

PAPER E

Purpose: for Decision

REPORT TO THE EXECUTIVE

Date : **2 JUNE 2004**

Title : **FOURTH QUARTERLY PERFORMANCE MANAGEMENT REPORT
REPORT OF THE DEPUTY LEADER**

IMPLEMENTATION DATE :14 June 2004

SUMMARY/PURPOSE

1. This is the fourth Quarterly Performance Management Report for the period 1st January to 31st March 2004 and is attached as Appendix 1. It allows the Executive to monitor and review key aspects of the Council's performance against its objectives and to take any corrective actions that are necessary.

BACKGROUND

2. This Report for Quarter 4 summarises performance across all Directorates for the quarter ended 31st March 2004. Some information is estimated and it should be appreciated that budget information is not for the full financial year 2004/05, due to possible amendments as part of the closedown procedures.
3. This quarter also includes achievements and ongoing activities from the Annual Action Statement, CPA Improvement Plan and the District Audit Letter Action Plan. Ongoing and in progress actions and activities will be carried forward to the Annual Action Statement for 2004/05.

STRATEGIC CONTEXT

4. It is essential to have in place an effective performance management framework to ensure the Council can deliver its priorities and targets through measuring and monitoring. The framework is also required to realise the overall vision as set out in the Council's Corporate Plan for 2002/05.

5. Priority Improvement Areas

There has been significant progress throughout the year relating to the four Priority Improvement Areas:

- a. Engineering Services-

- The Public Services Agreement target for cycling has been exceeded and is on track for achievement in 2005/06

- Achievement of Investors in People status
- Introduction of a Quality Management System
- Award of a Local Transport Plan Settlement of £6.3 million

b. Homelessness-

- The Public Services Agreement target for removing families with children from bed and breakfast accommodation as been achieved
- The Peer Review on Homelessness indicates that many of the recent improvements have been effective and the service is on track for an improved rating
- Continued funding from the Government's Bed and Breakfast Unit has enabled further investment in staff in partnership with the Law Centre
- Successful budget bids which will enable capital spending on housing to avoid future homelessness on the Island

c. Housing Benefits-

- The Performance Indicator relating to the average calendar days to process a new housing benefit claim has reduced from 78.6 days in quarter 1 to 59.5 days in quarter 4, with the Service area confident of achieving the target by the end of Quarter 1 2004-05. This therefore shows a measured improvement in performance
- Significant improvement in treatment of benefit overpayments has received praise from the Benefit Fraud Inspectorate
- The Benefit Fraud Inspectorate has expressed satisfaction with the Council's action plan and response to the inspection report
- New computer system in place which has produced improvement targets for processing claims

d. Planning-

- The Government target for processing major planning applications has been met
- As part of the planning Best Value review, an Improvement Plan has been agreed and through regular monitoring is on target
- A Planning Delivery Grant was awarded for over £600,000, part of which is funding work on the Local Development Framework which will initially incorporate the Unitary Development Plan
- Through the Document Imaging Process project, there is now online access to planning applications

6. There will be a further report to Executive detailing proposals for the Performance Improvement Area (PIA) programme in 2004-05.
7. Members are requested to focus on the Summary of the performance across the Council as detailed in Section 1 including the statistical achievement tables, together with Areas to Watch under each Portfolio (Sections 2.1-2.8) and agree their actions to improve performance.
8. Substantial achievements have been made in the progression of the Council's Annual Action Statement and Comprehensive Performance Assessment Action Plan-pages 42-45

9. However, there are 4 out of 12 Public Service Agreement targets which have not realised their targets for 2003/04. These are:
- Rehabilitation care for older people and reduction in delay of discharges-Page 15
 - Improving the education, training and employment outcomes of care leavers-Page 16
 - Increase in employment rates for the over 50s-Page 19
 - Reduce the number of domestic burglaries-Page 25

Although good progress is continuing to be made in these areas to reach the final targets for the PSA grant due in 2005/06, they are a concern as failure to meet these targets could mean a loss in grant.

10. Members should also be aware that there are six Areas to Watch that have been reported in all four Quarterly Performance Management reports for 2004/05:
- Days lost to RIDDOR injuries (Fire and Rescue)-page 24
 - Completion of bridge inspections-page 27
 - Meeting local transport targets for bus patronage-page 28
 - Low yield of affordable housing on qualified sites-pages 31 and 42
 - Staff absences due to sickness-page 37-this is a key CPA indicator
 - Vandalism to Council buildings-page 38

CONSULTATION

11. Heads of Service and their staff have supplied the information within this report with Directors being fully consulted on the content. External consultation has not been necessary for this report since it is concerned with internal management arrangements.

FINANCIAL/BUDGET IMPLICATIONS

12. This report itself does not have any budget implications. However, if Members make any decisions regarding services identified in this report, these may have financial implications.

LEGAL IMPLICATIONS

13. It is a requirement of the Local Government Act 1999 to deliver best value in service delivery of which an effective performance management system is an essential part.

OPTIONS

14. Option1-That a further report is submitted to the Executive detailing specific actions to improve performance for the four PSA targets as stated in paragraph 6.

Option 2-To receive further information on the six long-term Areas to Watch at the Executive detailing scope of concern, background and proposals to improve as detailed in paragraph 9

Option 3- That the fourth Quarterly Performance Management Report is approved subject to any amendments or comments by the Executive.

EVALUATION/RISK MANAGEMENT

15. The report is long, reflecting the Council's wide-ranging responsibilities. The main risk associated with the above options is that if quarterly reporting fails to achieve ownership amongst Members and staff, progressing performance management will fail to be recognised as the way to improve services and achieve our Corporate Objectives.

RECOMMENDATIONS

16. To approve Options 1, 2 and 3

BACKGROUND PAPERS

17. Annual Action Statement 2003/04
CPA Improvement Plan
Public Service Agreement
Quarterly Performance Management Report 1, 2 and 3

ADDITIONAL INFORMATION

18. The following appendix is attached to the report:
19. Appendix 1 Quarterly Performance Management Report

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APPENDIX 1



ISLE OF WIGHT COUNCIL QUARTERLY PERFORMANCE MANAGEMENT REPORT

FOURTH QUARTER – 1ST JANUARY TO 31ST MARCH 2004

Quarterly Performance Management Report Quarter 4 January – March 2004

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Section 1 : Summary

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	• Corporate Actions - CPA Improvement Plan, Annual Action Statement Actions & Action Plan in response to the District Auditors Letter		
1.4	Priority Improvement Areas	Page	7 - 8.
1.5	Best Value Reviews	Page	8.
1.6	Financial Performance Summary	Page	9 – 10.

Section 2 : Performance Management & Assessment – By Portfolio

Page 11.

Including information on the following areas

	• Key Achievements for the Quarter		
	• Areas to Watch and action to be taken		
	• Updates on Areas to Watch reported in Q1 - Q2 – Q3		
	• Performance Management information on: – Key Performance Indicators & PSA targets		
2.1	Social Services & Housing - Improving health, housing & quality of life for all	Page	12 – 16.
2.2	Economic Development, UK & EU Regional Issues - Encouraging job creation & economic prosperity	Page	17 – 19.
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2.5	Transport - Improving public transport & the highways infrastructure	Page	27 – 30.
2.6	Sustainable Development, Environment & Planning Policy - Protecting the Island's physical environment.	Page	31 – 33.
2.7	Tourism & Leisure	Page	34 – 35.
2.8	Resources – Making It Happen	Page	36 – 41.

Section 3 : Corporate Actions - Summary report of those key actions achieved and those that are on-going as of the 31st March 2004, including Annual Action Statement - CPA Improvement Plan - District Audit Letter

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Section 4 : Finance Report

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4.1	Executive Revenue
4.2	Capital Report

SECTION 1 : Summary - Quarterly Performance Management Report - Q4 (January to March 2004)

1.1 Key Achievements (taken from sections 2.1-2.8)

KEY ACHIEVEMENTS
<ul style="list-style-type: none"> The publication of the Audit Commission's Survey of Schools resulted in 13 of our services to schools being rated as within the top 10 Authorities in the country.
<ul style="list-style-type: none"> Family Learning Service first in South East to achieve the Matrix Standard for the provision of information, advice and guidance to learners. The Matrix Standard is a Quality Management System for the service area.
<ul style="list-style-type: none"> Sports Unit has been selected to deliver new Continuous Development Programme (CPD) – (one of 21 Local Authorities) in this first phase. Resource will enhance current CPD opportunities to schools. Annual resource to support work will be £20,000.
<ul style="list-style-type: none"> Electronic case Management System implemented in Legal team – end of a 2 year project on time and within budget will deliver immediate efficiencies and improvement in service.
<ul style="list-style-type: none"> Concluded litigation with Care homes, removing significant potential liability. Registered home owners court case is now no longer proceeding.
<ul style="list-style-type: none"> Implementation of basic DIP system in planning. All new planning applications are now being scanned into the system on receipt..
<ul style="list-style-type: none"> Council web site enhanced to provide personal services via the 'My Portal' function. This allows users to specify which information they want on their own home page including planning applications and road works by ward.
<ul style="list-style-type: none"> The Council web site was rated amongst the top 20 local authority websites in the country by the Society of IT Managers (the rank order of the top 20 is not given) and was rated as transactional (the highest type).
<ul style="list-style-type: none"> Successful bid for £1.2m to carry out remedial work to drought damaged carriageways.
<ul style="list-style-type: none"> Completion of Seaview Duver Coastal Defence Scheme.
<ul style="list-style-type: none"> No. of major planning applications determined within national standards (KPI 24) – Government standards have been met.
<ul style="list-style-type: none"> Successful bid for Children's Centres linked to the Family Resource Service now located centrally in newly refurbished building.
<ul style="list-style-type: none"> Achievement of bed and breakfast target for families with children.

