

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

Reporting period: Quarter 1, 2011-12

Corporate Priority: Delivery of budget savings through changed service provision

Background: The environment in which the Council has to operate has and continues to change radically. It is very apparent that the range and level of services it provides and commissions is not sustainable and will need to be modified to meet these changing circumstances. Over the next two years the organisation will need to adapt its shape and size in order to be fit for purpose to meet its future obligations and enable it to deliver its savings plan.

A transformation programme has been employed since 2008/09 which has delivered a range of efficiency savings and the implementation of a Shared Service Centre at Westridge. The next phase remains focussed on the delivery of savings and improved effectiveness of council activity, employing five areas for focus:

- **Accommodation rationalisation** – A remodelling of County Hall is integral to increasing its capacity which, combined with different ways of working, more flexible use of the space within County Hall and changes to the direction and shape of services, will enable the release of other council buildings, providing significant savings from accommodation and maintenance costs while generating capital receipts and facilitating reductions in staff numbers.
- **Shared Services** – The continued transfer of transactional related and all first point of contact activities into a single shared services centre is intended to deliver savings through a reduced need for accommodation, staffing and associated operational costs, while developing a consistency of approach to service delivery, performance driven environment and greater effectiveness of operations.
- **Improved ICT Infrastructure** – A drive to reduce costs in ICT and software licensing while enabling more effective working by supporting delivery of the accommodation strategy and new ways of working, through building on the integration and implementation of new telephony, wireless technology and desktop computing.
- **New Ways of Working** – Linked with service-re-design and appropriate changes to service delivery, particularly the need to develop accessible web based services, electronic management of documents and improved partnership working. Implementation of an improved ICT infrastructure will support these differing working roles through facilitating home working, peripatetic working and use of 'touch down' spaces. Each will provide savings in accommodation, equipment and staffing costs, together with related ancillary expenditure.
- **Delivery of Benefits** – Since each of these areas is inter-linked there will be a need to ensure activities are co-ordinated in order to ensure that the most effective combination of solutions are employed to deliver the savings sought. Implementation and benefits realisation will be managed, monitored and reported.

Fire & Rescue Service

In addition to transformation activity, it has been agreed to include data relating to the Fire & Rescue service within this corporate priority as 'changes to service provision' form part of the Fire & Rescue service modernisation programme which remains of significant strategic importance. The transfer of the fire control centre to Surrey and any impact on response times will be closely monitored over 2011/12 as part of these quarterly reports.

Actions Carried Forward:

1. At the 21 June 2011 meeting, Cabinet noted the 2010/11 Financial Management outturn report, in particular the in-year performance of the Council, the carryover arrangements for underspends and grants into 2011/12 to support corporate priorities and delivery of the savings strategy, and the amount of reserves and balances available at 31 March 2011.
2. The Full Council meeting on 20 July 2011 received the Fire and Rescue Service annual report including actions that have been and are being taken to minimise the number of accidental dwelling fires in domestic dwellings as requested at the Cabinet meeting held on 10 May 2011.

Summary:

Overall performance as at the end of Quarter 1 2011/12

**Report to later
Cabinet**

Delivery action for this corporate priority at the end of Quarter 1 is identified and agreed by Directors and Cabinet Members as:

Risk: For the achievement of budget savings, risks are well managed and processes for risk management are well embedded across the organisation. The County Hall remodelling project along with the improved ICT infrastructure threads of transformation have a number of risks associated with delivery to time, cost and quality and these may need to be more transparent to ensure the impact on the achievement of budget savings is recognised.

Risk management is well embedded in the Fire & Rescue Service and there are no concerns to report this quarter.

Finance: The current net position shows we have achieved savings to the value of £10m, which represents 56% of the net savings target of £17.833m for 2011-12. There are robust plans to deliver a further £6.15m. Leaving £1.64m of net savings to be achieved that have plans under development.

Performance: Budget savings and changed service provision performance is predominantly on track with a majority of measures forecasting to meet end of year targets. An emerging issue identified is the accurate profiling of capital expenditure to ensure the authority minimises capital borrowing, thus positively impacting the budget position.

Commentary:

As a result of the Comprehensive Spending Review delivered in October 2010, the range of public finance received by Local Authorities from central government saw significant reductions, imposing challenges on local government at a level not seen in recent times.

