back in to the home environment to encourage the whole family to get involved.
- The Island's first Green Flag was retained at Appley Park.
- Preparation for the Island Insulation Scheme was completed and launched on 11th October. Funding is being provided by 'e.on' and will provide for 23,000 loft and cavity wall insulation measures, which will be available to all private households (owner occupiers and privately rented only). The introduction of improved insulation helps to reduce household energy bills while lowering carbon dioxide emissions, which in turn lessens the impact on the environment.
- A detailed work programme has been agreed for delivery of NI188 - '*Planning to Adapt to Climate Change*'. Work has started on a Climate Impacts Report, a Local Climate Impacts Profile (LCLIP) and establishing a meteorological database. A workshop is currently being planned for Council staff to help identify climate risks to service delivery. The planned activities will ensure that the Local Area Agreement 2 target for March 2010 is met.
- Data just received from DEFRA shows a downward trend in per capita carbon emissions for the Island from 6.0 tonnes per annum in 2005, to 5.5 tonnes per annum in 2007.

Planning Services

- Performance for determination of all applications (major, minor and other) during Quarter 2 exceeded targets.
- Performance on appeals for Quarter 2 was better than the 30% target, clearly demonstrating the quality and consistency of policy led decisions that were made.
- During Quarter 2 there were two enforcement appeals heard, and in both cases the Inspector upheld the enforcement action.
- The planning application for the 'Vestas' Research and development facility at Stag Lane, Newport was approved by the Planning Committee.

- The major planning application for the PAN urban expansion was received and validated and external consultation has commenced.

5.1 Key Performance Issues:

Planning Services

- *Number of housing units built (cumulative)* – September actual = 243 against a target of 265. A total of 58 completion notifications were received in September, which was an improvement on the 27 received in August. However without a more sustained trend in improvement it is likely that we will not achieve our 520 target this year. Planning and Housing Services Officers met with a GOSE representative in October to work up an action plan to address the delivery issue, to ensure that we can deliver our 520 target in the longer-term.
- *The percentage for initial responses given to enforcement complaints within a 20 day period* was 83% for September 2009, 17% down on the target of 100% for the month. Fifteen out of 18 cases were dealt with on schedule. Measures are being taken to reduce the officer caseload of the current team which should lead to an improvement in performance.

Tourism

- *Number of domestic short break holiday visitors (1-4 nights)* - The 303,000 total against a target of 350,000 reported for Quarter 2 is on a quarter lag and therefore reflects performance for the period 01/04/09 to 30/06/09. The target applied reflected a perceived optimism around the positive impact of the recession on domestic tourism.
- *Number of domestic short break holiday visitors 5+ nights* – An increase in longer stays of 15% against target would indicate that visitors are choosing to stay longer on the Island.

5.2 Summary of Strategic Programme:

The Highways PFI programme is progressing well – ahead of schedule and on budget. Following submission of the Outline Business Case, the Department for Transport is assessing the submission and are due to deliver their findings in January. During the intervening period the programme has been, and will continue to communicate with Island stakeholders, particularly focusing on Island business to ensure they are ready to take part in the programme.

THEME – A HEALTHY AND SUPPORTIVE ISLAND

6. Key Performance Achievements:

Exchequer and Resident Services

- Adaptations to the Reception area in Sandown Council Offices have been completed to meet Help Centre status. These new facilities will improve facilities for residents requiring private interviews with staff.
- Training for the new online payments system has been completed by all Call Centre staff and the new system went live on 1st October 2009. The new system will make the payment process quicker and more effective and it will also allow the Call Centre to take Council Tax payments and provide residents with their outstanding balance.

Housing Services

- Homelessness increased access to private sector lettings and the preventative measures introduced last year have resulted in a reduction in the number of homelessness acceptances. The number of families in temporary accommodation has fallen to 114 compared with 248 a year ago.
- Housing Renewal: Completion of disabled facilities grants with a value of £535k; repair grants totalling £160k and Warm One Island grants totalling £60k. The team are continuing their enforcement role to improve housing conditions for private tenants, license Houses in Multiple Occupation and resolve drainage issues.

Supporting People

- Solid performance in respect of *NI 141 'Percentage of vulnerable people achieving independent living'* at the end of quarter one (there is a quarterly lag on available data) the programme achieved 80.61% against a target of 67.9%. This compares well with regional comparators.

