

CORPORATE PLAN PRIORITIES REPORT – Delivery of budget savings through changed service provision

A1

Reporting period: Quarter 4, 2011-12

Corporate priority: Delivery of budget savings through changed service provision

Background: Changes to the environment in which the council operates, has forced it to review and revise the range and level of services it will provide in the future and the way in which these are to be delivered. Over the next two years the size and shape of the organisation will need to be modified to meet its future obligations, while enabling delivery of the required savings plan and Medium Term Financial Strategy. Delivery of the budget savings will be achieved with the implementation of a transformation programme focusing on five key areas:

- Accommodation rationalisation
- Shared Services
- Improved ICT infrastructure
- New ways of working
- Delivery of benefits

Fire & Rescue Service

In addition to transformation activity, it has been agreed to report on the progress of the Fire and Rescue service within this corporate priority as 'changes to service provision' form a part of the Fire and Rescue service modernisation programme, which remains of significant strategic importance.

See the [Isle of Wight Council Corporate Plan 2011-2013](#) for full details regarding the council's commitment to the delivery of budget savings through changed service provision.

Actions carried forward

There are no actions to carry forward.

Summary

Status: GREEN

Risk: The key risks associated with this priority have been revised as a result of the Strategic Risk review presented and agreed at Audit Committee in February. There are now five strategic risks assigned to the 'Delivery of budget savings through changed service provision' priority, full details can be sourced from the supporting quarter four data report but for summary purposes the risk reference, description and current score are detailed below, representing a mixed position:

- (SR0035) Insufficient financial resources – currently scoring 5 (green)
- (SR0036) Ineffective decision making and control processes (governance) - currently scoring 5 (green)
- (SR0037) Insufficient staffing capacity and skills – currently scoring 9 (amber)
- (SR0039) Failure to commission and secure services which are relevant to the Isle of Wight community's needs – currently scoring 9 (amber)
- (SR0040) Ineffective response to major emergency - currently scoring 5 (green)

In addition, there continues to be two Fire & Rescue service risks also assigned to this priority.

In overall terms, the strategic risks are pro-actively managed with three of the five risks already reaching their target score. The remaining risks have a number and range of planned activity in progress to reduce the risk. All strategic risks will be monitored both via the quarterly Cabinet reports and via regular reporting to Audit Committee, supported by performance information.

Finance: Continued successful implementation of the budget strategy is again evident this quarter and achievement of net savings of £18.689m have been made. On transformation budgets, some slippage will be necessary due to project delays as highlighted at the quarter three point; there are many cross dependencies between projects which can affect timescales and in turn the lower level of spend. An overall analysis of the capital budget position at the end of quarter four is provided in Appendix B. The draft accounts for 2011/12 will be reported to Audit Committee on 28 June 2012.

Fire & Rescue service - There are no budget pressures within the service; currently forecasting an underspend of just over £175,000. The Fire Control transfer to Surrey is likely to achieve £30,000 of the £125,000 savings target in 2011-12 with the full year saving of £250,000 from 2012-13 onwards. The shortfall in 2011-12 will be met by other underspends within the Fire Service. The vehicle replacement programme, a

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capital project to replace rescue pumps, aerial appliances and other Fire Service vehicles, is on track as planned.

Performance: The overall performance position is very similar to that reported at quarter three with a mixture of outturn figures across a number of areas. It is evident that strong and stringent financial management has underpinned much of the activity to adapt to the council's changing economic environment this year and this is reflected in the achievement of budget savings, a positive revenue outturn position and the best capital expenditure against profile for five years.

On those areas of transformational change the picture is more diverse, there is such interdependency on projects and staff resources that the setting of realistic but stretching performance targets is extremely challenging in the current climate. At the year end position, areas of underperformance such as our development of online contact and transactions can be used to support effective business planning for the 18 months ahead.

Key areas to watch for the Fire & Rescue Service continue to be the levels of people killed or seriously injured in road traffic accidents and the completion of fire safety checks in vulnerable households.

[Link to quarter four data report](#)

Performance commentary

Budget savings and financial performance

The estimated outturn (calculated in early April) for the '*value of capital expenditure compared to profiled budget*' is £49m or 89% of the revised capital programme. Although not achieving target, this is a significant improvement on previous years and has been made despite calls on the same resources from multiple projects. Minor delays in project delivery have occurred in the One School Pathfinder, Leisure facilities improvement programme, Swift replacement, Schools condition capital, and the Highways programme. It is envisaged that the majority of underspend will be slipped in to 2012/13 capital budgets. Final outturn will be available once accruals have been completed.

The '*value of identified savings*' are estimated at £18.336m against the target of £17.833m and are subject to final figures being confirmed as part of the 2011/12 closedown process. This demonstrates excellent budgetary management to achieve the necessary savings required by the authority and progress has been continually and closely monitored via the Budget Review Board throughout the financial year. Other options for savings continue to be identified e.g. vacancy management, contract reviews and supplies and services reviews, and savings in capital financing budgets, to substitute for areas where implementation of the savings strategy is delayed. Work is in progress to ensure achievement of full year effect of savings identified in 2012/13, and reports have been developed to monitor achievement of savings target in that year.

The '*percentage forecast revenue income (fees and charges) compared to budget*' is reported as 97% as at quarter four but these figures are again subject to adjustment as part of closure processes. This percentage equates to around £400k under recovered which includes parking charges.

For the '*percentage of predicted revenue outturn (net cost of services) compared to budget*' an outturn of 98.6% is reported. Details of the revenue position are still being finalised as part of the closedown process.

Online transactions

There is a disappointing result for the '*% of transactions completed on-line compared to telephone / face to face*' for quarter four with just 17% reported against a target of 40%. Performance has been negatively affected by a large number of forms for Concessionary Bus Passes where the online option was not publicised, combined with a record number of phone calls to the Contact Centre regarding the introduction of wheelie bins in the quarter. The final outturn figure for this indicator is 29%, under-performing against the target of 40%, highlighting that this is an area to be addressed via the new web strategy and the objective of 'Improved access to council services for residents via electronic channels'.

'*The number of transactions that the customer can complete online*' has showed steady progress across the year but performance outturn of 375 has missed the challenging target of 400. There are a number of forms completed, awaiting testing by the service areas ready to go live.

There has been an 83% increase in '*completed online transactions compared to the previous quarter*' which

Performance commentary

represents the flip-side of the underperformance (-18%) reported in quarter three. It has been noted that online processes are quite seasonal and this needs to be considered when setting targets for 2012/13. Going forward, it is proposed that this measure is changed to reflect the '*increase in completed online transactions on same quarter in previous year*' to better understand performance year on year and the growth in online activity.

Shared Services

At the end of quarter four there has been an 8.2% '*percentage increase in back office functions delivered through shared services*' against an end of year target of 10%. As of April 2011 there were 179 FTEs within the Shared Services Centre, the 10% target increase equates to 18 FTEs. As of 31 March 2012, 14.83 FTE had transferred from across the organisation demonstrating good progress. As always there are ongoing discussions with other service areas to maximise the transfer of staff, however it is not possible for some staff to transfer until office buildings are closed, thus dependent on the programme of transformational activity.

County Hall Remodelling

The County hall project is reported as slightly ahead of target at quarter four, with 44.13% complete against a target of 43.5%. During the quarter, considerable progress has been made with the project, most notably the middle section of Floor 5 and the Arthur Wakeley Suite has been completed and staff from a number of service areas have relocated there. Work is continuing on Floor 4 Old Building and Committee Room 1 is also now completed. Substantial demolition works on Floor 1 have concluded and new openings for the link with the old building formed. ICT has relocated to Bugle House and the Print Unit has moved to Sea Street. The project continues to be closely monitored via the Transformation Steering Group meetings.