1.2 Key Areas to Watch & Action Taken/To Be Taken (drawn from section 2.1-2.8)

KEY AREAS TO WATCH	ACTION TAKEN / TO BE TAKEN
School performance at KS2,3 and 4 in Summer 2004	Review impact of school cluster initiative in Autumn 2004 following the first year of implementation. Revise actions accordingly
GCSE performance of looked after children	Support Social Services Looked After Children Action Plan and implementation of individual student Personal Education Plans
Impact of the budget reductions on the services being delivered by Community Development	Exceptional monitoring of budget and performance for Q1 -2004/05.
The delivery of FAIRMaP within available/required resources (Fire & Rescue Service)	Review by Best Value Team.
Audit Commission Verification Audit results on Fire & Rescue.	Action plan approved by Audit Commission. Further verification audit due June 2004.
Insufficient highway maintenance Revenue budget.	Only possible to undertake emergency repairs and very urgent works. Without additional Revenue financial resources highway network will continue to decline with attendant increase in insurance claims.
Impact of the changes to the membership arrangements of IW Tourism on the revenue generated from and sale of advertising.	Exceptional monitoring of budget and performance for Q1 and Q2 of 2004/05
Number of visits to IWC funded and / or managed Sports & Leisure Facilities	The year end figure shows a 5% reduction in the target which could be attributed to greater competition for the services or increase in dissatisfaction with the services offered. Further work to be undertaken to investigate.
Relatively low yield of affordable housing on qualified sites (KPI 6).	Detailed work has been undertaken by consultants working for Housing Services. This will be incorporated in the Section 106 protocol.
The number of planning applications being submitted	Quarter 4 has witnessed a significant increase in planning applications. Additional resources have been freed up from fees, and a new Householder team has been set up on an experimental basis.
Risk of qualification / amendment of 2003/4 BVPI's	Close monitoring of situation. Directors have stressed the responsibility of Heads of Services for their respective areas. Further workshops to be held with PI co-ordinators and the Audit Commission

1.3 Performance Summary :-
1.3.1 Performance Indicators

Summary provides information for all of the Performance Indicator Targets by Portfolio for the past year 2003-04

This table presents a summary of 58 Performance Indicators by type and by Portfolio, as drawn from the:

- Key PI Quarterly Basket - (33 key performance indicators, 30 quarterly, 1 annually & 2 deleted)
- Public Service Agreement - (12 targets)
- Annual Action Statement - (13 targets not covered elsewhere)

Performance Indicators by Type

	NO. OF INDICATORS	TARGET ACHIEVED	TARGET NOT ACHIEVED	INFORMATION NOT PROVIDED	DELETED INDICATORS
KPI Basket Targets (Drawn from section 2.1 – 2.8)	33	19 (57.6%)	12 (36.4%)	0 (0%)	2 (6%) KPI's 19-20
Public Service Agreement Targets (Drawn from section 2.1 – 2.8)	12	7 (58.3%)	4 (33.3%)	1 (8.3%)	0
Annual Action Statement Targets (that are not KPI's or PSA Targets)	13	7 (54%)	6 (46%)	0	0
TOTAL	58	33 (56.9%)	22 (37.9%)	1 (1.7%)	2 (3.5%)

Performance Indicators by Corporate Objective

CORPORATE OBJECTIVE	NO. OF INDICATORS	TARGET ACHIEVED	TARGET NOT ACHIEVED	INFORMATION NOT PROVIDED	DELETED INDICATORS
Improving health, housing and quality of life for all	9	2 (22%)	7 (78%)	0 (0%)	-
Encouraging job creation & prosperity	5	4 (80%)	1 (20%)	0 (0%)	-
Raising education standards and promoting lifelong learning	8	6 (75%)	2 (25%)	0 (0%)	-

CORPORATE OBJECTIVE	NO. OF INDICATORS	TARGET ACHIEVED	TARGET NOT ACHIEVED	INFORMATION NOT PROVIDED	DELETED INDICATORS
Creating safe & crime-free communities	8	6 (75%)	2 (25%)	0 (0%)	-
Improving public transport and the highways infrastructure	7	2 (28.6%)	3 (42.8%)	0 (0%)	2 (28.6%) KPI 19-20
Protecting the Island's physical environment	6	6 (100%)	0 (0%)	0 (0%)	-
IWC Corporate Health	15	7 (46.6%)	7 (46.6%)	1 (6.7%)	-
TOTAL	58	33 (56.9%)	22 (37.9%)	1 (1.7%)	2 (3.5%)

1.3.2 Corporate Actions - CPA Improvement Plan & Annual Action Statement Progress

CPA Improvement Plan Actions - A summary report of those key actions achieved and on-going (as of the 31st March 2004) is provided in Section 3 (page 43). Progress towards the CPA Improvement Plan Actions is reported every six months in quarters 2 and 4.

	ACTIONS TO BE ACHIEVED BY 31 ST March 2004	ACHIEVED	NOT ACHIEVED/ ON-GOING INTO 2004-05	INFO NOT PROVIDED
CPA Improvement Plan Actions	44	40 (90.9%)	4 (9.1%)	0

Annual Action Statement Actions - A summary report of those key actions achieved and on-going (as of the 31st March 2004) is provided in Section 3 (page 43-45). Progress towards the Annual Action Statement Actions is reported every six months in quarters 2 and 4.

	ACTIONS TO BE ACHIEVED BY 31 ST March 2004	ACHIEVED	NOT ACHIEVED/ ON-GOING INTO 2004-05	INFO NOT PROVIDED
Annual Action Statement Actions	119	86 (72.3%)	27 (22.7%)	6 - 1 DELETED (5%)

Action Plan in Response to the District Auditors Letter Actions - A summary report of those key actions achieved and on-going (as of the 31st March 2004) is provided in Section 3 (page 45). Progress towards the District Auditors Letter Actions is reported every six months in quarters 2 and 4.

	ACTIONS TO BE ACHIEVED BY 31 ST March 2004	ACHIEVED	NOT ACHIEVED/ ON-GOING INTO 2004-05	INFO NOT PROVIDED
Action Plan in Response to the District Auditors Letter	49	40 (81.6%)	8 (16.3%)	1 (2%)

1.4 Priority Improvement Areas

Through the CPA process last year, there were a number of service areas that were highlighted as areas for improvement. To progress these areas for improvement and identify support needed from across the Council a framework has been devised beginning with initial briefing sessions to help scope the area for support and improvement. Action Plan summaries will then be produced, monitoring of which will be through this section in the Quarterly Performance Management Report.

The four areas highlighted for support and improvements are:

- Engineering Services – Highways**
 Great progress has been made during 2003/04 in improving the efficiency and performance of the department. Improvements included the gaining of Investors in People status, the introduction of a Quality Management System and better communications both with our customers/stakeholders and internally including the publication of a ‘family’ of 15 leaflets and web site improvements were introduced. A lack of sufficient budgets prevents the much needed improvements to the highway infrastructure being undertaken. However, notwithstanding the recent increase in capital allocation, a backlog of repairs and accelerating deterioration of the highway network cannot be addressed from current levels of spending. A Private Finance Initiative (PFI) is being progressed in an attempt to restore this situation.
- Homelessness**

Continuing improvements have been made in the area of homelessness. The PSA target for removing families with children from bed and breakfast has been achieved. Peer review from Beacon homelessness authorities indicates that many of the recent improvements have been effective and the service is on track for an improved rating.

- **Housing Benefits**

The Benefits Fraud Inspectorate have expressed themselves satisfied with the Councils action plan and response to the inspection report. A number of other positive factors point to an improving service, including:

- ICT upgrade and a new computer system is now in place (19 January). Two of the three Key Performance Indicators demonstrate improvement in performance, however all three KPI's that relate to the Service area did not achieve the Target for the year 2003-04 (Please refer to Page 14 KPI's, 2, 3 & 4)
- Significant improvement in treatment of overpayments has attracted BFI praise
- BFI performance improvement team will start work shortly
- New management post filled from 1st June (focus on customer services, training and development)

- **Planning**

The Best Value Inspection was due to take place starting on the week beginning 17 May 2004. This has now been postponed until September. The next meeting of the Planning PIA Group is on 26 May 2004.

The Government target for processing major planning applications has been met. As part of the planning Best Value review, an Improvement Plan has been agreed and through regular monitoring is on target. A Planning Delivery Grant was awarded for over £600,000, part of which is funding work on the Local Development Framework which will initially incorporate the Unitary Development Plan. Through the Document Imaging Process project, there is now online access to planning applications.

1.5 Best Value Reviews

1.5.1 Current Best Value Reviews

- **Planning Services**

The inspection, originally programmed for March, was due to take place in May has now been postponed until September.

- **Procurement**

The Action Plan has been finalised and is now going through the committee approval process.

- **Benefits**

A combined improvement plan, incorporating issues from the Best Value review and the work of the Benefit Fraud Inspectors, is being finalised.

- **Transport**

Consultation, on what are considered to be the main Transport issues, has been carried out with a range of providers, users, officers and Members. This will help to develop the scope of the work, so that the review itself can begin.

- **Fire & Rescue**

A budget review has begun in May, project to be completed by end of June.

1.6 Financial Performance Summary

1.6.1 Revenue Expenditure:

A summarised list of revenue expenditure by Portfolio is shown in Section 4.1 (Page 46 - 48). Revenue spending to date is still largely in line with budget expectations. However, particular budget pressure areas have been identified, some of which also represent possible budget problems for future years:

- Withdrawals from School Balances are at unprecedented levels, indeed in certain cases the school will have applied the entire balance available to them in order to fund 'in year' expenditure. Unless this situation is redressed for the future pressure will be significant for many schools budgets. Government proposals to guarantee minimum funding levels for next year, and additional transitional arrangements, will help the situation for those schools facing financial difficulty
- Home to School Transport budgets continue to increase above the level of inflation allowed in the budget and advice from the Association of Transport Co-ordinating Officers is that LEA's will require an average increase of 7% in budget from April 2004 to maintain school bus services at existing levels
- Community Development and Leisure Services have a number of areas where budget problems are apparent, including the Library Service, Theatres, Technical Services Unit and Dinosaur Isle. Currently an overspend of £70,000 is predicted in 2003-04, and similar issues are likely to recur in future unless an ongoing solution to such issues can be identified and delivered
- ICT have a number of ongoing projects, particularly related to E-government, which are funded partly from grants and reserves – the ongoing implications of these projects need to be regularly evaluated to ensure budgets are in place to allow their continuation at an appropriate level
- Engineering Services estimated at the start of the year that the additional cost to the concessionary fares scheme caused by age equalisation, would be in the area of £160,000. No additional funding has been provided to meet this increased cost. This requires an ongoing solution. In addition, adverse weather conditions in the winter period have required emergency works and safety initiatives to be undertaken, resulting in potential overspends of £200,000 on highway maintenance and £45-50,000 for cliff instability in coastal areas. By contrast, the car parking service is likely to have an over-recovery of income of up to £200,000 which may be used to offset part of the overspends in other highways and transport budgets
- Social Services have identified a number of potential budget problem areas – these presently include the effects of the loss of the Promoting Independence grant last year (£148,000); Independent Living Resource Centres which are important in reducing bed blocking (£44,000); however it is anticipated that these will be offset by savings in Children's Services. The most significant unknown item is the level of residential care client contributions where the full impact of a change in allowances last October will not be wholly evident until final adjustments for last financial year have been made
- Housing Services have a potential overspend of £158,000, mainly within the Homelessness budget – this is as a result of expenditure on leasing properties which should in turn reduce B&B spending thereby reducing the amount of net spending in future financial years

1.6.2 Capital Expenditure

At the end of March 73.25% of the budget for the year had been spent. The over-commitment on Resource's budgets is in respect of expenditure of £780,000 on the approved Accommodation Review programme which is self-financing over time as capital receipts are realised, while the over-commitment on Environment relates to the previously reported overspend on Ventnor Haven which is to be funded through Highways resources. The remainder of the capital programme saw substantial amounts of slippage including the following major items:

£m

1.School buildings programme	4.1
2.Schools devolved capital schemes	1.3
3.Oakfield Housing Scheme	1.5
4.Social Services IT – Client Database	0.9

Resources have been carried forward to meet slippage items, however if all approved budgets were to be spent there would be a current over-commitment of £0.8 million, once the £0.6 million of anticipated capital receipts for the 2003-4 financial year are realised. Any anticipated receipts not realised (including those related to the Accommodation Review mentioned above) serve to add to the over-commitment position.