Pan Neighbourhood Project

- The Planning Application for the Pan development has been submitted and we have been actively marketing the site for a number of weeks which has resulted in five high quality Expressions of Interest submissions that are in the process of being evaluated by officers and partner Spectrum Housing Group.

Adult Social Care

- *NI 135 'Carers receiving needs assessment or review, and a specific carer's service, advise or information'*: Following several I.T. workshops for staff to ensure they are recording Carer Assessments appropriately in the SWIFT database, performance against this target improved over the quarter and if progress were maintained the target would be met by year end.
- The integrated Dementia Service went 'live' the week beginning 16th November. The aims of the service are in line with the 17 objectives of the National Dementia Strategy and bring together health and social care practitioners into one service to support both adults living with dementia and their carers. . Care management staff are being seconded to this new service which is to be jointly managed.
- Transforming Social Care – Adult Social Care have been successful in becoming the Local Authority partner to take part in a pilot with Improvement and Efficiency South East (IESE) and 'Planmycare', to develop a specification of I.T. needs for Adult Social Services delivering Transformation of Social Care. There is £100,000 available from IESE to support the pilot and outputs will be shared with all South East Authorities.

6.1 Key Performance Issues:

Housing Services

- *Proportion of Registered Social Landlord (RSL) lettings to homeless households as % of net lettings*: Actual this quarter = 22.1% against a target of 25%. Given the reduction in the numbers in temporary accommodation and the in-balance of appropriate vacancies for homeless households requiring accommodation (90% of those accepted as homeless require family sized accommodation, while 45% of properties becoming vacant are one

bedroom properties) it has been determined that the targets for this measure will be revised.

Exchequer & Resident Services

- The Benefit caseload has continued to rise and has shown an overall increase of 10.1% in the year to 31 August 2009. New applications for benefit have also risen by 28%.

6.2 Summary of Strategic Programme:

The Transforming Social Care programme has developed a series of workstreams and pilots to start the implementation of the national agenda to introduce personalised budgets across adult social care. Recruitment to administration and finance officer posts has been completed. The risk to the Housing capital programme remains high due to current economic conditions and the programme is likely to be re-scoped, however, the affordable homes target remains on course.

THEME – A SAFE AND WELL KEPT ISLAND

7. Key Performance Achievements:

Community Safety Services

- Proactive work by Environmental Health Officers resulted in a significant reduction in the number of food premises rated according to the Scores on the Doors Scheme, with 0, 1 or 2 stars. There are 42 premises currently in this category (compared to 85 at the end of last year) against a target of 77 premises.
- The number of businesses newly recruited to the 'Buy with Confidence' trader approval scheme was 39 exceeding not only the Q2 target of 18, but also the end of year target of 35. This demonstrates that businesses see the benefits of the scheme, which is an important means of bringing about compliance with Trading Standards requirements.
- The figure for *Number of domestic burglaries on the Island* has continued to decline. The Cumulative figure for Q2 was 137 incidents of domestic burglary (compared to 180 burglaries in Q2 of 2008/09). A combination of police enforcement initiatives (Operation Nemesis) and targeted partnership communications has resulted in a marked reduction in 'walk in' burglaries on the Island.
- The figure for *Number of criminal damage incidents* has also gone down. The Cumulative figure for Q2 was 1143 incidents (compared to 1388 incidents of criminal damage in Q2 of 2008/09). Hampshire Constabulary's Summer Anti-Social Behaviour Campaign, high visibility patrols of police officers, numerous youth diversion activities in partnership with other agencies and intelligence-led use of re-deployable CCTV were essential in achieving this success.
- All quarterly and monthly performance measures for the Drug Intervention Programme (DIP) were 'green' (better than the target). The aim of the DIP remains to reduce drug related (Class A) offending rate.

Highways and Transport

- Phase One of the carriageway strengthening and resurfacing programme costing £2,700,000 is on track and expected to be completed by the end of November 2009. By delivering much of the work at night, impacts on Island residents and businesses are

being minimised. Phase Two of the carriageway strengthening and resurfacing programme is expected to start in December and be completed by the end of March 2010. This Phase is expected to cost around £1,000,000.