Buildings

An annual measure relating to the '*reduction in number of buildings used for office/admin purposes*' shows that one property has been sold (2 Langley Court). Of the three targeted properties for disposal in 2011/12, one is on the market and should be sold in 2012/13 (St Nicholas House). The remaining two are subject to business plans to support moves and these are still to be produced.

Employee numbers

Since the end of August 2010, there have been 201 compulsory redundancies, 104 voluntary redundancies, 7 efficiency retirements, and a further 10 staff have been redeployed and their posts removed. The total of 322 employees included 25 senior managers. The total number of people employed by the council has fallen by 537 (403.5 FTE) since the 1 December 2010. The reduction reflects the number of redundancies, and also the extent to which the council has not recruited to vacancies over the period.

Sickness Levels

Whole council sickness levels are marginally higher than the anticipated target of 8 days at year end with an average of 8.25 days lost due to sickness per permanent employee. However, it should be noted that not all sickness has been accounted due to data collection deadlines and operational needs of some service areas, which could cause the rate to increase in a number of areas, particularly schools. As previously reported, sickness levels are considerably affected by the data from schools. When sickness levels of school staff are removed from the overall picture, the outturn performance falls below the target average days lost to 7.91. A full analysis of the council's sickness absence in 2011/2012 will be provided to Employment Committee including actions to be taken in the new financial year and proposals for the new targets.

Fire & Rescue Service

Surrey Control transfer

The modernisation of the fire and rescue service progressed further this quarter with the fire control function successfully transferring to Surrey Fire and Rescue Service's facility in Reigate at the beginning of March. The data relating to attendance response standards is unavailable for year end due to the move to Surrey systems, however, all reporting is expected to be available from next month. A bid for a £1 million government grant was successful in March which will meet the cost of the transfer to Surrey and enable new investment in the service including two new incident command suites at Newport and Ryde and the purchase of new 'Toughbook' technology.

Accidental dwelling fires

There were 25 accidental domestic dwelling fires during quarter four which is above the target set. However, the end of year outturn position reflects a positive position with 75 fires reported against an overall target of 88, showing a reduction from the 2010/11 outturn of 89 accidental domestic dwelling fires and indicating good performance levels. Continued 'Fire Kills' campaigns will highlight different risk areas within the home. The Fire Service promoted Electrical Fire safety week in February and home fire safety checks continue to publicise safety messages, particularly to vulnerable residents.

Performance commentary

Primary fires

The total number of primary fires attended at year end was 198 against a target of 215, a significant reduction on the previous year's outturn of 244. Included in the figures for this quarter were seven vehicle fires during January, all of which were accidental and the winter driving campaign has promoted the regular servicing of vehicles to support a reduction in these types of fires.

Road traffic accidents

The data for this indicator is reported on a three month lag with December data reported in March. The cumulative total to date for 2011/12 is 95 people killed or seriously injured in road traffic accidents, which is considerably above the year end target of 80 and continues to demonstrate an increasing number of incidents year on year on Island roads. Responding to the need for greater safety awareness, the winter driving campaign was well received and hopefully informed drivers of their responsibilities and precautions to be taken. Fortunately the winter was very mild so driving conditions were better. Continued education programmes and multi agency work with the Road policing Unit is essential in this area.

Home fire safety checks

The *'percentage of home fire safety checks completed for vulnerable households'* has continued to underperform with an outturn of 52.2% against a target of 60%. The home fire safety check work continues to be performed to a high standard. The Chief Fire Officer is considering options to promote the service through different publications which circulate throughout the vulnerable target area, together with an increased use of partner agencies used to identify and gain referrals. Both aspects should help to improve performance in 2012/13.

Wider context

Council Tax Freeze

The Department for Communities and Local Government (DCLG) highlighted in February 2012, the fact that the majority (c.80%) of councils had indicated their intention to either freeze or reduce council tax for the next financial year. Source: DCLG, 27 February 2012.

Localism Act

In early April, measures included in the Localism Act, which received Royal assent in November 2011, came into force. These measures are intended to hand back power to local communities. The key measures to hand back control include: a general power of competence; new local discounts; a community right to build, new planning enforcement rules and a reform of social housing regulation. Source: DCLG, 6 April 2012

Fire – Smoke alarms

It was highlighted in March, that more than one million homes in England do not have a smoke alarm. The Local Government Authority (LGA) offered independent evidence to support this claim employing a public opinion poll which had revealed that 7% of people in England did not have a smoke alarm. Separate analysis by the LGA suggested that this in turn equated to an estimated 1.5 million homes in England. Source LGA, 19 March 2012.

Corporate priority: Raising educational standards

Background: The council is committed to achieving a sustained improvement in the standards of educational attainment by Island students, in order to offer them an improved range of opportunities in later life. Building on the improvements seen in GCSE results attained in 2009/10 academic year, an ambition remains to achieve the national average by the 2014/15 academic year. To support this ambition, the Isle of Wight schools system was returned to a two tier system, fully effective from September 2011.

See the [Isle of Wight Council Corporate Plan 2011-2013](#) for full details regarding the council's commitment to raising educational standards.

Actions carried forward

1. Following completion of a consultation exercise that explores the range of options available for taking the music service forward and which takes account of the financial resources available, a report on the future direction of the service is due to be submitted to Cabinet on 14 August 2012, with prior consideration by the Children and Young Peoples Scrutiny Panel on 11 July 2012, to the options given.
2. At the meeting of Cabinet on 13 December 2011, it was decided that a further report providing more detail on School Exclusions should be prepared and presented to Cabinet at its 14 August 2012 meeting.

Summary

Status: AMBER

Risk: The risk position has remained unchanged for most of the year for the three service risks assigned to this priority, all of which are scored as high (red). A full review of the service risks was undertaken within the quarter but no new mitigating actions for the corporate priority risks were identified. The target risk scores indicate that standards of education remain an important priority of the council and will continue to receive high levels of scrutiny.

Finance: The £7m centrally retained Dedicated Schools Grant is being managed effectively in accordance with the Education Funding Regulations and any surplus or deficit will be rolled forward to the next financial year. The budget funded by the Local Authority (£1.4m) projects an underspend of nearly £140k relating to salary savings as a result of vacant posts.

Performance: Performance for this priority continues to be mixed this quarter. The attainment performance has been reported via the provisional GCSE data released at the quarter two stage and in this respect the underperformance is well known. Exclusions and attendance continue to be areas for concern, not helped by irregular provision of data through this reporting stream. Conversely, the performance on Personal Education Plans and NEET measures have achieved end of year targets and this is a real achievement for those officers supporting these areas throughout a challenging year.

[Link to quarter four data report](#)

Performance commentary

Exclusions and Attendance

For temporary exclusions across all schools, the latest available performance data for the month of February 2012 is 49, with a total of 647 year to date (April 2011 to February 2012). The most recent end of year forecast of 950 suggests the numbers of temporary exclusions will significantly exceed the target of 830, which compares to 757 at the end of March 2011.

There were 7 additional school exclusions in quarter four, bringing the total number of permanent exclusions for 2011-12 to 12 (provisional) versus a target of 10. There were approximately 28 permanent exclusions reported up to 16 March 2012, however, 16 of these were commuted down to fixed-term (temporary) exclusions. The new secondary schools are facing some significant challenges due to changes in staffing and management and officers are working with schools through exclusion meetings, to reduce exclusion numbers

Performance commentary

as these new arrangements bed in.

The end of year figure for 'secondary school persistent absence rate' is unavailable. The quarter three figure increased to 7.6% from when data was last available in quarter one (6.4%), these are both in excess of the equivalent figures for 2010-11 (4.5%). This measure will continue to be reported in 2012-13, with additional reporting of primary school persistent absence.