Major capital schemes that were substantially completed in the year included the New Children's Respite Care Home adjacent to Medina High School (£1.4m), Ventnor Haven (£2.4m) and development at Watergate School (£1.1m). New Coast Protection Schemes at Castlehaven (£2.4m) and Seaview Duver Road (£3.7m) also saw substantial investment in the Island's infrastructure.

During the course of the year, large engineering projects at the Military Road, Newport to Cowes Strategic Corridor, and Newport to Sandown Cycle Route have been completed and the routes fully operational. However, more recently the Military Road has been closed again in order to allow the reassessment of structural and surface defects. Several sections of the Island's highways network suffered extensive shrinkage cracking and deformation as a result of drought conditions earlier in 2003, which required a budget of £600,000 to be redirected to allow structural repair works to be undertaken. Subsequently, an application was made to the DfT seeking additional funding to support the necessary works and a supplementary SCA for £1.2m was made available, ring-fenced to clay shrinkage works.

SECTION 2 : PERFORMANCE MANAGEMENT & ASSESSMENT – BY PORTFOLIO

This section of the report shows the progress and achievements that have been made in each of the Portfolio's of the Council. The report records and demonstrates:

- The key achievements for the Quarter
- The identified Areas to Watch and the agreed action to be taken
- Updates on the previously recorded Areas to Watch from Quarters 1, 2 & 3
- Performance Management Information - updates on the Key Performance Indicators (KPI's) and PSA targets




How are targets judged?

Has the Target been achieved?:

- will be 'yes' if the year end target has been met/achieved. (This applies to most targets, some may work differently).
- will be 'no' if the target has not been achieved

The comments box can be used by services to explain data. Some targets compare themselves with the same quarter a year ago to eliminate effects of seasonality.

Level of performance against previous quarter:

- will be '**higher**' if the level of performance is 10% or more higher than previous quarter 
- will be '**no change**' if the level of performance is within 10% either way of previous quarter 
- will be '**lower**' if the level of performance is 10% or more lower than previous quarter 

Assessment of Performance for the Year

Compares the actual performance to the Target for year end:

- ☺ Indicates that the target is achieved or exceeded
- ☹ Indicates that the target is not achieved

Year end Actual

This figure is expressed as either:

- the cumulative Total for the year - (Q1+Q2+Q3+Q4)
- or, the Average for the year – (Q1+Q2+Q3+Q4) divided by 4

2.1 PORTFOLIO: SOCIAL SERVICES & HOUSING
CORPORATE OBJECTIVE: Improving health, housing & the quality of life

KEY ACHIEVEMENTS QUARTER 4

Portfolio - Social Services & Housing Corporate Objective - Improving health, housing & quality of life
<ul style="list-style-type: none"> • Successful bid for Children’s Centres linked to the Family Resource Service now located centrally in newly refurbished building
<ul style="list-style-type: none"> • Successful recruitment to a new multi agency team. Relocated to new building, and accepting referrals from all agencies
<ul style="list-style-type: none"> • The vacancy level for Children is now below 2%, which is the best vacancy level in the region
<ul style="list-style-type: none"> • Awarding of a new Meals on Wheels tender
<ul style="list-style-type: none"> • Registered home owners court case is now no longer proceeding
<ul style="list-style-type: none"> • The service has over-achieved its target of a reduction to 7 people for Delayed Discharges, having reduced from 12.69 people in quarter 3 to 0 in quarter 4
<ul style="list-style-type: none"> • Achievement of bed and breakfast target for families with children
<ul style="list-style-type: none"> • Implementing Flare software system – Flare Software links to the Housing Renewal function. It will enable the better tracking of applications for, and the allocation of grant funding for renewal projects
<ul style="list-style-type: none"> • Implementation of SCOUT, the new common housing register that has enabled joint working with the Island’s Housing Associations
<ul style="list-style-type: none"> • The development and introduction of Section 31 Agreement with the Integrated Community Equipment Service (ICES)






QUARTER 4 - AREAS TO WATCH

Areas to Watch	Action taken / to be taken
Pressure on and the business processes of our “front door” services (Children’s Services)	Action plan in place which will form part of the forthcoming Inspection Action Plan.
Dealing with young people with challenging behaviour including those with Attention Deficit Hyperactivity Disorder	Services planned to enhance provision in this area will form part of the forthcoming Inspection Action Plan.
Occupational therapy	Need to sign a Section 31 Agreement (to set up a pooled budget) to enable the integration of Hospital and Social Services & Housing Occupational Therapists.

AREAS TO WATCH – UPDATES FROM THE PREVIOUS QUARTERS

	AREA TO WATCH	ACTION TAKEN	PREVIOUS QUARTERLY UPDATE	NEW QUARTERLY UPDATE
Q1 Q2 Q3 Q4	The Directorate is expected to reduce the number of placements made in residential and nursing homes and support people at home with intensive home care. The difficulty is the current lack of home care provision.	The hourly rate we pay for providers for home care has been increased to try and push up the wages and attract more people to this area of work.	Revised commissioning strategy agreed with the PCT. Tendering process for block locality contracts to start in May 2004.	Block contracts have been developed with all homecare providers. There is now an Admissions Panel in place that meets on a weekly basis. Nursing Homes have agreed a set price for the next two years, which is a great achievement.
Q3 Q4	Educational Performance of Looked After Children	Work is in hand to enhance performance in this regard through the Looked After Children Education Service; introduction of School Liaison Officer; focus on ensuring Personal Education Plans in place for all children and targeting support to individual children, especially at a younger age. There will be an ongoing review of performance in this area through the Development and Improvement Statement and the LPSA agreement.	Improved performance in completion of PEPS. Reporting of performance to Members LACES working group more robust.	Staffing changes in LACES group have led to some destabilisation and an opportunity to review current structure

PERFORMANCE MANAGEMENT INFORMATION – KEY PERFORMANCE INDICATORS

Corporate Priority (Corporate Plan 2002 to 2005)	KPI Description	Actual 2002 / 3	Q1 Apr-Jun 2003	Q2 July-Sept 2003	Q3 Oct-Dec 2003	Q4 Jan-Mar 2004	Target for 2003 / 04	Performance assessment for the year	Comments
			Performance against the previous Quarter					Target Achieved	
Protecting and providing for vulnerable adults & children	1. The number of looked after children per 10,000 less than 18yrs at end of quarter	56.7	57.6	60.9	58.4	60.9	55	 Average = 58.8	Small numbers disproportionately affect percentages. Our LAC figures are relatively stable compared with national figures
				→	→	→	No		
Cutting deprivation & social exclusion	2. Benefits – average calendar days this quarter to process a new housing benefits claim	64.9	78.6	75.73	69.9 days	59.5 days	36	 Average = 70.9	New computer system operational from the 19 January. Increased sickness levels experienced during March.
				→	→	↗	No		
	3. Benefits - % of renewal housing benefit claims this quarter processed on time	78.53%	67.96%	71.13%	71.8%	79.44%	83%	 Average = 72.6%	New computer system operational from the 19 January. Increased sickness levels experienced during March.
			→	→	↗	No			
4. Benefits - % of new housing benefit claims this quarter determined within 14 days of receipt of all necessary information	N/a	59.04%	58.37%	61.8%	60.71%	64%	 Average = 60%	New computer system operational from the 19 January. Increased sickness levels experienced during March.	
			→	→	→	No			
Improving the availability of affordable housing	6. % of affordable housing approved on qualified sites this quarter	12.9%	0%	0% (13.9%)	0%	0%	20%	 Average = 0%	3 approvals on sites which meet the qualifying criteria have been approved, but 0 affordable units negotiated. Q2 previously reported 13.9% in error
				-	-	-	No		

PSA TARGETS

Corporate Objective	CPSA Target	PSA Target Summary	Q1 Data	Q2 Data	Q3 Data	Q4 Data	Year Target	Comments
							Target Achieved	
Improving health, housing & quality of life for all	4. Housing	Reduce the number of families with children & other households in B&B accommodation	56	58	38	21	26 Yes	Target has been achieved and good progress made in reducing the numbers of families in B&B accommodation
	5. Social Services	Rehabilitation care for the older people & a reduction in delay of discharges from hospital	D41- 37.56 C28 – 5.8 C26 – 67.3	D41-12 C28-7.9 C26-144	D41 –12.69 C28 – 8.9 C26 - 113	D41 – 0 C28 – 9.1 C26 - 107	D41 – 7 C28 – 7.36 C26 - 96	Availability of home care a problem but a Strategy is in place to improve. Although the situation remains a risk, incremental progress has been made in reducing admissions and increasing intensive homecare. Transformational progress from year 2005-06 from the restructuring of home care and the introduction of additional extra care & sheltered housing projects. D41 = Delayed transfers of care from hospital this part of the target has been over-achieved. No delayed discharges were reported in Q4, testimony to the hard and dedicated work of the service areas involved. C28 = Intensive Home Care – improvements in the levels of this provision has reached a new high. As a PAF figure, this is captured in the September HH1 return sample week and so none of the subsequent improvements will count in the final result C26 = Admission of supported residents aged 65 yrs or over, to residential care/nursing care. The estimated population over 65 years is increasing & the average age on admission is rising.
							No Only the first part of this PSA target has been achieved	
							Yes	