- Phase One of the footway resurfacing programme is substantially completed and arrangements are being put in hand to deliver a second Phase of footway schemes to be implemented using the new Highways Maintenance Contract and expected to be completed by end of March 2010. The total value of Phase One and Two Footway schemes in 2009/10 is expected to be £430,000.
- The council's road safety team ran another of its successful Better Riding courses in September. The course is designed to improve riders' skills and assist in anticipating hazards as well as teaching how to react to them using methods practiced by police experts.
- A £30,000 scheme to prevent flooding on the popular Cowes to Newport cycleway started in October.
- Cycle training through the Go Ride scheme has been a real success on the Island, with over 4,000 pupils having received basic cycle skills training ('level 1') as a part of the PE curriculum, or through after school training. Building on this, the local Sports Partnerships have recently received funding to deliver on-road cycle training to 'Bikeability Level 2' to Year 5 pupils. This is a positive step forward and will ensure that our children have the skills to deal with cycling in the real world of traffic. Alongside this programme the Council is supporting a bike maintenance programme which will enable pupils to use their own bikes for cycle training and then hopefully use them on the journey to school, where appropriate. This programme will be delivered in different ways at different schools - as an after-school club, a 'Dads and Lads' club and during cycle training.
- Promotion of the Walk to School month proved successful as a part of International Walk to School in October, with 35 schools and around 5,000 pupils participating.
- Staff who work for the Council's Wightbus service are now better equipped to meet the needs of their passengers after successfully completing NVQ Level 2 in Road Passenger Driving. Thirty-nine members of staff had successfully studied for the qualification which focussed on providing a professional service to passengers with special requirements, such as the elderly, with learning disabilities and wheelchair users. The course also covered modules in efficient driving and how to effectively deal with emergencies and incidents. This was a great achievement that has benefited passengers and extended the skills and knowledge of drivers, which will broaden the scope of career development and demonstrates the Council's commitment to ongoing personal development.
- A new report designed to give the public comprehensive information about the Council's Parking Services has recently been published and is available on the Council's website. The Annual Parking Report covering the period April 2008 to March 2009 shows how parking services help residents and businesses with permits and general parking advice, and play a role in reducing traffic problems at schools. The report also contains financial and statistical information about the number of penalty charge notices issued and the types of offences committed.

Fire and Rescue

- *Local Intervention Fire Education (LIFE)*: Twenty two teenagers took part in two (LIFE) schemes which were held at Ryde Fire Station over five days. Participants had to manage

and maintain firefighting equipment and the station in general. The aim of the project, into its third year, is to demonstrate the consequences of anti-social behaviour through providing an intensive work experience course and encouraging youngsters to address fire safety issues.

- The Fire and Rescue Service has been working in partnership with Surrey Fire and Rescue Service on a joint project to procure Mobile Data Terminals. The project was launched in September and terminals will be fitted in all Fire Engines which will enable our Firefighters to access update to risk information to help deal with incidents more effectively. Installation will be completed by end of May 2010.

Environment and Waste

- The Ventnor Eastern Esplanade project to realign the carriageway, construct new public conveniences and improve the public realm around the paddling pool has been completed, to much public approval. The area has been very popular with families throughout the late summer and early autumn.
- The current £200,000 public realm programme targeted at Cowes/Gurnard, is well advanced and the majority of works are scheduled to be completed by the end of the year.
- Tenders for the refurbishment of the public conveniences at Eastern Esplanade, Ryde, and the reconstruction of Esplanade Gardens in Shanklin have been received, and the contract awarded. Work commenced in October for completion by the end of March 2010.
- The Council have been selected as one of only 11 authorities chosen as champions for the Big Tidy Up campaign.

7.1 Key Performance Issues:

Fire and Rescue

- *Primary Fires (cumulative)* - September 2009 = 135 against a target of 132. Primary fires were 25 in September against a target of 22 and the forecast is slightly above target at 270 compared to the outturn of 253 in 2008-09. Community Safety work continues with Home Fire Risk Checks and Schools Education programmes.

Community Safety Services

- *While the number of assaults with less serious injury (NI-20)* has reduced by 12% when compared to the same period of last year, there is a need to further improve performance in order to meet the end of year target. There are a number of initiatives and projects in place to address alcohol-fuelled violence.

7.2 Summary of Strategic Programme:

The highways and transport capital held programmes remain on target. All elements of the CCTV project are on target with meetings held in October with Shanklin and Cowes Town Councils to finalise partnership arrangements for these schemes. Interviews were successful in the appointment of a Fire Service Modernisation project manager.