From 2011 onwards, the DfE definition of 'persistent absence' has changed from 20% or more absence (authorised or unauthorised) to 15% or more (authorised or unauthorised). The 'old' definition represents the former National Indicator 87, which is the method by which it is currently recorded locally. The change will superficially increase the rates of persistent absence, as it now includes those pupils missing 15% or more sessions as opposed to those missing 20%. As of 2011, in both definitions the Isle of Wight was in line with the national average.

Not in Education, Employment or Training (NEET)

The March 2012 data shows that there are 200 young people aged 16-19 who are NEET (4.8%) which has maintained a positive performance position across the quarter coming in under the target of 5%. This compares to 163 young people who were NEET (4.98%) in March 2011.

This has been achieved despite a climate where jobs for this age group are scarce. The number of not known destinations in March 2012 is 369 (7.9%) up from 361 (7.7%) in the previous month. This is higher than that in March 2011 (180) however this does reflect the definition changing to add those young people who are 19 years old in the current academic year. The Education Participation Team (Connexions) are continuing their efforts to contact the full cohort of young people and thus reduce this number daily.

The Education Participation Team are continuing to run monthly "Real Opportunities Now" (RON) programmes to engage those disengaged young people who are NEET by giving them challenge & adventure coupled with tasters on what opportunities are available to them in the world of employment and training. During the quarter, the team ran an employment pathway "Get Ready2Work" for the first time in partnership with Jobcentre plus, IW College and UKSA. Nine young people took part and several obtained employment or went back into training as a result. Further programmes are scheduled for April 2012.

Hospitality Training Partnership (HTP) are also continuing to offer flexible tailored programmes for NEET young people, through the European Social Fund, which will allow young people to look at employment and training opportunities in a supported programme. Their offer can include work experience, literacy and numeracy and personal development sessions as required by the young person to help them progress into a positive destination. The Education Participation Team (Connexions) is able to refer young people to this programme but young people are also able to refer themselves directly to HTP. The programme is "roll on roll off" so young people are able to start immediately with as little as 3 hours training to help them engage.

The Council has launched its pre-apprentice programme and the authority is now offering support to Small/Medium Enterprises through the Work Based Learning Providers for just over forty 16-18 year olds who are registered as NEET. This programme has generated considerable interest from our young people and employers. More than two thirds of the places are filled and it is expected that at the end of April all places will be taken. The council has also offered additional funding for another 20 places; this will bring the total to just over 60.

Personal Education Plans (PEPs)

Performance has continued to improve for percentage of Personal Education Plans (PEPs) completed, with 96% reported for the end of year. This compares with 93% reported at the end of 2010-11. These improvements are due in part to work undertaken to reconcile recording and improve data quality but also work by the Looked After Children (LAC) Units and Learning Development Advisors (LDAs) to promote the completion of plans. The new LDA for Children Disability Team (CDT) has prioritised and substantially increased the number of completed PEP's within CDT. Also, the formation of a working group during the year to focus on attainment and attendance has contributed to improvements in this area.

Attainment

The validated GCSE results are reported this quarter for the 2010/11 academic year. As reported at quarter two (provisional results), 63% of pupils achieved Level 4 or above at Key Stage 2 (KS2) including English and Maths against a target of 82%. This contrasts with a rising trend across 2007/08 and 2009/10 results. The national average for England has steadily improved from 69% in 2005 to 74% in 2011. The Island primary schools submitted predictions for Key Stage 2 results for 2012 as 79% (Autumn 2011) which would exceed both the previous year's performance and the national average, representing a major achievement.

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The validated figure of 'percentage achievement of 5 or more A*-C grades at GCSE (former NI 075)' is 49.1% for 2011, against a target of 53%. This figure demonstrates an improvement over the 2010 figure of 45.5%; however the national average for England is 58.9%, up from 53.5%. Whilst the Isle of Wight achievement is improving, it is yet to meet the national average which is also improving at a similar rate. These results represent the last year of the three-tier schools which will be replaced by the new 11-19 Trust schools and Academies going forward.

Attainment for Looked After Children

Revised and validated figures for the number of 'Looked after children achieving 5 or more A*-C GCSE's (or equivalent) at Key Stage 4 (KS4) including English & Maths' indicate that 4 of the 24 looked after children taking GCSEs achieved 5 or more A*-C grades including English and Maths, equating to 16.6%. This is an improvement over the 2010 figure of 2 out of 20 students (10%); however it is still short of the 23% target for 2011.

The number of 'Looked after children achieving 5 or more A*-C GCSE's (or equivalent) at Key Stage 4 (KS4) excluding English & Maths' improved from 15% in 2010 to 25% against a target of 33.3%, representing 6 out of the 24 pupils.

Although both indicators are short of their targets, the rate of achievement for looked after children has improved across the board (with the exception of five or more A*-C GCSEs including English & Maths which has remained the same) to some of the highest levels since 2006.

Level 3 Attainment by Age 19

The 'percentage achievement of a Level 3 qualification by age 19 (NI 080) in 2009/10 was 46.6%, an increase on the figure reported for the previous year (45.1%). The data for 2010/11 was due to be released from the Department for Education during April 2012, however at the time of drafting this report it is not yet available. There has been a steady increase in Level 3 attainment over the 2007/08 – 2009/10 period but the figures for the Isle of Wight remain notably below the regional (55.9%) and national (52.0%) averages. The 2009/10 GCSE results for level 2 at 16 are very encouraging (70.9% compared with 57.8% in 2009) and this is above the 2008/09 national average. This sets a good baseline to enable a higher achievement of Level 3 at 19 in future years.

Capital Programme

With the successful transition to a two tier system having been completed in September 2011, focus shifted to some key building projects affecting a number of sites intended for Primary Schools and the new Cowes Secondary School. The new Haylands Primary School building remains on track for completion in time for the commencement of the new school year in September 2012 and building works are progressing well for the new St Francis Primary School (on the site of Ventnor Middle School) and should be occupied from January 2013. In addition work at Cowes Enterprise College remains on track for completion in July 2012. The extension works at Niton Primary School were completed ahead of schedule and use of the new classrooms began at the start of the summer term in April 2012. Extensive remodelling works to accommodate Bembridge Primary School in the former Forelands Middle School will be completed in July 2012. Planning applications have been submitted for two new build primary schools and further phases of improvement works are due to start at several primary schools in the coming weeks.

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Academic attainment

Revisions to performance tables - In January, the Department for Education announced that only the very highest qualifications would be included in future secondary school performance tables, following recommendations given in the Wolf report. Future focus would now be given to qualifications which benefit pupils' prospects; an approach that would also free up time for a more balanced curriculum. In the same month new data was released considered to reveal the 'true' performance for secondary schools allied to the government's intended drive for greater transparency. Applying these reforms retrospectively, the national figure for students gaining five or more A*-C grade GCSEs including English and Maths would reduce by 5% (from 59% to 54%) while for the Island it would be a drop of just over 4% (from 51.1% to 46.8%).

Source: Department for Education – Equality impact assessment annex C (19th March 2012)

Early Years Framework

A revised Early Years Foundation Stage for children aged 0-5 years old was published by the Children's Minister in late March and is due to take effect from 1 September 2012, focusing on getting children ready for

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education and increasing the attainment of all children, particularly those from deprived backgrounds.

Source: Department for Education, 27 March 2012

School Absenteeism

A recent release of statistics (2010/11 school year) revealed that nationally almost 400,000 persistently absent children missed at least a month of school. The figures also evidenced that children on free school meals or those with special educational needs were around three times more likely to be persistently absent. It was further suggested that there was a link between poor attendance at school and low levels of achievement, placing these young people at a disadvantage to their peers. Source: Department for Education, 28 March 2012

The government's Expert Adviser on Behaviour has called for a crackdown on primary school absence to reduce the probability of it becoming a problem later in their education.