Corporate Objective	CPSA Target	PSA Target Summary	Q1 Data	Q2 Data	Q3 Data	Q4 Data	Year Target	Comments
							Target Achieved	
Raising Education Standards & Promoting Lifelong Learning	6. Social Services	Improving the education, training and employment outcomes of care leavers aged 19	A4– 64.7% QP8 - 18.8%	A4 – 65% QP8 -14%	A4–53% QP8– 0%	A4–52% QP8–33%	A4–57% QP8–46%	QP8 – this years target equates with the non stretch target which can be expected due to the short time that the teacher has been in post. We expect to achieve the target in Q2 2004-05. The risks associated with the volatility of the cohort group and the sudden school exclusions can significantly impact on the figure.
							No	
Improving health, housing & quality of life for all	7. Social Services	Increase the number of young people who are getting treatment for drug or alcohol dependency (Drug Action Team)	Information not supplied	440 persons = total Q1&Q2	201 persons	48 persons	852 by 31 March 2006	The project achieved – 689 young people receiving treatment. The project has now achieved 81% of its project life target (31 st March 2006)
							Yes	

2.2 PORTFOLIO: ECONOMIC DEVELOPMENT, UK & EU REGIONAL ISSUES
CORPORATE OBJECTIVE: Encouraging job creation & economic prosperity

KEY ACHIEVEMENTS QUARTER 4

Portfolio -Economic Development, UK & EU Regional Issues Corporate Objective – Encouraging Job Creation & Economic Prosperity
<ul style="list-style-type: none">• Funding agreement signed with GOSE for Pan Neighbourhood Management project.
<ul style="list-style-type: none">• Successful bid for £0.5m of DFES money for a Centre for Vocational Excellence in care for the Elderly
<ul style="list-style-type: none">• Brussels Office was successful in leading a bid for South East England House to host a series of Open Days linked to the Committee of the Regions in September 2004. The theme of these will be the future of European Structural Funding post 2006 and will be carried out with 7 other “Dynamo Regions” in Europe. This is a key opportunity to influence the European Commission on the potential uses for this money.

QUARTER 4 - AREAS TO WATCH

No new areas have been reported

AREAS TO WATCH – UPDATES FROM THE PREVIOUS QUARTERS

No areas to watch are still outstanding

PERFORMANCE MANAGEMENT INFORMATION – KEY PERFORMANCE INDICATORS

Corporate Priority (Corporate Plan 2002 to 2005)	KPI Description	Actual 2002 / 3	Q1 Apr-Jun 2003	Q2 July-Sept 2003	Q3 Oct-Dec 2003	Q4 Jan-Mar 2004	Target 2003 / 04	Performance assessment for the year	Comments
			Performance against the previous Quarter				Target Achieved	Year end Actual	
Establishing the Island as one of the fastest growing economies in the region	The number of new jobs created via IW Economic Partnership activities this quarter	100 (298 new jobs) 1999 & 2002	41 (27)	45 (43)	54	49	133.3	☺ Total = 189	Performance subject to separate extensive report to Executive, part of the IWEP quarterly report presented to the Executive on 10 March and the Select Committee on 1 April.
				↗	↗	↘	Yes		
Ensuring all residents are able to share in improving prosperity	8. The change in the average number of claimants (Job Seekers Allowance), this quarter compared with the same quarter a year ago.	2,187 average claimants over the year	713 less claimants compared with total for Q1 2002	611 less claimants compared with total for Q2 2002	912 less claimants compared with total for Q3 2002	1091 less claimants compared with total for Q4 2002	1997 average claimants over the year	☺ Average = 1953	The claimant count is lower each month for 2003/2004 compared to the same quarter the month for the previous year. The average number of claimants over the year is lower than the predicted target by 44 persons. ACHIEVED = average 1953 claimants per month over year
				↘	↗	↗	Yes		

PSA TARGETS

Corporate Objective	PSA Target	PSA Target Summary	Q1 Data	Q2 Data	Q3 Data	Q4 Data	Year Target	Comments
							Target Achieved	
Encouraging Job Creation & Economic Prosperity	3. Employment	Create 75 new jobs (via the IW Economic Partnership)	41	45	54	49	133	Performance subject to separate extensive report to Executive, part of the IWEP quarterly report presented to the Executive on 10 March and the Select Committee on 1 April.
							Yes	
	11. Unemployment	Increase employment rates in the over 50's age group. Help 120 long-term workless people to obtain employment (via the IW Economic Partnership)	0	0	0	14	20	
							No	

2.3 PORTFOLIO: EDUCATION & COMMUNITY DEVELOPMENT
CORPORATE OBJECTIVE: Raising education standards & promoting life long learning

KEY ACHIEVEMENTS QUARTER 4

Portfolio - Education & Community Development Corporate Objective – Raising education standards & promoting life long learning	
•	The publication of the Audit Commission’s Survey of Schools resulted in 13 of our services to schools being rated as within the top 10 Authorities in the country.
•	The Isle of Wight LEA is ahead of expectations in the ‘roll-out’ of the Government’s National Remodelling Programme
•	Family Learning Service first in South East to achieve the Matrix Standard for the provision of information, advice and guidance to learners. The Matrix Standard is a Quality Management System for the service area.
•	Baseline audit of major parks completed. Still to be reported on.

QUARTER 4 - AREAS TO WATCH

Portfolio - Education & Community Development Corporate Objective – Raising education standards & promoting life long learning	
Areas to Watch	Action taken / to be taken
School performance at KS2,3 and 4 in Summer 2004	Review impact of school cluster initiative in Autumn 2004 following the first year of implementation. Revise actions accordingly
GCSE performance of looked after children	Support Social Services Looked After Children Action Plan and implementation of individual student Personal Education Plans
Impact of the budget reductions on the services being delivered by Community Development	Exceptional monitoring of budget and performance for Q1 of 2004/05.

AREAS TO WATCH – UPDATES FROM THE PREVIOUS QUARTERS

	AREA TO WATCH	ACTION TAKEN	PREVIOUS QUARTERLY UPDATE	NEW UPDATE QUARTER 4
Q3 Q4	The Council’s licence to hold public records is due for renewal, having previously been renewed on a temporary basis.	Action is being taken to secure funding to look at the feasibility of creating new storage facilities.		No Council funding allocated to the feasibility study.

PERFORMANCE MANAGEMENT INFORMATION – KEY PERFORMANCE INDICATORS

Corporate Priority (Corporate Plan 2002 to 2005)	KPI Description	Actual 2002 / 3	Q1 Apr-Jun 2003	Q2 July-Sep 2003	Q3 Oct-Dec 2003	Q4 Jan-Mar 2004	Target 2003 / 04	Performance assessment for the year	Comments
			Performance against the previous Quarter				Target Achieved	Year end Actual	
Raising achievement levels	9. Percentage of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A*- C or equivalent.	44%	44%-	45.7%	45.7%	44.3%	51%	☹ Actual = 44.3%	The year end target has not been met due, in large measure, to 1 High School's performance that fell well below that achieved normally at that school. The variations are because of the prolonged appeals process and the publication delays from the DfES
					→	→	No		
	10. Percentage of half days missed this quarter due to total absence in secondary schools maintained by the local education authority.	8.58%	7.74%	6.73%	6.77%	8.62%	8.6%	☺ Average = 7.5%	The target has been exceeded.
				↗	→	↘	Yes		
Promoting community learning	11. The number of physical visits per 1,000 population to public library premises.	6,506	1,602	1,737	1,638	2,063	7,000	☺ Total = 7,040	The number of visits varies on a seasonal basis with the 4 th quarter by far the busiest time. Recent CIPFA Plus users survey has shown that 11% of customers visit in order to use free internet access. This new service has enabled Library Service to meet the 03/04 target.
				→	→	↗	Yes		
Promoting learning that is accessible to all	12. Number of learners this term in IWC supported provision (IW College, Family Learning Centres etc.).	2130	381	435	914	715	2106	☺ Total = 2,445	The new Management Information System installed in the Autumn of 2003 will now allow improved tracking of learners. Target exceeded.
				↗	↗	↘	Yes		

PROGRESS TOWARDS PSA TARGETS

Corporate Objective	PSA Target	PSA Target Summary	Q1 Data	Q2 Data	Q3 Data	Q4 Data	Target	Comments
							Target Achieved	
Raising Education Standards & Promoting Lifelong Learning	1. Education	Key Stage 3 – raise achievement levels by 2% above target in Development Plan by 2006		English 65%	English 65%	English 65%		All figures meet or exceed target
				Maths 68%	Maths 68%	Maths 68%	Yes	
	2. Education	Raise achievement of 7 & 11 year olds by 2% in schools of significant disadvantage by providing family literacy support and improving adults basic skills		Adults participating 148	Adults Participating 148	Adults Participating 148		All figures meet or exceed targets
				Adults gaining skills 83	Adults gaining skills 83	Adults gaining skills 83	Yes	

2.4 PORTFOLIO: FIRE, EMERGENCY PLANNING & CONSUMER PROTECTION
CORPORATE OBJECTIVES: Creating Safe & Crime-Free Communities

KEY ACHIEVEMENTS QUARTER 4

Portfolio – Fire, Emergency Planning & Consumer Protection Corporate Objectives – Creating Safe & Crime Free Communities
<ul style="list-style-type: none"> • Completed the constitution for the Fire & Rescue Service SE Regional Management Board
<ul style="list-style-type: none"> • All fire service operational staff have received initial training on new Incident Response Unit (IRU)
<ul style="list-style-type: none"> • Provision of competent Health and Safety Advice to the Council brought in house
<ul style="list-style-type: none"> • Procedure for reporting key monthly Consumer Protection outputs (i.e. the day job) introduced

QUARTER 4 - AREAS TO WATCH

Areas to Watch	Action taken / to be taken
The delivery of FAIRMaP within available/required resources. (Fire & Rescue Service)	Review by Best Value Team.
Retention of Fire Control Staff during transitional period.	A National project is underway to look at this issue.
Audit Commission Verification Audit results for Fire & Rescue Service	Action plan approved by Audit Commission. Further verification audit due June 2004.
Downturn in burial numbers has continued, with resultant deficit in Bereavement Services income target for 2003/4 of £36k.	Close monitoring to continue. Budget shortfall in 2003/4 is covered by surplus elsewhere in Consumer Protection. Income forecast for 2004/5 to be re-assessed.
Accommodation difficulties continue. Space for Consumer Protection staff at St Nicholas is very restricted.	Wider accommodation review across several IWC service areas expected to provide solution.