THEME – AN INSPIRING ISLAND

8. Key Performance Achievements:

Learning and Achievement

- *Percentage of schools recently inspected who are graded as good or outstanding - thirteen schools have been inspected during the financial year to date; two were judged as outstanding, ten good and only one as satisfactory. 92% of schools were judged to be good or better. The school judged as satisfactory was noted as having good capacity to improve. Four of the schools inspected were part of the Raising Achievement Project last year. 100% of schools with Early Years Foundation Stage provision were judged as good or better. All outcomes for personal development and well-being were judged as good or outstanding.*

Targeted Intervention

- *Percentage referrals to social care that are repeat referrals within 12 months – Quarter 2 actual of 16% against target of 20%. Year to date percentage is a considerable improvement on 2008/09 outturn of 19%. OFSTED inspection and audit work has highlighted issues around excessive activity at contact stage. These cases are now being progressed to referral within the 24 hours time frame which may result in a slightly higher re-referral rate for the year than currently recorded.*
- *Percentage of looked after children consulted who think services to them are good or better - The average of 84% during July and August continued to highlight positively children's subjective experiences of the services they receive. Where concerns have been raised by children they are discussed and dealt with in their reviews, or agreement made to aim to resolve their concerns outside the review.*

Culture & Leisure Services

- A successful launch of this year's Summer Reading Challenge, which encouraged children to read six books during the school holidays. The scheme was promoted by library staff at school assemblies and the initiative saw a 6% increase on the previous year in the number of children taking part.
- Extended Schools One Card - Working in partnership with the Extended Schools Team a new one card has been developed which provides free usage of all junior activities including holiday activities.

Highways and Transport

- Island schools were awarded 14 Bronze and 1 Silver Awards for their development of school travel plans. The Silver Award for Godshill Primary was the only one achieved outside of the London Boroughs and that this was a great achievement. Godshill has been short listed for the National Travel School of the Year award.

8.1 Key Performance Issues:

Learning and Achievement

- *Percentage of half days missed due to total absence in Secondary schools maintained by the local education authority – Quarter 2 actual of 6.68% against target of 6%. This figure reflects the whole of the summer term 2008/09 and includes middle and high schools. Whilst slightly above the absence target for the term, attendance across the whole year has increased (from the previous academic year) in 11 of the 19 schools classed as secondary. The key issue remains the attendance across Years 9 to 11 in three high*

schools, which is significantly lower than it ought to be. Changes to the education welfare service, a broadening of curriculum options for pupils, and increased challenge and monitoring of schools are planned to address this.

Targeted Intervention

- *Percentage of LA foster care placements visited within 14 days of new episode of care – Quarter 2 actual = 47% against target of 95%. 19 foster care placements were visited during the quarter, 9 were within timescale. Action is being taken to rectify the situation and social workers will be given 72 hours to visit the placement. This will be monitored through a panel.*
- *Percentage of Core Assessments completed (in year) within 35 days – September 2009 actual = 68% against target of 85%. Work has been ongoing with front line staff to improve performance. Data cleansing is being applied and a realignment made to front end business processes helping to improve the levels of recording. Outturn has improved in the past quarter but remains in a transitional stage. It is anticipated that with reduced levels of staff vacancy there is the potential for caseload levels for individual officers to be reduced which, combined with the application of increased performance monitoring, an improved sustainability will be seen in the performance achieved.*
- *Children becoming the subject of a Child Protection Plan for a second or subsequent time - During September 2009 there was 1 child subject to a repeat child protection plan. Of the 28 children who became subject to a CP plan during the year 5 (18%) are repeat plans. This outcome, whilst below a target of 15%, does represent an improvement. It is also worth noting that the relatively small sample size involved provides for greater opportunity for disparate performance results being demonstrated between different intervals.*

Preventative Services

- *Number of referrals to specialist Children and Adolescent Mental Health Services Tier 3 only (cumulative) - While the current quarter's target has been met, the nature of referrals are becoming more complex and young people are presenting with multiple difficulties that cover a wide spectrum of behavioural, psychological, neurological and sociological problems and it is anticipated that overall performance may fall marginally short of the year end target.*

8.2 Summary of Strategic Programme:

Following the full council and cabinet decision to proceed at the end of September the School Reorganisation project is now in a rapid start-up of the implementation phase. Detailed plans are progressing against 11 new workstreams, with specific early focus on the build profile to ensure Year 5 pupils can be accommodated in Sept 2010. The One School Pathfinder element of the project is about to start the competitive dialogue phase to select a supplier.