Recommendations given to government include:

- the Government to publish data on attendance in reception along with local and national averages and this is considered when Ofsted inspects;
- primary schools analyse their data on attendance and quickly pick up on children who are developing a pattern of absence; and
- primary schools focusing on supporting parents in nursery and reception who are failing to get their children to school.

Reporting period: Quarter 4, 2011-12

Corporate priority: Keeping children safe

Background: The council remains committed to both improving the educational outcomes for children and young people while ensuring they remain safe and enjoy healthy lives. Safeguarding children and increasing public awareness of taking early, preventative action is a key priority of the local authority. A revised approach to children's social work has been introduced, intended to deliver system improvements and efficiencies, ensuring that appropriate action is taken through a joined up team based methodology, while providing clear, children based outcomes. Additionally an enhanced recruitment and retention policy has been introduced, bringing sustained investment to children's social work on the Isle of Wight.

See the [Isle of Wight Council Corporate Plan 2011-2013](#) for full details regarding the council's commitment to keeping children safe.

Actions carried forward

1. The establishment of a joint working group across the Health & Community Wellbeing and Children & Young People scrutiny panels to look at the issues regarding the rates of hospital admission for alcohol related harm is progressing. Further information from health colleagues regarding admission rates and a meeting with the Medical Director are awaited.

Summary

Status: GREEN

Risk: Following a review of strategic risks (reported to Audit Committee in February), a risk relating to this strategic priority has been revised. The current risk score of 10 remains 'Amber' (or medium), however it is noted that the score has reached its target as planned actions continue to be implemented to ensure the risk of abuse is mitigated.

Finance: Good financial performance is reported for this priority at year end. There is a small underspend of £99k forecast (0.74% variance) against the £13.3m budget attributable to this area. The main budget allocation is to Longer Term Interventions (£10.8m), which represents 81% of the total budget, this area includes all looked after children associated team budgets, Beaulieu House, agency placements, fostering & adoption, short breaks, homecare and childrens disability budgets. The £1.3m savings target is set to be achieved in 2012/13.

Performance: As reported in quarter three, the overall performance position is very encouraging clearly demonstrating the impact of the introduction of the Reclaiming Social Work model. The majority of indicators have achieved end of year targets and where this is not the case, progress and improvements are evident from the performance trends and supporting feedback from service users, such as families of disabled children.

The performance of agency fostering and residential placements across the year has also made a substantial contribution to maintaining a balanced budget position with an overall reduction of 22% on spend (£846K) from 2010/11 within this financial year.

[Link to quarter four data report](#)

Performance commentary

Looked After Children

Significant improvements have been made throughout the year with only 160 children looked after at year end versus a target of 168, this compares to 175 looked after children at the end of the previous year (2010-11). As of 2010, the national rate of looked after children was increasing, with a contrasting declining trend on the Isle of Wight. The implementation of the Reclaiming Social Work (RSW) agenda has been cited as a major driver in improving outcomes for vulnerable children on the Island.

The numbers of children in care has consistently been reduced by the work of the social care units and group managers who are actively planning, where appropriate, alternatives for children and young people leaving care and preventing them coming into care. The total number of looked after children is not static with children

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leaving care and coming into care on a weekly basis. However, good partnership working with Targeted Youth Support and Housing continues to be a key factor in positively supporting children and young people.

Agency and Foster Placements

Performance has shown a steady improvement throughout the year with the number of agency and residential placements at 27 for year end against a target of 32. Although not directly comparable with the previous year due to changes in recording methodology, this figure is favourable compared with 49 at the beginning of 2010/11 and 38 at the beginning of this financial year. The placements at year end were composed of 11 agency and 16 residential placements. Of the 11 agency placements 3 were off island and of the 16 residential placements 13 were off island. In addition to the cases recorded, there were 4 residential placements at Beaulieu.

Child Protection

The 'numbers of children becoming subject to a Child Protection Plan for a second or subsequent time' has decreased throughout the year with zero of 12 Child Protection Plans a repeat plan at the end of March 2012 (0% versus a target of 15%), this compares to 6 out of 59 (10.2%) for the same period in 2010/11. A reduction in the number of repeat plans is positive as it indicates the initial support provided has succeeded in commuting the case off of a Child Protection Plan, although there are inevitably cases where a repeat plan is necessary.

Similarly, the number children subject to a Child Protection Plan continuously for 2 or more years was zero at the end of March 2012 (0% versus a target of 5%), this compares to 2 out of 56 (3.6%) at the end of quarter three. Good performance in this area is typified by a lower percentage, however it is recognised that some Child Protection Plans last for longer than 2 years and a zero percentage return is not necessarily expected.

Both of these measures are demonstrating positive performance, which is also supported by a decreasing trend in numbers of children becoming subject to a Child Protection Plan. The performance in both of the above areas is closely related, as good (low) figures for plans lasting two or more years could be attributed to poor (high) figures for repeat plans. For example, initial support work is not sufficient and necessitates a repeat plan. Also, a poor (high) figure for plans lasting 2 or more years could be attributed to a poor (low) figure for reviewing of child protection cases on time, however during 2011-12, the rate of child protection cases reviewed on time was high at 93.9% (170 out of 181 cases).

Support for Disabled Children

The 'number of families of disabled children who are being supported through direct payments' peaked at 72 at the end of quarter two and has declined to a year end out-turn of 46 versus a target of 65. This has been mainly due to families voluntarily exiting the scheme because they no longer require the support and those families of children reaching 18 leaving the scheme. Parents are happy with the scheme as it provides them with the flexibility to organise their child's care with the direct payment hours they have been allocated and performance in this area is therefore encouraging.

Common Assessments

As of the end of March 2012, the end of year outturn for number of common assessments completed was 386 versus a target of 450. Whilst this is some 64 assessments short of the target, it represents substantially improved performance with the biggest quarterly increase of the year at 98.

Some of the increases/declines in numbers undertaken on a monthly basis can be attributed to variations throughout the year, e.g. there is an observed rise in June and a decrease in September that can be attributed to the re-organisation of schools and personnel changes. This is also the case over the Christmas and holiday period where the number undertaken was reduced due to schools being out of session.

The figures show a consistent increase in the number of assessments being received and this is evident of the progress being made by the CAF co-ordinators. Reluctance of some partner agencies to complete assessments and take Lead Professional status can be attributed in part to the under performance. There are also issues being encountered by some of the high schools, although this is being actively targeted by the Common Assessment Framework co-ordinators and senior management.

Wider context

Troubled families

In December 2011 plans were announced by government to radically transform the lives of the country's most troubled families with £450 million pledged to support this strategy. It was identified that government would

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offer up to 40% of the cost of dealing with these families to local authorities on a payment by results basis.

In March 2012 further advice was provided by the Department for Communities and Local Government (DCLG): 'The Troubled Families programme: Financial framework for the payment-by-results scheme for local authorities'. The document provided outlines the process and criteria needing to be applied together with arrangements for upfront payments and expectations for achievement by local authorities with each family to claim the results based payment. Source: DCLG, 28 March 2012

Locally, the work on troubled families has been progressing. A multi-agency workshop to decide on the potential model of programme was held on 22 March. The first cohort of families is 80% identified with a financial framework under development. A formal Project Board is set to be established in June and recruitment for a Troubled Family Co-ordinator is underway.

Ofsted

Ofsted is to introduce no notice inspections for child protection services as a part the new child protection framework, becoming effective from May 2012. The inspections, carried out over a two-week period, will see inspectors spend the majority of their time talking directly with children and their families about their experiences, as well as front-line social workers and managers. Source: Ofsted, 31 January 2012

In February Ofsted announced that only local authorities that ensured all children identified for adoption are placed within 12 months would be able to achieve an 'outstanding' judgement under new adoption inspection arrangements. Source: Ofsted, 27 February 2012

Society Survey

A long term study of 40,000 households, 'Understanding society', asked 2,000 10-15 year olds how frequently they stayed out beyond 9.00pm without their parents knowing where they were. Of 15 year old boys 36% responded at least once a month and that their parents were not aware. For 15 year old girls the same was true for around a quarter. Factors such as family income, number of children in the family or being in a step-family were found to have no influence whereas the quality of emotional relationship the child had with its parents and whether they lived in a city or in the country did.