AREAS TO WATCH – UPDATES FROM THE PREVIOUS QUARTERS

	AREA TO WATCH	ACTION TAKEN	PREVIOUS QUARTERLY UPDATE	NEW UPDATE QUARTER 4
Q1 Q2 Q3 Q4	Number of days lost due to reportable accidents under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) Fire & Rescue Service	The RIDDOR reportable injury figure is high, due to some ongoing injury absence. Of eight personnel who had reportable injuries either ongoing or commencing after 1 April 2003, five have now ended their current period of absence. Every accident is investigated and lessons learned are implemented to avoid a repeat in the future.	Three persons remain sick with RIDDOR reportable injuries. The accidents are investigated to see if systems of work need to be changed. The persons are monitored as per the Welfare Policy.	2 new injuries this quarter – one short term and one long term. All 3 persons from previous quarter remain absent due to their injury.

PERFORMANCE MANAGEMENT INFORMATION – KEY PERFORMANCE INDICATORS

Corporate Priority (Corporate Plan 2002 to 2005)	KPI Description	Actual 2002 / 3	Q1 Apr-Jun 2003	Q2 July-Sept 2003	Q3 Oct-Dec 2003	Q4 Jan-Mar 2004	Target 2003 / 04	Performance assessment for the year	Comments
			Performance against the previous Quarter				Target Achieved		
Cutting crime, disorder, and fear of crime	Domestic burglaries this quarter per 1000 households	9.7	1.9	1.4	1.7	1.7	9.5	☺ Total = 6.7	Target achieved. This indicator is calculated differently to the PSA Target 8 on page 26.
				↗	↘	→	Yes		
Supporting a locally controlled fire service	13. % of incidents where the number of appliances met standards of fire cover.	98.8%	99%	99.5%	99.5%	98.9%	99%	☺ Average = 99.2%	Target achieved
				→	→	→	Yes		
	14. % of incidents where the number of riders met standards of fire cover.	98.7%	97.8%	98.6%	98.3%	99.5%	99%	☺ Average = 98.6%	Target achieved
				→	→	→	Yes		
15. % of incidents where attendance times met the standards of fire cover	93.5%	95.1%	90.5%	96.2%	96.2%	98%	☹ Average = 94.3%	Shows improvement after dip in Q2	
			→	→	↗	No			
Safeguarding public welfare through our consumer protection services	16. Score against a checklist of enforcement best practice for environmental health (a) & trading standards (b)	a) 81.6% b) 66.3%	a) 81.6% b) 66.3%	a) 81.6% b) 66.3%	a) 85% b) 76.3%	a) 83.8% b) 76.3%	a) 83% b) 70%	☺ Average = a) 83% b) 71.3%	Targets for year end achieved
				→	→	→	Yes		
	17. Bereavement Services: Number of cremations in the quarter	1480	361	362	392	372	1455	☺ Total = 1,487	Target has been exceeded but this is countered by fall in burial numbers
		→	↗	→	Yes				

PROGRESS TOWARDS PSA TARGETS

Corporate Objective	PSA Target	PSA Target Summary	Q1 Data	Q2 Data	Q3 Data	Q4 Data	Year Target	Comments
							Target Achieved	
Creating Safe & Crime Free Communities	8. Crime Reduction	Reduce the number of domestic burglaries	95	158	107	108	453	Target missed Number of domestic burglaries = 468
							No	
	9. Fire Safety	Reduce the number of accidental fires and casualties from them	Calls 26 Deaths 0 Injuries 3	Calls 25 Deaths 0 Injuries 0	Calls 28 Deaths 0 Injuries 2	Calls 33 Deaths 0 Injuries 2	124	Target achieved. The number of calls to accidental fires = 112.
							Yes	

2.5 PORTFOLIO: TRANSPORT
CORPORATE OBJECTIVE: Improving public transport & the highways infrastructure

KEY ACHIEVEMENTS QUARTER 4

Portfolio – Transport Corporate Objective – Improving public transport & the highways infrastructure
<ul style="list-style-type: none"> • Successful bid for £1.2m to carry out remedial work to drought damaged carriageways.
<ul style="list-style-type: none"> • Completion of Seaview Duver Coastal Defence Scheme

QUARTER 4 - AREAS TO WATCH

Areas to Watch	Action taken / to be taken
Insufficient highway maintenance Revenue budget.	Only possible to undertake emergency repairs and very urgent works. Without additional Revenue financial resources highway network will continue to decline with attendant increase in insurance claims.
Under achievement on highway inspections.	Funding available in 2004/05 for additional inspection staff which should improve the present situation.

AREAS TO WATCH – UPDATES FROM THE PREVIOUS QUARTERS

	AREA TO WATCH	ACTION TAKEN	PREVIOUS QUARTERLY UPDATE	NEW UPDATE QUARTER 4
Q1 Q2 Q3 Q4	Completion of bridge inspections within the prescribed time scale.	Consideration should be given to a revenue budget increase so additional resources can be employed.	No increase in budget within the present financial year so concerns remain.	Bridge and other highway structure inspections not completed. A Resource Bid of £259,000 was made for 2004/05, £255,000 for 2005/06 and £245,000 for 2006/07 but this was not approved. Therefore mandatory inspection timetable will not again be met in 2004/05 financial year.

	AREA TO WATCH	ACTION TAKEN	PREVIOUS QUARTERLY UPDATE	NEW UPDATE QUARTER 4
Q2 Q3 Q4	Insufficient highway maintenance revenue budget. Particular concerns regarding repairs due to summer clay shrinkage	An increase in budget	Lack of budget is causing a noticeable decline in the condition of the highway network. Capital monies have been transferred to cover cost of repairing heat-damaged roads.	Included in 'Areas to Watch' above. Funding for 2004/05 will still be insufficient.
Q1 Q2 Q3 Q4	Meeting of Local Transport Plan Targets for bus patronage.	At present continue to monitor head counts.	Slight decrease in patronage (-0.5%) compared to same quarter last year. However there is still a possibility that end of year target will be met.	Final figures awaited from Southern Vectis. There is an increase in patronage over 2002/03 but this may still be below the target increase. Nationally, bus patronage figures are in decline.
Q3 Q4	Under achievements on highway inspections.	Additional inspection staff required to meet the agreed inspection regime		Included in 'Areas to Watch' above. However funding for additional inspection staff in 2004/05 should improve the situation.

PERFORMANCE MANAGEMENT INFORMATION – KEY PERFORMANCE INDICATORS

Corporate Priority (Corporate Plan 2002 to 2005)	KPI Description	Actual 2002 / 3	Q1 Apr-Jun 2003	Q2 July-Sep 2003	Q3 Oct-Dec 2003	Q4 Jan-Mar 2004	Target 2003 / 04	Performance assessment for the year	Comments
			Performance against the previous Quarter				Target Achieved		
Maintaining the highways infrastructure	18. % of incidents of reported dangerous damage to roads & pavements this quarter made safe within 24 hours	97%	100%	100%	100%	100%	98%	☺ Average = 100%	100% of incidents made safe within 24 hours.
				➔	➔	➔	Yes		
Promoting public transport	21. Passenger journeys on Local bus services (data 1 quarter in arrears)	5.54 million	1.20 million (Jan to march 03)	1.4 million	1,719,487 (July to Sept 03)	1,284,986 (Oct to Dec 03)	5.66 million journeys	☹ Total = 5.605 million	Although below target, numbers have shown an overall increase. Nationally bus journeys are decreasing & subsequently the IWC have revised LTP targets to recognise the national trend. This 1.1% increase illustrates that we are on track to meet this revised target.
				↗	↗	↘	No		

The two cycling KPI's previously reported have been replaced by the PSA Target 10 (page 30) – Increase the number of cycling trips, as the quality and accuracy of the data is more reliable.

- KPI 19 – On Road change in the number of cyclists counted this quarter against the same quarter last year, and
- KPI 20 – Off Road change in the number of cyclists counted this quarter against the same quarter last year

PROGRESS TOWARDS PSA TARGETS

Corporate Objective	PSA Target	PSA Target Summary	Q1 Data	Q2 Data	Q3 Data	Q4 Data	Year Target	Comments
							Target Achieved	
Transport	10. Transport	Increase the number of Cycling Trips	50,667 trips this quarter	73,672 trips this quarter	32,061 (32,732) trips this quarter	32,792 trips this quarter	121,800	The new officer commenced employment on 01/03/04. The Council are planning to investigate the feasibility of automatic counters during the next quarter. Q3 figures have been revised to reflect data received since last return. This indicator data is based on a different and more acceptable calculation than the KPI's. Achieved = 189,192
							Yes	

The DFT acknowledge our methodology for measuring cycling and walking is best practice and is a model that other Local Authorities are now following.

2.6 PORTFOLIO: SUSTAINABLE DEVELOPMENT, ENVIRONMENT & PLANNING POLICY
CORPORATE OBJECTIVE: Protecting the Island's physical environment

KEY ACHIEVEMENTS QUARTER 4

Portfolio - Sustainable Development, Environment & Planning Policy Corporate Objective - Protecting the Island's physical environment
<ul style="list-style-type: none"> • Completion of a sustainable energy feasibility study for Pan Village development.
<ul style="list-style-type: none"> • Establish the Island Warm Homes Group to tackle fuel poverty.
<ul style="list-style-type: none"> • Meeting of government standard 50% of major planning applications determined within eight weeks (AAST36)
<ul style="list-style-type: none"> • Ongoing achievement of objectives in Best Value Improvement Plan
<ul style="list-style-type: none"> • Green Island Awards achieved years target and held a successful Awards Ceremony .

QUARTER 4 - AREAS TO WATCH

Areas to Watch	Action taken / to be taken
The number of planning applications being submitted	See previous Area to Watch updates below
Relatively low yield of affordable housing on qualified sites (KPI 6).	See previous Area to Watch updates below

AREAS TO WATCH – UPDATES FROM THE PREVIOUS QUARTERS

	AREA TO WATCH	ACTION TAKEN	PREVIOUS QUARTERLY UPDATE	NEW UPDATE QUARTER 4
Q1 Q2 Q3 Q4	Relatively low yield of affordable housing on qualified sites (KPI 6).	Detailed meeting with Head of Housing Services. Section 106 training was organised and took place on the 14 July 2003. Masterplan consultants now appointed for Pan.	The meeting with Chief Executives of Housing Executives was held in December 2003. Agreement was reached on how to proceed. Further work is ongoing to produce Supplementary Planning Guidance linking to the revised Housing Needs Study.	Detailed work has been undertaken by consultants working for Housing Services. This will be incorporated in the Section 106 protocol. * Please see additional note below

	AREA TO WATCH	ACTION TAKEN	PREVIOUS QUARTERLY UPDATE	NEW UPDATE QUARTER 4
Q3 Q4	The number of planning applications being submitted	Q3 saw a significant increase in the submission of applications over and above the numbers normally submitted in previous years (in Q3). This has had a significant impact on the Service's ability to register these applications in 3 days of their receipt.		Q4 has witnessed a significant increase in the number planning applications. Additional resources have been freed up from fees, and a new Householder team has been set up on an experimental basis.