To support the council's need to find economies in the way it operates, a range of activities is being introduced by the Isle of Wight Council in order to deliver savings and improved levels of efficiency:

- **Service Redesign – to develop new ways of working including remodelling of County Hall and identification of services that have the potential to transfer to the Shared Services Centre.**
 - Refurbishment of County Hall
 - Rollout the scanning of documents as part of the service redesign & centralise the post opening and scanning operation
 - Increase the % of end to end processes available electronically for residents
 - Increase number of staff working flexibly
- **ICT support to delivery of new ways of working:**
 - Replace current telephone system with Voice over IP solution - Reduction in contract costs / Services able to use same extension number for any location / phone
 - Implement new Virtual Desktop Interface (VDI) solution - All users able to access systems and services from any location
 - Implement Enterprise Content Management (ECM) - Reduction in paper stored in council buildings
- **Improved access to Council Services via electronic channels**
 - On-line council services - Increase in the percentage of transactions completed on-line compared to face-face / telephone providing improved cost and service
- **Shared Services – to organise transactional activities into a structure that more effectively and cost-efficiently serves the Council**
 - A continual review of existing service processes to ensure that quality and cost-effectiveness is maintained, and efficiency savings are realised

In addition to these core activities, all service areas within the council have been charged with seeking to identify and employ revised working practices which will help to contribute to the savings target needing to be met.

Commentary continued:

Fire & Rescue service – the 2011/12 business planning process has identified the following activities for the Fire & Rescue service to achieve their key objectives:

Objectives

- Save lives and reduce injuries
- Protect the natural and built environment
- Competent and healthy workforce
- Community prevention and protection
- Emergency Response
- Deliver efficient and effective services

Activity

- Embed locality working within the Service
- Develop Tactical Management Team to maintain Community Risk Profile
- Transfer of Fire Control Centre
- Review of retained duty system
- Implement new management structure
- Ensuring effective Business Continuity Management
- Transfer of Service Headquarters
- Participation in Health and Wellbeing Board

Performance Commentary – Budget Savings:

BUDGET SAVINGS

Good progress has been made in the early part of the year in both controlling budget pressures and in finding service specific savings approved as part of the budget strategy. However, final year end revenue outturn will depend largely on the performance of key budget pressure areas such as social care and parking income. These areas continue to be monitored closely. Good progress has been made in delivering the budget savings strategy in the early part of the financial year with monthly reports on progress being reported to the Budget Review Board. Other options for savings continue to be identified e.g. vacancy management, contract reviews and supplies and services, to substitute for areas where implementation of the savings strategy is delayed.

Significant re-profiling of capital budgets has taken place in June in order to more accurately reflect the forecast spend patterns for 2011/12 and onwards. This has improved our performance in June with a resulting 89% achievement of profiled spend. Final year end out turn will depend largely on the performance of the One School Pathfinder Project and Schools Reorganisation, together the 2 projects account for £38m of the overall programme. Hence July/August will provide more accurate forecasts once the significant spend on these two projects begin.

ONLINE TRANSACTIONS

There are two new performance measures included in this report which relate to the number of transactions that the customer can complete online and the percentage increase of completed on-line transactions. The transactions that the customer can complete online includes electronic forms, online payments, online maps, Freedom of Information (FOI) Requests, complaints forms and bespoke online applications such as Highways Defect Reporting. There has been a high percentage of available forms being completed online this quarter which may be due to the way the measure is calculated. It is not possible to show the percentage increase of completed online transactions this quarter as a baseline for this measure is still being established. This measure includes all online transactions and will be reported in the quarter two report. These measures will require close monitoring to establish any trends in performance.

EMPLOYEE REDUCTIONS

As of 1 April 2011 Shared Services comprised of 179.96 full time equivalent (FTE) posts. This figure included the Transformation Team being 4.6 FTE's who now report to the Corporate Governance Manager. Although there are plans for new service areas to join Shared Services in July (including Highways Operational Support staff and Customer Advisors previously from Adult Services) at present there are 175.36 FTE roles and hence no increase in staff numbers or functions.

Since the end of August 2010 there have been 119 compulsory redundancies, 75 voluntary redundancies, two retirements, and a further 14 staff have been redeployed and their posts removed. The total of 210 included 14 senior managers. The total number of people employed by the council has fallen by 329 (228.8 FTE) since 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.

Performance Commentary – Budget Savings (continued):

SICKNESS LEVELS

Early indications show that sickness levels are lower than anticipated for the first quarter. It should be noted that some sickness may not be accounted for at the time of writing this report (due to tight reporting timescales and the operational needs of some service areas to have their data recorded manually on the HR system); however, this figure is not expected to rise dramatically. The Human Resources Service is continuing to build on the successes from last year with the increasing amount of absence information available for managers and the pro-active intervention by the HR Advisors. Rollout of the attendance management policy and well-being strategy will continue and the Councils focus on absence management is clearly defined with the Absence Management Action Plan.