Source: Economic and Social Research Council, 5 March 2012

Child Poverty

The Campaign to End Child Poverty published new figures at the beginning of the year (Source: End Child Poverty, January 2012) that provided a child poverty map of the whole of the UK. The report includes a localised map for mid-2011 estimates of child poverty, having applied the closest possible measure to that used nationally. For the Island this suggests 20% of children being in poverty. (Outcomes for the South East are found from page 28: [Link](#))

Previous 'Snapshots' for child poverty have been produced by HM Revenue and Customs. The most recent was for 2009, now two years out of date, which gave an 'All children in "Poverty"' rate of 21.5% (suggesting a marginal decline from the 2008 figure of 20.2% or 1 in 5 children (0-18 years), reported in the JSNA 2011).

Reporting period: Quarter 4, 2011-12

Corporate priority: Supporting older and vulnerable residents

Background: A key responsibility of the council remains to support the most vulnerable in Island communities, including those adults with a disability or long term health condition and the frail elderly. Going forward, four key themes have been identified, to:

- Support individuals and communities to become less dependent on public services;
- Develop more effective arrangements between public sector organisations, helping to reduce an individual's need for access to the more intensive, high cost services;
- Provide real choice in order to enable people to take control over how they are supported;
- Improve the assessment and response to need in order to speed decision making and achieve improved service outcomes for individuals by strengthening delivery of social work and care management support.

See the [Isle of Wight Council Corporate Plan 2011-2013](#) for full details regarding the councils commitment to supporting older and vulnerable residents.

Actions carried forward

1. The 7 February 2012 Health and Wellbeing Scrutiny Panel, requested two further reports for submission to the panel on 7 November 2012 as follows:
 - Performance in relation to individual reviews for those supported by adult social care, in acknowledgement of the growth in numbers of frail older people and their potential for rapid change in need, against a reduced and restructured capacity in care management with subsequent reporting to the panel at six monthly intervals.
 - A report regarding the new performance framework between the Council and IOWNHS on health and social care and how this will lead to a more effective service.
2. The Health and Wellbeing Scrutiny Panel on 7 March 2012 resolved that a report be submitted to a future meeting, on the development of the Autism Strategy following the recent consultation exercise.
3. A report on the direction of the business cases for outsourcing directly provided social care services; and for transferring directly provided social care services into new trading enterprises, remains due to be presented to Cabinet on 31 July 2012, with a final decision planned for 11 December 2012.
4. The establishment of a joint working group across the Health & Community Wellbeing and Children & Young People scrutiny panels to look at the issues regarding the rates of hospital admission for alcohol related harm is progressing. Further information from health colleagues regarding admission rates and a meeting with the Medical Director are awaited.

Summary

Status: AMBER

Risk: Following a review of strategic risks (reported to Audit Committee in February), a risk relating to this strategic priority has been revised. The current risk score of 10 remains 'amber' (or medium), however it is noted that the score has reached its target as planned actions continue to be implemented to ensure the risk of abuse is mitigated.

Finance: Adult Social Care has met their target in relation to budget savings for the financial year. Against the £43.7m net budget attributable to this area an under-spend of £487k is being forecast for 2011-12 (1.1% variance). This forecast variance is mainly through improved financial management and control in the service area, the reduction in contractual arrangements, grants and historical contracts with the PCT. The £2.9m savings target for this service is set to be achieved this year and plans are in place for the full year effect from 2012-13. A key initiative to achieve the savings has been to raise additional income for the authority through charging for services.

Performance: The challenge of delivering budget savings has resulted in a slow down of performance in some areas throughout 2011/12 as the Adult Social Care service has undergone major changes in the way in which it delivers its business. This transformation work includes:

- Prioritised eligibility and charging reviews
- Reshaping care management to deliver the personalisation agenda
- Increasing requirements to undertake public/client group consultations
- Business re-design and process change/improvement
- Moving away from direct service provision to the commissioning of support and services

Summary

In quarter three, the forecast position was below target (red) for all three indicators for this priority, however the end of year outturn position is more positive with carers needs assessments now achieving end of year target. A revised set of indicators, including a number of additional measures relating to safeguarding referrals and client reviews are planned for inclusion in the 2012/13 performance reports and these will provide a further level of detail key to assessing progress with this priority.

[Link to quarter four data report](#)

Performance commentary

Personal Budgets

There has been steady progress with the implementation of Personal Budgets (PB). The average growth throughout the year has been 2.2% slowing to 0.6% from November to February. The national picture for 2011/12 is unknown at this stage however councils are adopting a range of interim targets for PB in order to achieve an overall 80% take up by April 2013.

It should be noted that adult social care are implementing personalisation in accordance with the ambition of the national policy offering people real choice and control of their personal budget rather than in a more tokenistic way. This requires a complete transformation in relation to commissioning, business processes and operations. It is still anticipated that adult social care will meet its 80% target by 1 April 2013.

Carers' Needs Assessment

The 33% target has been achieved the actual year end figure being 33.2%. This represents a commitment to supporting carers and helping them to maintain their caring roles. As from February 2012, a joint carers' lead with health has been appointed and will be working with commissioners, local groups and organisations in delivering continued support for carers and their families.

Safeguarding Vulnerable Adults

Performance in this area has steadily increased throughout the year but the end of year outturn is 61.27% short of its 70% target. Following the restructure of care management and the embedding of safeguarding practitioners, into the new operational teams, performance is expected to improve.

Wider context

Pension provision

A Department for Works and Pensions (DWP) report 'Investigating the triggers into claiming Pension Credit', commissioned to better understand how to target benefit to the most vulnerable customers was released earlier this year. Awareness of Pension Credit and an individual's perceived need for it was seen to have a significant impact on the 'customer journey' with pensioners falling into four distinct segments: 'keep it in the family'; 'falling through the net'; 'they don't mean me' and 'too proud for help'. The report outlines proposed approaches that might be suited to each of these four segments. Source: DWP, January 2012

Dementia awareness

In late March 2012, government announced measures aimed at making the UK a world leader in dementia care and research as a part of its National Dementia Challenge. Three key areas were identified where government aims to make a difference: making sure health and social care systems are properly geared up to deal with the crisis; radically stepping up research into cures and treatments, with overall funding for research doubled to reach £66m by 2015, and getting society involved in the fight: communities, charities and businesses.

Source: Prime Minister's Office, 26 March 2012

Care standards

Professionals who are in close contact with elderly people could soon be in a better position to spot if they are being financially exploited, for example through a lottery scam or by a deceitful relative draining the bank account, thanks to a pioneering new study funded by the UK Research Council's New Dynamics of Ageing programme (NDA): 'detecting and preventing financial abuse of older adults: an examination of decision-making by managers and professionals'. Researchers focused on three groups of professionals: healthcare workers, social care workers and bankers, presenting them with a range of scenarios on real-life cases of financial abuse. Source: Economic and Research Council, 9 February 2012

Reporting period: Quarter 4, 2011-12

Corporate priority: Housing and Homelessness

Background: In conjunction with its partners, the council intends to work towards fulfilling the needs of Islander's for secure and appropriate housing, significant to maintaining quality of life. This may require meeting the needs of those unable to buy their own homes, or to provide environments appropriate to meeting the special needs of the elderly and disabled. To help achieve this the council has set ambitious targets for the development of affordable housing and will work towards enabling the frail and very elderly to remain living in their own homes or access housing solutions appropriate to their physical needs, and to ensure the best possible use of the Island's existing housing stock is made by bringing into use empty properties where appropriate. In addition, the provision of support, guidance and advice, will continue to be provided for temporary accommodation.