Relatively low yield of affordable housing on qualified sites (KPI 6). – Additional information regarding this Key Performance Indicator is provided within the current Isle of Wight Council Unitary Development Plan (UDP) 2001-2011. Chapter 7 deals with Housing issues and of particular relevance are policies No.s 14 and 15. H14 Locally Affordable Housing as an Element of Housing Schemes and H15 Locally Affordable Housing as Rural Exceptions are located at section 7.45 – 7.59 inclusive.

The UDP provides clear definitions of what is meant by Locally Affordable Housing, at what point the ratio applies and which areas of the Island are covered by the relevant proportions of Affordable Housing requirements.

PERFORMANCE MANAGEMENT INFORMATION – KEY PERFORMANCE INDICATORS

Corporate Priority (Corporate Plan 2002 to 2005)	KPI Description	Actual 2002 / 3	Q1 Apr-Jun 2003	Q2 July-Sep 2003	Q3 Oct-Dec 2003	Q4 Jan-Mar 2004	Target	Performance assessment for the year	Comments
			Performance against the previous Quarter				Target Achieved	Year end Actual	
Promoting sustainable service delivery	22. Number of businesses enrolled on Island Green Awards Scheme *Total for each quarter is a running total and includes the 2002-03 outturn figure	21	24	36	51	57	55	☺ Total = 57	Only 40 have so far been fully accredited due to time needed to implement work
				↗	↗	↗	Yes		
Protecting the natural, built, and historic environment	23. % of new houses built on previously developed land	86%	32%	97.7%	70%	80%	78%	☺ Actual = 95.8%	Performance against target is in excess of the national target of 60%
				↗	↘	↗	No		
	24. Planning - % of major planning applications determined within national standards (13 Weeks)	42.5%	60%	80%	50% (37.5%)	52.6%	50%	☺ Total = 59.7%	Performance (59.7%) is above the national standard set by Government (50%)
				↗	↘	→	Yes		
Making best use of natural resources & cutting waste generation	25. Percentage of household waste recovered & not sent to landfill (includes recycled waste, waste composted & waste used for energy recovery)	47.8%	50.2%	51%	48%	51.02%	52%	☺ Actual = 50.1%	Target marginally achieved
							Yes		
Improving the availability of affordable housing	6. % of affordable housing approved on qualified sites this quarter	12.9%	0%	0% (13.9%)	0%	0%	20%	☹ Total = 0%	3 approvals on sites which meet the qualifying criteria have been approved, but 0 affordable units negotiated. Q2 previously reported 13.9% in error
				-	-	-	No		

PERFORMANCE MANAGEMENT INFORMATION – PSA TARGET

Not applicable for this Portfolio

2.7 PORTFOLIO: TOURISM & LEISURE
CORPORATE OBJECTIVE: Improving Health & the Quality of Life For All
Encouraging Job Creation & Economic Prosperity

KEY ACHIEVEMENTS QUARTER 4

Portfolio - Tourism & Leisure Corporate Objectives -
<ul style="list-style-type: none"> • Baseline audit of major parks completed. Still to be reported on
<ul style="list-style-type: none"> • The completion, in February 04, of a feasibility study into the restoration of Northwood Park as an historical site
<ul style="list-style-type: none"> • Successful award of £90,000 from New Opportunities Fund to purchase and build training yacht for young people. The yacht will be managed by the Island Youth Water Activities Centre based in Cowes.
<ul style="list-style-type: none"> • Sports Unit has been selected to deliver new Continuous Development Programme (CPD) – (one of 21 Local Authorities) in this first phase. Resource will enhance current CPD opportunities to schools. Annual resource to support work will be £20,000.
<ul style="list-style-type: none"> • In April, Wight Leisure in partnership with Education’s Learning Network Manager, secured £17,000 (for 2 years) from the Children’s Fund to help deliver Water Safety Courses to middle school aged children across the Island. A pilot will be conducted this summer with the scheme being rolled out to the whole Island in September. The Water Safety Training is part of a bigger scheme being overseen by Risk Education for Accident Prevention (REAP) which focuses on personal safety.



QUARTER 4 - AREAS TO WATCH

Areas to Watch	Action taken / to be taken
Impact of the changes to the membership arrangements of IW Tourism on the revenue generated from and sale of advertising.	Exceptional monitoring of budget and performance for Q1 and Q2 of 2004/05
Number of visits to IWC funded and / or managed Sports & Leisure Facilities	The year end figure shows a 5% reduction in the target which could be attributed to greater competition for the services or increase in dissatisfaction with the services offered. Further work to be undertaken to investigate.

AREAS TO WATCH – UPDATES FROM THE PREVIOUS QUARTERS

	AREA TO WATCH	ACTION TAKEN	PREVIOUS QUARTERLY UPDATE	NEW UPDATE QUARTER 4
Q3 Q4	Community Development Budget Issues – Dinosaur Isle & Shanklin Theatre	Close management and monitoring of the budgets		Exceptional monitoring of budgets and service requirements.

PERFORMANCE MANAGEMENT INFORMATION – KEY PERFORMANCE INDICATORS

Corporate Priority (Corporate Plan 2002 to 2005)	KPI Description	Actual 2002 / 03	Q1 Apr-Jun 2003	Q2 July-Sept 2003	Q3 Oct-Dec 2003	Q4 Jan-Mar 2004	Target 2003 / 04	Performance assessment for the year	Comments
			Performance against the previous Quarter				Target Achieved	Year end Actual	
Promoting healthy living	5. Number of Visits this quarter to IWC funded and / or managed Sports & Leisure Facilities	1,480,947	353,479 revised (340,457)	347,827 revised (425,546)	316,823 revised (370,035)	344,260	1,439,273	 Total = 1,362,389	In calculating the year end data a double counting error was uncovered largely as a result of the installation of new electronic systems. The quarterly figures for the year have been amended accordingly. The year end figure shows a 5% reduction in the target which could be attributed to greater competition for the services or increase in dissatisfaction with the services offered. Further work to be undertaken to investigate
				↓	↓	↗	No		
Supporting tourism development	7. Visits to Tourist Information Centres this quarter compared with same quarter a year ago	382,629	16,232 more visits this quarter	11,338 6% more visits this quarter	3,692 less visits than this quarter a year ago	1,867 less visits than this quarter a year ago	390,000	 Total = 404,640	The number of visits to Tourist Information Centre's (TIC's) has fallen for the Quarter 4. However over the year visits to TIC's is up by 5.5% on 2003. Target exceeded
				↓	↓	↓	Yes		

PERFORMANCE MANAGEMENT INFORMATION – PSA TARGETS

Not applicable for this Portfolio

2.8 PORTFOLIO: PERFORMANCE MANAGEMENT & RESOURCES
CORPORATE OBJECTIVES: Making it Happen

KEY ACHIEVEMENTS QUARTER 4

Portfolio – Performance Management & Resources Corporate Objectives - Making it Happen
<ul style="list-style-type: none"> • Successful healthy workforce programme for staff – over 300 participated in range of activities. Number of successful staff clubs also established (Book Club, Theatre & Cinema Groups, T'ai Chi, etc)
<ul style="list-style-type: none"> • Training programme for Select Committee Members agreed and started through South East Employers.
<ul style="list-style-type: none"> • Changes to Call-In notification revised and proforma for work plans agreed by Co-ordinating committee. Recognition that the size of committee should be reduced and recommendations made to Full Council.
<ul style="list-style-type: none"> • Benefits and Procurement Best Value reviews Action Plans complete.
<ul style="list-style-type: none"> • Electronic case Management System implemented in Legal team – end of a 2 year project on time and within budget will deliver immediate efficiencies and improvement in service
<ul style="list-style-type: none"> • Concluded litigation with Care homes, removing significant potential liability.
<ul style="list-style-type: none"> • Benefit Fraud Inspectorate have commented favourably on the significant progress that has been achieved in Benefit Overpayment recovery.
<ul style="list-style-type: none"> • Agreed first partnering contracts to deliver part of the Education capital building programme –In place March 2004
<ul style="list-style-type: none"> • Delivery of 4 & 5 St. James street project – to provide front line accommodation for family solutions team
<ul style="list-style-type: none"> • Review of H&S training arrangements, tendering of contract and subsequent lifting of improvement notice
<ul style="list-style-type: none"> • Implementation of basic DIP system in planning. All new planning applications are now being scanned into the system on receipt.
<ul style="list-style-type: none"> • Council web site enhanced to provide personal services via the 'My Portal' function. This allows users to specify which information they want on their own home page including planning applications and road works by ward.
<ul style="list-style-type: none"> • Council web site was rated amongst the top 20 local authority websites in the country by the Society of IT Managers (the rank order of the top 20 is not given) and was rated as transactional (the highest type).

QUARTER 4 - AREAS TO WATCH

Areas to Watch	Action taken / to be taken
Risk of qualification / amendment of 2003/4 BVPI's	Close monitoring of situation. Directors have stressed the responsibility of heads of services for their respective areas. Further workshops to be held with PI co-ordinators and the Audit Commission
Relocation of Register Office to Northwood House	New project group initiated; stop/go decision due in May/June subject to identifying revenue funding/borrowing; approval of trustees required
Implementation of Total Land Charges ("TLC+") - new local land charges software	Applying Prince 2 methodology variation/exceptions agreed; allocation of resources by supplier and in house team agreed; new go live date will take place in May following negotiations with the software supplier.
Concern had been expressed previously about the lack of progress on implementing the Procurement Strategy	There does now appear to be some gathering momentum in implementing the strategy marked by: the near completion of the Best Value Review, the development of a 'Gateway ' review process for strategic procurements and further progress on the e-procurement project.
Application by Service and Line Managers of HR policies in relation to sickness absence and flexible working	On-going monitoring of sickness absence figures and identification of poor performing service areas through quarterly reports to DMT's
Need to consider potential impact changes to pension regulations on ability to manage 'rightsizing', the older worker and careers of younger employees	Clear vision/direction effectively communicated to employees. Good people management and employee involvement.
ICT business continuity / disaster recovery	Directors / Executive to be aware and to take into account during decision making processes
Business process re-engineering	Directors / Executive to continue support for GAGS and the business process re-engineering work that is currently underway

AREAS TO WATCH – UPDATES FROM THE PREVIOUS QUARTERS


	AREA TO WATCH	ACTION TAKEN	PREVIOUS QUARTERLY UPDATE	NEW UPDATE QUARTER 4
Q2 Q3 Q4	Variable success in achieving Member commitment to BV Reviews – as measured by attendance at Appraisal Groups.	Improve communication by using the most appropriate method for individual Members, coupled with an initiative to reduce the number of Members on each Select Committee, thus freeing up their time	Ongoing issue to benchmark against other local authorities	Issues may change in the light of possible re-organisation.