COUNTY HALL REMODELLING

The County Hall remodelling project is on track at the end of quarter one. Communication about the project including a draft timescale was issued to staff throughout the first quarter via the internal staff newsletter (the Vine). Tenders were received in July and were within the overall budget assigned to the project. At the time of writing it was anticipated that the tender process is expected to be completed in August allowing for work to begin on the Council Chamber in the same month. Some survey works have already been undertaken in the vacant parts of County Hall and this has helped to provide more information to the contractors and reduce the risks associated with work of this complexity. Members of the Transformation Team will be working closely with colleagues over the coming months to ensure that moves are as smooth as possible. The new telephone and computer systems have started to be rolled out enabling colleagues to work more flexibly and make better use of the space within the building. This project will assist with plans to reduce the number of buildings that the Council uses for office/admin purposes. It is planned to release three buildings in this financial year. Progress on building reductions will be reported in quarter four.

Performance Overview – Fire and Rescue:

ACCIDENTAL DWELLING FIRES

With only one accidental domestic dwelling fire in June, the end of year forecast is now 64 compared to an outturn of 91 in 2010/11. There has been a 31% decrease in these types of fires since the same period last year (21 fires down to 16). Continued Home Fire safety awareness is proving beneficial. Local intervention from the Ryde/Newport stations will increase outputs. Joint working with other agencies including Drug Alcohol Action Team may offer opportunities to reach other areas of the community who will benefit from fire safety checks and advice.

ROAD TRAFFIC ACCIDENTS

The numbers of people killed or seriously injured in road traffic accidents is reported on a three month lag with March data reported in June. January saw the highest number of the quarter with 11 serious casualties. There were four in February and six in March. This represents a 40% increase since the same period last year. Continued multi agency working in delivering 'Head On' education programme to high schools is crucial to future reduction. Driver Awareness Training is being delivered in partnership with Hants Constabulary, following referrals from driving offenders. Road traffic education at local events will promote safe driving. A winter driving campaign will also feature prior to the winter months.

PRIMARY FIRES

May 2011 saw the highest number of primary fires attended during the first quarter with 24 fires attended. This fell to 10 in June which follows the same trend as last year, however, there were only 52 in quarter one of this year compared to 76 primary fires attended in the first quarter of 2010/11. This represents a 46% decrease. Continued Fire Safety advice and arson intervention will assist in continuing a reduction in primary fires. Appropriate seasonal local and national fire safety campaigns will be delivered.

Performance Overview - Fire and Rescue (continued):

RESPONSE STANDARDS

Response standards continue to be maintained. There was a slight dip in April where an incident in Sandown was attended by a Ryde day crewed pump which arrived before the Sandown pump. This was due to a late mobilisation during the working day at Sandown and demonstrates the value of having whole time fire-fighters on duty during those periods when Retained Duty Service crews have difficulty providing adequate cover

HOME FIRE SAFETY CHECKS

Since January 2011 the percentage of home fire safety checks completed for vulnerable households has dipped below target with the exception of May which was well above the monthly target. Increased identification of vulnerable households will assist in achieving this target. Partnership working with other agencies should also identify opportunities to deliver increased home fire safety checks.

For further performance, risk and finance information, see detailed supporting paper at <http://www.iwight.com/council/performance/quarterl.asp>

Reporting period: Quarter 1, 2011-12

Corporate Priority: Raising educational standards

Background: The council is committed to raising the standards of educational attainment and opportunity on the Island, building on the improvements seen in GCSE results attained in the 2009/10 academic year:

- An increase of 12.7% in GCSE passes (5 A*-C Grades)
- The Island rising to 10th and in the top quartile for improvement nationally.

The switch to a two tier schools system, effective from September 2011, has been introduced to help achieve this ambition for academic improvement.

Provision of support and challenge to schools are seen as significant to ensuring that standards continue to improve, with an intention to achieve the national average by 2014/15 academic year.

Actions Carried Forward:

The schools performance report for the academic year 2009/10 was presented to Cabinet on 21 June 2011, highlighting standards at key Stage 1 have remained consistently high across all key indicators. However, standards at Key Stages 2-5 have remained consistently below the national averages in most key indicators. Whilst inspection outcomes are mostly positive (there are no schools in special measures) standards have shown little improvement. Cabinet accepted the report.

Cabinet received a report updating the current position regarding school exclusions on 21 June 2011. Some of the actions outlined in the report included the continued sharing, monitoring and discussion of exclusion data with schools with the highest levels of exclusions in the critical years, promote partnership working amongst the new secondary providers as well as working with the police to develop support programmes for schools with issues of anti-social behaviour. Cabinet approved actions outlined in the report and that exclusions continue to be monitored.