See the [Isle of Wight Council Corporate Plan 2011-2013](#) for full details regarding the council's commitment to housing and homelessness.

Actions carried forward

There are no actions to carry forward.

Summary

Status: GREEN

Risk: The key risk for this priority relates to insufficient affordable and low cost housing to be built. The risk score has not reduced since quarter two, remaining high (red) with a number of mitigating actions both implemented and planned for 2012/13. It is recognised that progress to improve the housing situation is a longer-term aspiration. The Pan Meadows development and the continued reduction of empty properties will help to reduce this risk.

Finance: Continuing with strong financial performance this quarter, there are no significant pressures at year end. A small overspend of £44k is expected for account closure but this only represents a 0.9% variance against a £4.9m attributable to housing & homelessness. There are no elements of the 2011/12 budget strategy savings plans directly related to this area.

Performance: As expected, based on positive performance throughout 2011/12, the outturn position for this priority's performance is very good. Four out of the five indicators have exceeded targets and considerable progress has been made with the number of empty properties which came within less than 3% of target (amber).

[Link to quarter four data report](#)

Performance commentary

Homeless households

Homeless acceptances have remained low throughout the year, with the outturn of 64 well within the end of year target of 84. This position is also lower than the previous year (2010/11) outturn of 79. This is attributed to the continued work on homelessness prevention and is in contrast to the national picture.

Nationally, the number of homeless households in England has increased over the past three years, this trend is also repeated for the South East region. Of the 48,510 households reported as homeless in 2011 (provisional), the largest proportion of these (63%) were households with dependant children, the second largest proportion were households with a member pregnant (10%), the remainder were composed of vulnerable circumstances including old age, physical disability, mental illness, young people, victims of domestic violence and households in emergency.

Temporary accommodation

Throughout the year, the numbers of households in temporary accommodation has reduced from 151 at the end of March 2011 to 133 at the end of March 2012, which is within the year end target of 150. As has been reported previously, performance in this area is strong, however there is still a high demand for these services and preventative work has largely contributed to maintaining the numbers below target. Other work has included the assistance of households into the private rented sector through Qualifying Offers, housing via the

Performance commentary

Island HomeFinder scheme and through enabling and assisting households to return home. There are also on-going difficulties in providing accommodation once a long-term duty to house has been accepted.

Service users supported

Targets for the 'percentage of service users supported to establish and maintain independent living' were raised from 90% to 95.5% from quarter two onwards. The quarter three performance dropped slightly below the revised target at 92.17%, however the end of year out-turn for March 2012 is above target at 96.31%. As previously reported, tight contract monitoring is attributed to providers meeting targets. This represents strong performance within the context of a reduced Supporting People budget and higher pressures on the service.

Property adaptations/modifications

This measure was newly reported in 2011/12, exceeding the quarter one, two and three targets. Performance continued to remain high with an end of year out-turn of 1,594 against a target of 1,000. This represents 1,401 properties attended by handyperson services, 186 completed Disabled Facilities Grants (DFG), 4 disabled adaptations via Repair Grant, 1 emergency stairlift and 2 disabled adaptations via the Medina Housing Association scheme. Any appropriate adjustments to targets now that baseline figures have been established, will be made as part of the annual business planning cycle within the authority.

Empty properties

The 'number of empty properties brought back into use' measure was redefined in September to reflect the New Homes Bonus recording methodology as previously reported and is now described as 'Number of empty properties (PCLC List Review)' which is a measure of the absolute number of empty properties on the Island (long-term as recorded on the Council Tax register). The figure will fluctuate with new properties being constantly added and removed as the housing market itself fluctuates. There is a targeted reduction of 177 empty properties based on an estimate using the old methodology and previous performance. The latest empty homes statistics as researched by the Empty Homes charity shows that in 2009/10, the Isle of Wight was above the national average (999 empty homes versus 877), narrowing the gap in 2010/11 with 864 compared with 828.

Wider context

Empty Homes Scheme

In February, government announced a £100m funding boost (included in the Comprehensive Spending Review), intended to bring clusters of empty properties back into use. By March, ninety five housing associations, local authorities and other providers are set to deliver over 5,600 new affordable homes by bringing empty properties back into use at a cost of £70m, exceeding the original expectation of 3,300 homes.

The remaining £30m is being made available exclusively for community led groups and is being administered by DCLG's appointed provider, Tribal UK. Not only was this seen as offering the potential to provide stable homes for families in need and those at risk of homelessness, but it would also help to provide employment to local people while helping to stave off the blight of anti-social behaviour, vandalism and fly-tipping often attracted by such properties. Source: Department for Communities and Local Government, 5 March 2012

Green Deal

The Green Deal is the government's plan to upgrade the nations hardest to heat homes at no upfront cost to the consumer. Where the cost of the work outweighs the savings, or people need extra financial help, energy companies will be able to step in to top up the loan under the Energy Company Obligation. In April, the Deputy Prime Minister announced that at least £540 million of the government's home energy efficiency programme - worth £1.3bn per year, will be targeted at helping the poorest. Source: Department of Energy and Climate Change, 11 April 2012

New Homes

The launch of the ['NewBuy Guarantee'](#) scheme in March was considered a vital kick-start for house builders across the country. The scheme offers mortgages on newly-built properties to people with just a five per cent deposit, and is expected to help up to 100,000 buyers who would otherwise be frozen out of the market. Source: Department for Communities and Local Government, 12 March 2012

A new £20million safety net 'Preventing Repossessions Fund' was announced in February, intended to help ensure that mortgage repossession remains a last resort. The fund is intended to provide councils with the opportunity to offer small interest free loans to struggling homeowners.

Source: Department for Communities and Local Government, 9 February 2012

Corporate priority: Regeneration and the economy

Background: Projections for the nation's economy remain uncertain, with expectations for growth in consumer spending being weak in anticipation of a contraction to household incomes. The Island's output growth is forecast to dip below that for the SE region and employment growth is also anticipated to be slow until 2013. Over the coming year, the council's Economic Development Delivery Action Plan (2011/12 to 2013/14) will remain focussed on the same key areas of activity as applied in 2010/11:

- Increasing inward investment;
- Provision of sufficient employment land;
- Development of a skilled workforce in key sectors;
- Promotion and expansion of renewable energy activities;
- Installation of a superfast broadband network;
- Developing and promoting a 21st century tourism offer.

See the [Isle of Wight Council Corporate Plan 2011-2013](#) for full details regarding the council's commitment to regeneration and the economy.

Actions carried forward

The Overview & Scrutiny Committee held on 9 February 2012 agreed that:

1. Performance information for investment in the economy, including pre-apprenticeships and apprenticeships is due to be included as a part of the quarterly performance reporting for consideration by both the Economy & Environment Scrutiny Panel and Overview & Scrutiny Committee.
2. A report is to be shared with the Economy & Environment Scrutiny Panel on 30 May 2012, on the submissions made by Town and Parish Councils in connection with the Economic Improvement Fund.
3. A report is to be shared with the Economy and Environment Scrutiny Panel on 19 December 2012, regarding the proposed Jobs Fair and its outcomes.

Summary

Status: GREEN

Risk: As reported in the previous quarter, the risk relating to the Island's economic position has remained consistently high scoring (red) over the year, linked to the wider national economic downturn. The control measures listed, as well as the activities highlighted in the performance commentary would, under normal circumstances, drive the risk score down however this is restricted by the global and national financial climate. Monitoring progress of the economic development plan and working closely with the Local Enterprise Partnership (LEP) will be key mitigating activity.

Finance: There are no significant budget pressures in this financial year for this priority area.