	AREA TO WATCH	ACTION TAKEN	PREVIOUS QUARTERLY UPDATE	NEW UPDATE QUARTER 4
Q2 Q3 Q4	Delays in funding the Land and Property Gazetteer and the CRM project will mean that these projects miss their planned implementation dates.	Full Council to take into account at its meeting on the 15 th October.	Gazetteer project is on hold following Full Council decision not to fund the project at present. CRM project has been downsized as an interim solution following Full Council decision not to fund the full project at present	The first phase of the CRM system has now been implemented and is working well. The underlying hardware will need to be upgraded in due course to meet the originally specified business continuity requirements. The Gazetteer project is still on hold but is now being reviewed pending clarification of the funding position.
Q1 Q2 Q3 Q4	Crime & Disorder – in relation to vandalism to council buildings	Crime & Disorder task group co-ordinating a multi agency approach to crime & disorder	Monitor trends & liase with task groups & police	Vandalism on the Island is continually highlighted as high risk and spend is increasing in this area. It is not isolated to one area of the Island, therefore controlling vandalism is difficult.
Q1 Q2 Q3 Q4	The number of staff absences due to sickness	Monitoring of data and application of Council policies and procedures in respect of attendance management	New regime being put in place to monitor managers' performance in terms of absence reporting procedure in an attempt to improve the speed of information update. Also widening managers' on-line access to sickness reports. This quarters figures up on last two as would be expected as historically November and December have higher levels of absence.	See page 40 - KPI 26 for updates and comments.
Q3 Q4	Major power supply issues to the County Hall site identified. Which if not responded to will prevent the ICT Department from completing current and future projects	An urgent capital bid (c£300-£350k) will be submitted as soon as the full scope of the problem and solution is known.		A solution to the problem was identified and funding made available. The first phase of work was completed successfully and the final phase is scheduled to be completed by mid year.
Q3 Q4	Demand on the ICT Department currently exceeds capacity in the areas of - Database Management, Risk Management, Staff Training, Information Management and Project Support	Directors / Executive to be aware and to take into account during decision making processes The ICT Department is balancing its workload as best it can within the resources available.		The department has an exceptional workload at present due to the number of ICT and organisational change projects in progress.

	AREA TO WATCH	ACTION TAKEN	PREVIOUS QUARTERLY UPDATE	NEW UPDATE QUARTER 4
Q3 Q4	Risk of qualification / amendment of significant number of BVPI's next year	Internal quality assurance exercise to be undertaken.		Directors Group has approved proposals to reduce risks. Close monitoring of situation. Directors have stressed the responsibility of Heads of Services for their respective areas. Further workshops to be held with PI co-ordinators and the Audit Commission
Q3 Q4	Staff capacity constraints, in the Corporate Policy Team is limiting the ability to tackle key corporate issues	Further reorganisation proposals to be developed to enhance staff capacity		In March 2004 the Executive recommended the transfer of the Best Value Team to the Corporate Policy Team, to form a Corporate Projects Team. However, following a debate in Full Council in April (2004) it has been determined that the Best Value Team shall remain with Select Committee Support, but they will contribute to the Corporate Change and Improvement Agenda. Concerns remain, however, about the Corporate capacity to deliver the improvements required before the next CPA assessment in 2005.
Q3 Q4	Implementation of the People Management Strategy	The People Management Strategy is a key CPA indicator and requires adequate funding to implement and progress the programme.		Priorities within People Management Strategy action plan are being implemented

PERFORMANCE MANAGEMENT INFORMATION – KEY PERFORMANCE INDICATORS

KPI Description	Actual 2002 / 3	Q1 Apr-Jun 2003	Q2 July-Sep 2003	Q3 Oct-Dec 2003	Q4 Jan-Mar 2004	Target 2003 / 04	Performance assessment for the year	Comments
		Performance against the previous Quarter					Target Achieved	
26. Number of working days/shifts per employee (full time equivalent) lost due to sickness absence this quarter	9	1.62 revised (1.41)	1.98 revised (1.14)	3.04 revised (1.87)	3.08 data input so far	7.25	☹️ TOTAL = 9.3	Marginal increase compared to 2002-03. Continued monitoring and awareness raising with line managers and action to tackle and address long-term sickness.
			↘	↘	↘	No		
27. Number of Complaints across the Authority (48 or less per quarter)	198	47 (48)	67	52 (59)	43	192 or less per year	☹️ Total = 209 52 per quarter	The final total represents an increase on 2002/2003's total figure of 187. Although close to this year's target It is suggested that the small increase on the previous year total can be accounted for by the take up of online accessibility to the process and a close monitoring of returns.
			↘	↗	↗	No		
28. The number of staff undertaking one or more training activities this quarter (via IWC training Services) as a % of the total workforce	45%	24.3%	23.4%	20.44%	34.08%	47%	☺️ Total Training for the year = 66.62% (1,523 staff)	Additional information has been received from HR – late or delayed training returns from directorates mean that the quarterly returns are inaccurate. Total Training for the year = 66.62% (1,523 staff)
			→	↘	↗	No		
29. The number of members undertaking one or more training activities this quarter (out of all 48 members).	37 (77%)	31 (64.6%)	17 (35%)	32 (66.67%)	30 62.5%	38 (80%)	☺️ Total Training for the year = 87.5% (42 Members)	Additional information has been received from HR – late or delayed training returns from Members mean that the quarterly returns are inaccurate. Total Training for the year = 87.5% (42 Members)
			↘	↗	→	No		
30. The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery.	16.37%	17%	17%	20%	23.46%	40%	☹️ Total = 23.46%	Progress has not been as rapid as hoped, mainly due to competing priorities with GAGS. However resources have been identified and are going to be ring-fenced for 2004/05 with the aim of achieving the 100% target set by government for 31/12/2005
			→	↗	↗	No		

31. The total operating cost (TOC) of IWC property per employee.	£930 per employee	£312.71	£210.37	£180.64	£234.13	£275 per quarter	 Average = £234.46	The IWC was under the 2003/04 target by £40.54
			↗	↗	↘	Yes		

PROGRESS TOWARDS PSA TARGETS

Corporate Objective	PSA Target	PSA Target Summary	Q1 Data	Q2 Data	Q3 Data	Q4 Data	Year Target	Comments
							Target Achieved	
Making It Happen	12. Cost Effectiveness	To improve the cost-effectiveness Council-wide. 7.5% cost efficiency savings by 2006	Data not available as a quarterly indicator, a year end return will be provided and recorded against Q4					This indicator will be worked out once Performance Indicator and financial information are available, which is not expected before the end of May 2004.

SECTION 3 : CORPORATE ACTIONS

Significant progress has been made on the Corporate Actions, which includes the Comprehensive Performance Assessment (CPA) Improvement Plan, Annual Action Statement Actions and Actions in response to the District Audit Letter. This section of the Report records the highlights, including some of the key actions that have been achieved by the 31st March 2004 and those that are on-going through 2004-05. A full listing of all of the Corporate Actions that are on-going and to be carried forward through 2004-05 will be available for viewing on the Council's Intranet at the following link: [direction/performance/quarterly performance management reports/](#)

CPA Improvement Plan Actions

ACHIEVEMENTS

- A basket of Key performance Indicators focused on outcomes has been developed and are reported quarterly to the Executive and Directors Group. The Corporate Performance Management system is used to identify the remedial management action needed and to help set budget priorities for the Council.
- A formal consultation process has been adopted with the Local Strategic partnership, re –setting Service Plan priorities by 2003.
- The Council has developed a Consultation Strategy.
- Race Equality Training has been drafted and is being delivered.
- A Staff Survey has been completed to understand staff feelings and opinions.
- Training for all Members under the Modern Member Programme.
- Risk management training for key members and senior officers has been delivered.
- A GAGS project team has been appointed to develop the project plan.
- External challenges have been included in every Best Value Review.
- A new tracking procedure has been incorporated to map all Select Committee decisions and recommendations.

NOT ACHIEVED BY 31ST MARCH AND TO BE CARRIED FORWARD INTO 2004-05

- Set up a new computerised Risk Register.
- Define a Customer-Centred vision of the organisation.

Annual Action Statement Actions by Directorate

SOCIAL SERVICES & HOUSING

ACHIEVEMENTS

- Children's Services has been re-structured.
- There has been a reduction in the number of elderly people whose discharge from hospital is delayed.
- A Private Sector Housing Renewal Strategy has been adopted.
- There has been a reduction in the use of B&B accommodation for homeless families with children.
- Supporting People steady state has been implemented.

NOT ACHIEVED BY THE 31ST MARCH AND TO BE CARRIED FORWARD INTO 2004-05

- Maintain steps to improve the recruitment and retention of the child-care social work staff to provide quality services to children and families.
- Implement a new Commissioning Strategy for Older People.
- Adopt new policy guidance for social housing provision on new development sites.

CORPORATE SERVICES

ACHIEVEMENTS

- Delivery of key regeneration programmes.
- Complete the development of the Island's Area Investment Framework (AIF)
- Establish the Green Island Awards Scheme.
- Implement and Annual Planning Cycle – including the adoption of a revised Service Planning and budget prioritisation process to ensure that resources support the delivery of corporate objectives.
- Implement a Corporate Performance Management Framework to support the Corporate Plan, Annual Action Plan, Service Plans and other key strategic and operational plans and establish tracking mechanisms.
- Implement an agreed People Management Strategy for the Council and Corporate Training Plan.
- Deliver an agreed programme of Best Value reviews and implement the Improvement Plans.
- Establish a formal "Officer Register of Interests" to support improved public confidence in the Council.
- Prepare a co-ordinated Investment Strategy for the Council (including ICT, capital programme, asset management, etc)
-

NOT ACHIEVED BY THE 31ST MARCH AND TO BE CARRIED FORWARD INTO 2004-05

- Implement an "Island Brand" marketing strategy.
- Adopt supplementary Planning Guidance on Crime and Design, in partnership with Hampshire Constabulary.
- Implement a co-ordinated Consultation Strategy to better assess public satisfaction with Council services and enhance their contribution to service development and delivery.
- Implement the Healthy Workforce Strategy and reduce current levels of sickness absence.
- Review the effectiveness of the new political structures.
- Implement "Great Access to Great Services" Strategy to improve customer service activities across the Council.
- Deliver the Implementing Electronic Government 2 (IEG2) Strategy, with a particular focus upon increasing the level of services available on-line.
- Deliver the Risk Management Strategy and adopt the Procurement Strategy to ensure a more rigorous approach to market testing, contract packaging and value for money (including investigation of proposals for the central purchasing of core office supplies)

EDUCATION & COMMUNITY DEVELOPMENT

ACHIEVEMENTS

- Implementation of the Special Education Needs Development Plan.
- Continued support to the work of the Isle of Wight College and other independent training providers to ensure effective provision of services to support lifelong learning.
- Complete the development of an Island Cultural Strategy.
- Implement an improved programme of cultural and leisure activities, including extending the carnival Development Project across the whole Island.