THEME – DELIVERING BETTER SERVICES

9. Key Performance Achievements:

Democratic Services

- A successful mid way review meeting was held with South East Employers who were pleased to confirm that the Isle of Wight Council continues to meet the requirements for

the Charter for Elected Member Development, and has made good progress against the recommendations identified following the December 2007 assessment.

Legal services

- The Social Care team has dealt this year with a dramatic rise in the number of 'complex' care cases (including non accidental injury cases) which have been transferred to Portsmouth on issue. Despite this the team is continuing to save money by conducting the majority of its own advocacy. To date the costs of counsel to the team are reduced by almost 75%.
- *Percentage of Freedom of Information (FOI) requests completed in statutory timescale* – September 2009 actual = 94% against target of 100%. There has been a steady improvement achieved in the rate of FOI requests being closed across this quarter, from 87% achieved in June to 94% reported in September. During September 71 requests were closed of which 4 exceeded statutory timescales and for the quarter as a whole a total of 221 requests were closed and 20 exceeded timescales. The aim remains to achieve 100% completion within statutory timescale. However, due to previous performance, and a continuing increase in volumes of requests the end of year forecast remains at 90%.

ICT

- New Audio books system now available on-line via [iwight.com](http://www.iwight.com/living_here/libraries/) for library users, free of charge – see http://www.iwight.com/living_here/libraries/.

Exchequer and Resident Services

- Collection of Council Tax & Business Rates on target as at 30 September 2009.
- Year to date figures show that new applications for Housing & Council Tax Benefit are being processed within 16.45 days and changes in circumstances processed within 7.59 days which demonstrates good performance.
- Collection of Current Year Sundry Debt performance close to the target for September 2009, despite in excess of £7 million being added to the debt during the month.
- As part of the new on line payments system project the Newport, Ryde, Sandown and Freshwater Help Centres now use chip and pin.

Financial Management

- Audit Commission Annual Governance Report for the audit of the 2008/9 accounts and the 2008/9 Pension Fund Accounts was presented to the Audit Committee on 15 September 2009 and identified that the auditors will be issuing an unqualified audit opinion; subsequently the opinion and audit certificate were issued on 29 September 2009
- The Council's Annual Report for 2008/9 has now been completed following the issue of the audit certificate and is now available to residents.
- A new internal process for assessment of service provision led by Cabinet Members is underway which will play an important part in developing the Council's budget strategy and provide the information necessary to allow the Council's resources to be directed towards its priorities

- The Audit Commission report on their assessment of our Use of Resources for the whole Council and the Fire Service were received at Cabinet on 13th October. The overall assessment in both cases was level 2. Arrangements that are consistent with established professional practice and guidance meet statutory requirements and operate effectively. Under the new arrangements 'the harder test' the scoring is more challenging than before. It was pleasing that the report highlighted that the Council had made good progress during 2008/09, had taken some major decisions and there is good potential in 2009/10 for better scores. In addition the Accounts were unqualified together with an unqualified value for money conclusion (the first since it was introduced in 2005/06).

Strategic Asset Management

- Rating appeals have been successfully agreed on the council's libraries resulting in a net revenue saving of £27,500.

Transformation Programme

- The Business Systems Improvement Project (BSIP) has been live for 6 months and systems and processes continue to embed. Targeted actions are proving successful in resolving issues and feedback from staff is now much more positive.
- The Information Observatory team has achieved sign-off of the Health & Social Care Joint Strategic Needs Assessment. This is the largest amount of health, adults and children's social care data and needs analysis information ever collated by IWC, and has been an excellent example of joint working with our health colleagues. This information is available on-line at the Observatory internet site (http://www.eco-island.org.uk/information_observatory/jsna2/jsna_2009.aspx)

Communications

- Support was given to services to help them produce information for residents including:
 - Connexions Choices 2009 – booklet explaining options to children leaving school in the next 12 months.
 - Summer Safety campaign produced on behalf of the Crime and Disorder Reduction Partnership to raise awareness and help prevent summer accidents, crime and health issues.
 - Considerate Driving leaflet and School Travel Options - bespoke leaflets for schools to raise awareness of safe driving around schools and alternatives to driving to school. Fifteen Isle of Wight Primary Schools have been given national accreditation for the way they are promoting 'green' travel.
 - Launch of the youth service consultation, supported by a package of communications including, for the first time, the use of social networking site Facebook to encourage young people to participate in an online survey (541 people completed the survey).