Performance: Continuing the positive trend set out in previous reports, all performance indicators have achieved an end of year outturn above targets set (green) signifying strong performance in this area. A number of new initiatives to provide encouragement and confidence within the local economy throughout 2012/13 are in progress and will be reported via these quarterly reports.

[Link to quarter four data report](#)

Performance commentary

Tourism

The end of year outturn for 'unique visits to the island breaks website' are slightly under target with 554,403 reported, narrowly missing the 566,676 target. This performance, however, represents a 25% increase on the previous year's outturn and overall performance has been positive considering the challenging targets set. The site has also recently moved to a new web platform and this may have affected the number of hits.

Performance commentary

The 2012 marketing campaign commenced slightly later than in previous years and with the changing trends towards late booking, activity is more evenly spread. The impact on web hits has therefore been less pronounced in quarter four than in previous years.

At Cabinet on 3 April, the council approved the move to a Destination Management Organisation for tourism with agreed articles of association for the formation of a new not for profit company and a nine year commitment of resources. Work is currently progressing with key partner organisations including the Chamber of Commerce, Wightlink and Red Funnel to formally establish this new enterprise.

Potential Investors

Five additional potential investors were receiving support during the fourth quarter which raises the cumulative total for the year to 23 against a target of 15. Within the quarter, the Economic Development team hosted a visit from a Japanese delegation; representatives from the Mizuho Information & Research Institute and the New Energy and Industrial Technology Development Organization (NEDO) visited the Island on the 14 February to discuss the Solent Offshore Energy Centre (SOEC). Whilst this will not involve direct investment, both parties have agreed to promote SOEC to companies involved in this industry in Japan.

The '*number of in person approaches made to potential investors*' reached a cumulative figure of 25 against a target of 10 for the year. Five of the six approaches made in this quarter were to companies in the renewable energy sector - wind, materials, tidal energy and solar - which continues to be a key area of development for the Island.

Advice and guidance to business

The '*number of in person advice and guidance activities with businesses seeking to grow and develop on the Island*' continues to perform well with the end of year target (25) exceeded (27). 2011-12 has seen the winding up of various business support agencies particularly Business Link and the Solent Innovation & Growth Network (SIGN) both of which were funded by the South East England Development Agency (SEEDA), therefore the Council has been one of the few agencies to continue offering support to local companies. A number of new national schemes have come online in more recent months and the council will need to monitor this complementary activity over the coming year.

In addition, the 2012/13 funding agreed for economic development initiatives will include a mentoring service, business start up support and an enterprise hub. The mentoring service will target up to 100 new business start ups and those trading less than 3 years, whilst business start up support will seek to establish 40 businesses, with a focus on unemployed graduates, enabling them to put their new ideas for a business into reality with the help of business advisors and financial support. The enterprise hub is intended to offer a 'one stop shop' for business information, advice and guidance as well as incubator space for small businesses including hot desk and internet access. The delivery of these elements of the funding are currently under discussion with a number of potential providers including the Chamber of Commerce.

Youth unemployment

The council has established a funding package to deliver a range of projects and initiatives aimed at reducing youth unemployment as well as the number of people classified as NEET (Not in Education, Employment or Training). A pre-apprenticeship programme has already commenced and is being delivered by 'Work Based Learners' including the IW College and the Hospitality Training Partnership. The programme is targeted at NEETs and aims to provide up to 60 work placements with local businesses for 6 months. To date, over 20 young people have taken up the offer with a number already offered formal apprenticeships with employers.

The council is also about to launch an apprenticeship initiative that will complement the Government's new 'Youth Contract' by assisting up to 120 young Island people (age 18-24) currently claiming Job Seekers Allowance, into employment. The scheme will focus on those businesses seeking to recruit their first apprentice by offering a grant to help meet the costs and specifically target companies in the 'green economy'. It will also focus on those NEETs participating in the pre-apprenticeship initiative as well as young people leaving care and those with disabilities. Expressions of Interest are currently with the Work Based Learners with an anticipated start date of June 2012 following delivery through until April 2013.

Superfast Broadband

The council has submitted its Broadband Plan to Government (Broadband Delivery UK) and is now awaiting formal confirmation of the match funding of £6m and timescales to deliver superfast broadband across the Island. It is anticipated that contractual arrangements will be in place by December 2012.

Solent Offshore Energy Centre

The authority continues to pursue the project through recent discussions with the Crown Estate in order to

Performance commentary

secure an agreement for lease of the seabed, this is hoped to be achieved in September 2012. Work is currently progressing on an updated bid for Regional Growth Fund Round 3 which will be submitted in June 2012.

Economic Improvement Fund

The Economic Improvement Fund, allocated on a proportional basis to all 33 town and parish council areas and match-funded by the authority, for projects contributing directly or indirectly to economic well-being has been progressed this quarter. Applications from 30 parish/town councils were received for a total of 87 different projects. A panel has considered the applications and the vast majority of projects will be supported, town and parish councils have been advised of the outcome of their applications. A report detailing the submissions made to the Economic Improvement fund is to be shared with the Economy & Environment Scrutiny Panel on 23 May 2012.

Corporate priority: Highways PFI Programme

Background: The condition of the Island's roads has, and remains a concern for Island residents, with a Highways Private Finance Initiative (PFI) currently being progressed as a solution. When combined with a transfer of budget from the council, the PFI is intended to deliver a 25 year programme of highway refurbishment, maintenance and operation that will provide safer roads while improving travel choice through improved roads efficiency and effectiveness. The procurement process currently being progressed is anticipated to be finalised by the end of 2012, with works commencing the following spring. In the interim, the council will continue to invest in roads, pavements, footpaths and cycle routes across the Island.

See the [Isle of Wight Council Corporate Plan 2011-2013](#) for full details regarding the council's commitment to the Highways PFI programme.

Actions carried forward

1. The Economy and Environment Scrutiny Panel on 28 March 2012, resolved that details be obtained from Portsmouth City Council on any economic or regeneration benefits arising from its Highways PFI.

Summary

Status: GREEN

Risk: The Highways PFI programme has an extensive risk register reviewed by the Programme Director, Project Board and the Member Review Board, which is updated after each of the procurement stages and proposed mitigation actions are agreed as part of the delivery programme. At present, all identified risks continue to be managed well and there are no high (red) risks.

Finance: The project has an overall procurement stage budget of £7.6m. The delivery so far has been in line with the spend profile and there are no anticipated budget pressures at this time despite needing to carry out additional works in connection with ensuring robust data is provided to potential service providers.

Project milestone update: The Invitation to Submit Refined Solutions (ISRS) stage was extended at the request of the bidders and submissions were received on 19 December 2011. The submissions were then subject to a detailed evaluation which was completed at the end of February 2012 and as a result one of the three bidders was de-selected from the process. The remaining bidders are Vinci Ringway and Wight Highways Partnership. The 'Call for Final Tenders', the final stage in the procurement process, took place in March 2012 and the preferred bidder is scheduled to be selected by end of May 2012. This schedule will allow the project to achieve financial close by November 2012 and for the contractor to begin work in April 2013 as per the project plan.

[Link to quarter four data report](#)

Milestone	Programmed Date	Actual Date
Issue Invitation to submit detailed solutions (ISDS)	November - 2010	01 November 2010
Issue Invitation to submit refined solutions (ISRS)	August - 2011	03 August 2011
Complete evaluation of refined solutions (ISRS)	February 2012	23 February 2012
Issue Calls for Final Tender	March 2012	28 March 2012
Select Preferred Bidder	June - 2012	
Report to Cabinet regarding the outcome of competitive dialogue	September - 2012	
Financial Close	November - 2012	
Commence rehabilitation of road network	April -2013	

Milestone commentary

ISRS Dialogue & Evaluation

Following evaluation of ISRS submissions, all three bidders were invited back for a half-day clarification meeting on 14 and 15 February to discuss any ambiguous items contained within their submissions. Bidders were given the opportunity to formally clarify issues raised and submit a Bid Addendum by Tuesday 21 February. The ISRS evaluation was revisited on Wednesday 22 February and a peer review of the entire submission was carried out by the Project team before a recommendation for de-selection was made on Thursday 23 February. Following the Project Board and Member Review Board meeting on 23 February the de-selection announcement was made.