NOT ACHIEVED BY THE 31ST MARCH AND TO BE CARRIED FORWARD INTO 2004-05

- Adopt a Sustainable Tourism Strategy for the Island.

ENVIRONMENT

ACHIEVEMENTS

- Complete the production of the "Project Cowes" masterplan, and adopt as Supplementary Planning Guidance.
- Implement Environmental Health best value review Improvement Plan.
- Park-and-Ride scheme developed at Cowes.
- Funding bids submitted through the Local Transport Plan which will help to address the poor condition of Island roads and transport infrastructure.
- Completion of a major programme of strategic coastal studies and coastal protection schemes.
- Physical accessibility to Council premises for people with disabilities continues to improve.

NOT ACHIEVED BY THE 31ST MARCH AND TO BE CARRIED FORWARD INTO 2004-05

- Adoption of Character Statements for Conservation Areas, review the boundaries of the existing Conservation Areas and the completion of management plans for Nansen Hill and Afton Marsh SSSI's.
- Establish the Isle of Wight Consumer Support Network.
- Ensure that the highways network is improved and maintained to a high level for all road users (including the completion of strategic highway route re-surfacing programme and continued improvement in condition of both principal and non principal roads). Subject to adequacy of budgets.
- Improve the facilities at our major transport interchanges including the implementation of a provisionally approved scheme for a new transport interchange and park and ride scheme at Ryde Esplanade.

FIRE

ACHIEVEMENTS

- Reduce by 3% the number of deaths and injuries from accidental fires in dwellings.

Actions in response to the District Audit Letter

ACHIEVEMENTS

- Business Management Group has been established to oversee the development of the Performance Management System.
- The initial Strategic Management Team development programme has been completed.
- A review of the complaints process and the use to which the information is put has been completed.
- Personal Performance Reviews now include discussions of the relevant Public Service Agreements (PSA) Targets, CPA, Corporate Plan and Island Futures Targets.
- The first cycle of the Budget Prioritisation Framework is complete.
- The Capital Strategy and the Asset Management Plan are now in place.

NOT ACHIEVED BY THE 31ST MARCH AND TO BE CARRIED FORWARD INTO 2004-05

- The external audit – review of the equalities scheme.
- Review the Council's approach to responding allegations of fraud and corruption, as well as the way in which the Council pro-actively seeks to identify potential fraud.

SECTION 4 : FINANCE REPORT

4.1 : Revenue Budget Monitor by Portfolio – to the end of March 2004

Social Services & Housing	
Social Services	Cost pressures include £148,000 from the loss of Promoting Independence grant last year which is still an issue. The Independent Living Resources Centres are important in reducing bed blocking and promoting independence. A savings requirement of £44,000 is yet to be formally identified. However, due to savings elsewhere in the service area, namely Children's Services, at present it is projected that there will be a net service under spend of £5,000. The largest unknown item at present is the level of residential care client contributions due to changes in the benefit system from October 03 relating to Pension Credit and Residential Allowance which has resulted in financial assessments being undertaken for affected clients. It is anticipated that the full impact of this on the budget for residential care will not be fully evident until the final adjustments for the financial year have been made.
Housing	Current net projected overspend of £158,000. This is mainly due to the Homelessness budget and spending on leasing which should result in lower B&B spending. A lower level of net spending as a result of this strategy should be evident in the next financial year.
Housing Benefits	Housing Benefit expenditure is currently in line with budget expectations for the year. Income in the form of a Government subsidy is received monthly on account, and is based on previous year's figures until the external audit is complete. The final settlement is received after the year end, but the appropriate adjustments are taken into account in closing the accounts for the year
Economic Development, UK and EU, Regional Issues	
Economic Development	Unused budget for 2-year PSA Pump Priming to be carried over to 2004-05.
Education & Community Development	
Education	<p>Net expenditure is anticipated to be in line with forecast in 2003-04. An area of concern continues to be Home to School Transport where both demand and pay & price increases tend to lead to changing budget requirements in excess of amounts provided in the original budget. These pressures are likely to be repeated in 2004– 05.</p> <p>It should also be noted that withdrawals from School Balances are at unprecedented levels. In some instances schools will have applied the whole of the balance available to them to fund expenditure 'In Year'. This will put subsequent year's budgets under pressure.</p>
Community Development	Net expenditure largely conforms with anticipated spending levels for the majority of services. However, an overspend of £70,000 is currently predicted arising from a combination of issues, including admissions income under-recovered, library income also under-recovered and deficits in theatre budgets. A number of budget pressure areas have been managed by a combination of one-off savings and short-term cutbacks to contain net expenditure within the cash limit – however the continuation of such measures may not be possible in future years.
Fire, Emergency Planning and Consumer Protection	
Fire & Rescue	On target at year end.

Emergency Planning	On target at year end.
Crime and Disorder	Unused budget for 2-year PSA Pump Priming to be carried over to 2004-05.
Trading Standards & Environmental Health	Underspend expected due to staff turnover and inability to appoint appropriately qualified replacements. Part of this will be used on a one-off basis to offset the likely overspend in bereavement services below.
Bereavement Services & Coroner	A potential under-recovery of income, increased costs for the grounds maintenance contract and an overspend within the coroners budget will lead to an overall overspend for this service.
Transport	
Highways	Budget pressure areas are principally within highway maintenance where the combination of a reduced budget and adverse weather conditions are likely to result in an overspend in the region of £200,000.
Walking/Cycling	On target, despite the adverse weather conditions which have had an impact on the Rights of Way and cycling networks, where serious flooding during the winter led to emergency repairs being necessary or temporary closure in some cases.
Public Transport	Overspend of £148,000 currently predicted in the concessionary fares budget, arising as a result of a change in legislation related to age equalisation.
Cowes Floating Bridge	On target at year end.
Transport Fleet	On target at year end.
Car Parking	Current figures indicate a that there is likely to be an over-recovery against budget of car parking income of some £200,000 which may be used to offset some of the highways and transport related overspends outlined above.
Sustainable Development, Environment and Planning Policy	
Environmental Initiatives including Local Agenda 21	Both the Local Agenda 21 budget and the Environmental Initiatives budget are on target at present – the budgets now include environmental projects where external financial assistance has been approved to augment existing services (e.g. LIFE Response, Green Awards).
Planning Policy, Countryside & Planning Management	On target, Planning Delivery Grant of £166,588 received this year to aid service improvement, further (increased) sums due to be received in future years.
Development Control	On target. Income received has exceeded expectations. However, this has been largely offset by additional administrative costs relating to increased workload.
Building Control	On target. Income from fees has exceeded expectations.
Coastal Management	Overspend anticipated. As is the case for the highway maintenance budget, the effects of adverse weather conditions have had an impact on cliff stability, requiring expenditure on emergency remedial works of £25,000, plus geotechnical fees of £20,000 to provide a report on further works which may be necessary as a result of the winter's wet weather. The results of this report may have implications in future years and may have ongoing implications, including consideration of an increased maintenance budget.
Harbours and Seafronts	Newport Harbour and foreshore budgets on target at present – possible deficit of £10,000 on the operational costs of Ventnor Haven due to management fees incurred in a period when income generation has been low.
Engineering Contracts	Main engineering contracts for street cleansing and public convenience cleansing on target at present.
Waste Management	Waste management budgets on target at present – green waste contractual dispute with Island Waste Services now likely to go to full arbitration. A likely budget pressure area, landfill tax, is on target to be contained within budget.
Tourism and Leisure	
Tourism	On target except for delayed Destination Management System which will lead to carry forward being necessary.

Leisure - Parks and Beaches and Leisure Facilities	Identified budget pressure areas are currently being managed by a combination of one-off savings and short term cutbacks to contain net expenditure within the service cash limit – however the continuation of such measures may not be possible in future years.
Leisure – Wight Leisure Operations	Wight Leisure outturn anticipated to be contained within budget. The progress of the leisure 'One Card' scheme continues, with the all-inclusive 'Option 3' proving successful, despite capacity issues in gyms at peak times. Casual income in leisure centres continues to drop in line with card increases, but is monitored and following expected trends.
Resources – Making It Happen	
Corporate Services Directorate	Responsibility for Coroner's budget now transferred to Consumer Protection – remaining budget on target.
Legal & Democratic Services	Despite the possibility of an under-recovery of income throughout the financial year, by the year end the Land Charges income budget had achieved its target.
Financial & Business Services	Budget on target at year end.
Information Communications Technology	A number of ICT projects, particularly those related to delivery of E-government, are funded partly from reserves and Government grants. There are ongoing funding implications of those projects, and it is essential to ensure that base budgets are in place to allow the continuing development of the approved projects; in addition, there are a number of proposed developments for which funding streams will also have to be identified if further progress is to be made.
Human Resources & Training	The budget for the Health and Safety training programme for managers has not been fully committed in 2003-04; however plans are in place to fulfil the programme in 2004-05.
Policy & Communications	On target – however, budget pressures are being funded from one-off resources carried forward from previous years – the continuation of such measures is unlikely to be available in future years.
Best Value & Select Committee Support	On target. Slight variation from budget funded from Best Value Reserve.
Property Services	On target at year end.
Building Maintenance	On target at year end.
Crime & Disorder	Unused budget for 2-year PSA Pump Priming to be carried over to 2004-05.

4.2 : Capital Expenditure

A list of capital spending against budget in 2003-04 on a summarised version for the services provided by this Select Committee is available by clicking on the following link:

http://wightnet2000.iow.gov.uk/directorates/finance/finance_business_services/images/OldYearExecComCapitalByCommitteeReport.pdf

Fuller details, on a project by project basis, are also available on the Financial Services intranet pages.