9.1 Key Performance Issues:

Financial Management:

- *Value of identified savings (cumulative)* – whilst the performance for September 2009 achieved a cumulative figure of £3.5m against a target of £2.8m, the end of year forecast position has worsened with an estimated under-achievement of £1.6 million savings.

Exchequer and Resident Services

- *The percentage of invoices paid within 30 days* - at the end of September stood at 74% against a target of 100% for the month. In part this is explained as a consequence of teething problems experienced in the first three months with the introduction of the new SAP system which was implemented in April for Accounts Payable.

Legal Services

- *Whole Council - Percentage of Subject Access Requests closed within statutory timescale* – Quarter 2 actual = 70% against target of 100%. 19 out of 27 requests were closed on time. Performance has been impacted by delays in receiving signoff as approved for release by key workers and team managers for overdue cases. Delays are escalated to Service Managers and will in future also be escalated to Heads of Service.

9.2 Summary of Strategic Programme:

The Transformation programme to improve services is gathering pace. Following the formation of a dedicated programme team, the programme should move back on track over the course of quarter 3. There were two key milestones planned for the past month, both of which were achieved on time. These were the move of the Supporting People team from Innovation House to 5 Langley Court, generating savings of £23k at full year effect. The external contract for space planning was let and the project team has been reviewing office space. The Business Systems Improvement Project (BSIP) has been live for 6 months and systems and processes continue to embed. Targeted actions are proving successful in resolving issues and feedback from staff is now much more positive.

ORGANISATIONAL HEALTH

10. Refer to summary report [Appendix B](#)

STRATEGIC RISK

11. The Council's key business risks are identified and managed at the strategic, operational and project levels. The strategic risks are defined by reference to the strategic themes and Council priorities within the Eco Island vision. Strategic risks are those which present the most significant potential impact on the Council's operations and achievement of its objectives and are owned at Director level. Strategic risks are updated in conjunction with Directors and Heads of Service on an individual basis and through the quarterly service boards. These are underpinned by a hierarchy of less significant but still material service and project risks managed and owned at the Head of Service and Project Director/Manager level as appropriate. Appendix C provides a view of the Council's strategic risk profile for the second quarter of 2009/2010 drawn from the strategic risk register.

FINANCIAL / BUDGET IMPLICATIONS

12. There are financial implications relating to the Strategic Programme impacting on the delivery of the capital programme. Also, failure to effectively manage risk and performance is likely to impact on the Council's financial position in terms of either increased cost or missed opportunity.

LEGAL IMPLICATIONS

13. The Council has a statutory requirement under the terms of the Local Government Act 1999 to achieve Best Value in its delivery of its services. The performance of a service against expectations forms a key component of the test of Best Value. Risk management is a significant component of the Council's governance arrangements and has a direct and positive impact on our ability to comply with legal and statutory requirements.

RISK MANAGEMENT

14. The effective management of risk is an important element of the Council's corporate governance framework and a key expectation within the annual Use of Resources assessment. The reporting and consideration of risk at both officer and member level is an important part of the Council's discharge of its corporate governance responsibilities.

EQUALITY AND DIVERSITY

15. Although there is no direct impact of equality and diversity on this report, the council requires that all their services are delivered fairly to all residents. The council is prioritising the requirement for service equality and diversity 'Impact Assessments' as a structured three year approach to ensuring that services are delivered against the new Equality Framework for Local Government.

OPTIONS

16. Option A – to note the report.
Option B – not to note the report

EVALUATION

17. The purpose of this report is to ensure that performance is actively managed across the council so improved services are delivered to residents. The implication of not adopting the recommendations is that performance of services will stay static or reduce and objectives of the council may not be delivered.

RECOMMENDATION

18. Cabinet is recommended to:

- Note the report in full

APPENDICES ATTACHED

19. [APPENDIX A](#) – Summary Progress Report on Isle of Wight Council's Strategic Priorities
[APPENDIX B](#) – Quarterly Summary of Organisational Health
[APPENDIX C](#) – Strategic Risk Register Report

Contact Points:

Heidi Marshall, Strategic Manager Corporate Policy & Performance,
☎01983 823250 email heidi.marshall@iow.gov.uk

George Hook, Interim Head of Compliance,
☎01983 823606 email: george.hook@iow.gov.uk

Marcus Elsom, Head of Modernisation,
☎01983 823534 email: marcus.elsom@iow.gov.uk

STEVE BEYNON
Chief Executive

COUNCILLOR TIM HUNTER-HENDERSON
Cabinet Member for Major Projects,
Customer Service and Communications