The Department for Transport (DfT) and HM Treasury have approved the addendum to the Outline Business Case submitted in October 2011. The Interim Final Business case (IFBC) was submitted to the DfT on 12 January and approval was granted on 28 March 2012.

The two bidders selected to go through to the final tender stage were invited to attend a series of final round dialogue meetings during February and March.

Progress to Call for Final Tender (CFT)

The invitation to submit final tenders was issued in March and the CFT submissions are to be returned in two stages; the Stage 1 Technical and Legal submissions were received on 2 April 2012; the Stage 2 Financial submission was received from both bidders on 30 April 2012.

As part of the CFT process, the two bidders entering the final tender stage were provided with the opportunity to have one to one sessions with staff who are on the TUPE list for transfer to the appointed Service Provider. These sessions took place between 8 and 13 March.

Programme

The dialogue timescales have been managed flexibly to balance the need for refining bidder solutions whilst meeting council's key milestones and complying with the DfT approval requirements. Any flexibility in the programme has been carefully managed to ensure there is no impact on the final delivery date of the project in April 2013.

Corporate priority: Waste Strategy

Background: The current Integrated Waste Management contract is coming to an end in 2015, just three years from now; the associated infrastructure is also nearing the end of its life including the existing landfill capacity. The council is at a stage where it needs to review and evaluate the options and technologies associated with waste management in order to meet its aspiration to become a leader in municipal waste management, while meeting the need to reduce residual landfill waste to a minimum. The development of a long term waste strategy has now begun, which will seek to inform the objectives and options available for the next waste management contract and the need to respond to changes in the market place, legislation and public attitude.

See the [Isle of Wight Council Corporate Plan 2011-2013](#) for full details regarding the council's commitment to the waste strategy.

Actions carried forward

1. There are no actions to carry forward.

Summary

Status: GREEN

Waste strategy: The draft Waste Strategy was presented to members on the 20 February 2012.

Waste contract: Some revisions have been made to the project programme in response to changing circumstances, with milestone dates reviewed to ensure that the new contract start of October 2015 would not be negatively affected.

Risk: The project risks continue to be well managed with suitable mitigating actions in place for all risks considered high (red), regularly discussed at project board.

Finance: The council's Medium Term Financial Plan identifies £1m for the Waste project in 2012/13, which was approved at the February Cabinet meeting. This allocation will support the development of the Outline Business Case (OBC), and the appointment of legal, technical and financial advisors through to the completion of the Invitation to Submit Outline Solutions (ISOS) stage of procurement.

Operational performance: The introduction of the new waste collection arrangements introduced in January 2012 has resulted in a marked increase in levels of items available for recycling, but due to the cumulative nature of the indicator, the end of year target was missed. Issues affecting the operation of the gasification plant during the months of January and February impacted the levels of waste sent to landfill in the quarter, with cumulative performance for municipal waste sent to landfill being marginally above the year end target, while that for biodegradable waste sent to landfill showed more positive figures, coming in below target.

[Link to quarter four data report](#)

Project Milestone Update	Programmed date	Actual Date
Waste Strategy		
Mass Flow Model sign off	Jul-11	Jul-11
High Level review sign off	Aug-11	Aug-11
Final Options Appraisal Report	Oct-11	Oct-11
Final Procurement Strategy Report	Oct-11	Oct-11
Final Commercial Waste Options Report	Oct-11	Oct-11
Final Draft Municipal Waste Strategy	Dec-11	Nov-11
Draft Strategy to Cabinet	Feb/Mar-12	Mar-12
Full Public Consultation	End of Invitation to Submit Outline	

Project Milestone Update	Programmed date	Actual Date
	Solutions	
Final Strategy to Cabinet	During Invitation to Submit Detailed Solutions	
Landfill Application		
Design Freeze	May-12	
Draft Application Consultation	Jul-12	
Final Environmental Impact Assessment (EIA) Statement	Jul-12	
Final Draft Planning Application to Isle of Wight Council	Aug-12	
Submit Planning Application	TBC	
Procurement (may be subject to change as procurement phase is finalised)		
Official Journal of the European Community Notice published	Sept-12	
Outline Business Case	Sept/Oct-12	
Cabinet Approval for Procurement	Sept/Oct-12	
Pre-Qualification Questionnaire (PQQ)	Jan-13	
Invitation to Submit Outline Solutions (ISOS)	Jun-13	
Invitation to Submit Detailed Solutions (ISDS)	Jan-14	
Invitation to Submit Refined Solutions (ISRS)	Jul-14	
Call for Final Tender	Dec-14	
Appointment of contractor	Jun-15	
Contract mobilisation	Jun-15	

Milestone commentary

WASTE STRATEGY

The draft Waste strategy was presented to Members on 20 February at an all members briefing session. The Waste Strategy will remain in draft form until suitable waste management options have been reviewed through the procurement process.

WASTE CONTRACT PROCUREMENT

Awaiting approval to procure financial, technical and legal advisors to ensure that sufficient expertise is in place to procure the new waste contract. Advisor procurement is vital to ensure that all viable options are identified, assessed and costed to frame the procurement requirements and seek Cabinet approval for the Outline Business Case for proceeding to procurement. The budget approval process for advisor procurement has impacted the current project programme, reducing the available time for implementing the necessary infrastructure when the new contract is expected to be in place in October 2015. Alternative proposals will be developed to manage this risk once the project is in procurement phase.

LANDFILL APPLICATION

The draft landfill design has been completed. The project team is working closely with the technical advisors to ensure the design follows a phased approach to minimise physical and ecological impact. Options have been progressed to identify adequate mitigation land for species that would be disturbed by the proposed landfill and continue to be monitored through technical surveys where required.

STAKEHOLDER MANAGEMENT

The following activities are ongoing, or have taken place in the last three months:

- Members information seminar held on 20 February 2012
- Pre-procurement market testing with potential suppliers
- Ongoing face to face meetings with residents living adjacent to the landfill extension site
- Web pages and Frequently Asked Questions updated regularly

Performance commentary

Performance commentary

Recycling

The new waste collection arrangements for domestic refuse and recycling collections, which came into operation from 30 January 2012, have resulted in recycling rates of 40.64% for February and 48.86% for March. The March figures represent the best performance figures regarding Island recycling rates to date. The range of monthly performance for 2011/12 was between 21-32% for the period April 2011 through to January 2012.

Despite these increases the cumulative end of year figure of 30.31%, for the '*percentage of household waste sent for reuse, recycling and composting*' missed the target of 39%, however this outturn position is influenced by performance throughout the year and 2012/13 will provide an opportunity to properly analyse the impact of the new waste collection arrangements.

Landfill

The waste sent to landfill (*cumulative percentage of municipal waste*) over the year, totalled 46.44%, marginally higher than the target of 45%.

In January, the landfill figures were 55.81%, significantly higher than for December (40%), which can be attributed to an increase in waste arising from the Christmas period and issues affecting the operation of the gasification plant and Resource Recovery Facility. In February, the monthly figures were reported as 50.54%, when the plant was offline and being maintained, which resulted in floc fuel being sent to landfill. However, there was a substantial improvement in March (23.82%), when the plant ran continuously throughout the month and no floc fuel was sent to landfill.

As reported last quarter, the 2011/12 Landfill Allowance Trading Scheme (LATS) target was reduced from 26,997 to 23,468 tonnes. The cumulative end of year out-turn figure for '*Tonnes of biodegradable waste sent to landfill*' in 2011/12 was 22,825.58 tonnes and within this revised target.