The Schools Capital Programme supporting the provision of sufficient and suitable accommodation at schools across the Island was agreed by Cabinet on 12 April 2011. A further delegated decision was taken by Cllr Brown on 27 June that declared specified Primary and Middle school sites surplus to requirements due to the re-organisation of schools. This decision allows the authority to seek outline planning consent, where appropriate, and market the sites to support the Schools Capital Programme.

Summary:

Overall performance as at the end of Quarter 1 2011/12

Delivery action for this corporate priority at the end of Quarter 1 is identified and agreed by Directors and Cabinet Members as:

Report to later
Cabinet

Risk: The current risks associated with this priority are rated 'high' and a review of all mitigating actions is required to ensure key activities to meet the priority of raising educational standards are in place. In this respect a more robust review and moderation of the risks associated with both the closure of Island Middle Schools and final transitions of classes to both Primary and Secondary Schools at the conclusion of 2010/11 Academic Year and in preparation for 2011/12 Academic Year are required.

Finance: At this early stage in the budget cycle any emerging pressures are already being considered against reductions in future employee costs. No direct concerns highlighted. However, there is a need to closely monitor both the expected cost increases in the provision of school transport and the Schools Capital Programme in light of the recent decision regarding the disposal of school sites, particularly against the currently depressed state of the property market, which may have an impact on the ability to cover the ongoing costs of the programme.

Performance: Not all performance data has been made available at the time of reporting. In general performance is mixed with a number of end of year targets forecast to be missed. Previous good performance on the number of NEET's means that the quarterly increase in figures should be reduced by year end.

Commentary:

The Department for Education (DfE) has an ambitious plan for educational improvement as expressed through a variety of education acts and curriculum reviews leading to improved standards and outcomes. The Local Authority is working to ensure these ambitions for children and young people (0-19 years) are met, thereby enabling their successful transition into adulthood.

In order to maintain the momentum that will provide the continued improvement in academic outcomes sought for the Island's young people, a range of initiatives, supported by planned actions are intended for implementation:

- **Improving standards 0-19 with a particular focus to Key Stage 2 (KS2), KS4 & KS5**
 - Review of the current framework for learning and achievement, particularly the classification of schools and challenge and review processes. This will require joint working with all providers towards an agreed framework for accountability.
 - Develop an agreed 'transition' strategy across and between all phases that recognises the continuity of curriculum and learning, thereby leading to improved outcomes for students.
 - Develop a data collection and analysis model/strategy that; monitors the performance of whole cohort groups against key indicators; enables the tracking of vulnerable children and young people and is linked to a responsive Continuing Professional Development (CPD)/challenge and support and commissioning programme in order to incorporate an appropriate response into planned activity.

- **Narrowing the gap – supporting the inclusion of vulnerable and at risk students**
 - Work towards improving the attendance rates of children and reduce the numbers of those who are persistently absent, through the effective use of the data collected in order to help to target the work of the Education Welfare Service.
 - Seek to reduce the number of fixed term and permanent exclusions, particularly for children with Special Educational Needs and Disability (SEND), through employing interventions at an earlier stage and by broadening the curriculum provision applied.
 - Improve the ability of schools to meet the needs of children with special educational needs, particularly those with Autistic Spectrum Disorder (ASD) and Attention Deficit Hyperactivity Disorder (ADHD), through the training of Special Educational Needs Co-ordinators (SENCO's) and other staff.

- **Improving transition, engagement and progression for 11-19**
 - Develop a shared vision of what the inclusion, participation and engagement of young people means, across all 11-19 providers, with a clear focus on the support for those young people classified as 'Not in Education Employment or Training' (NEET).
 - Review and develop a collaborative agenda in order to offer a curriculum with clear progression routes across the 11-19 providers.
 - As a part of the 'September Guarantee', produce a clear plan showing how the Island will meet the Raised Participation Age (RPA) in September 2013.

- **Implementing a capital investment programme for Schools, the provision of sufficient, suitable and viable schools**
 - Maintain a review of the provision of school places.
 - Implement the Schools Capital Programme.
 - Develop and implement a Strategic Investment Plan for schools, as required by Department for Education

- **Workforce Development**

The Learning and Development Service will identify the nature and level of need in the developing organisation in order to; develop, broker and monitor a core learning offer across the IW Council and its partners. This would seek to address any generic needs identified across a wide range of staff and volunteers and streamline learning and training in order to meet these needs. This is intended to include all staff and volunteers who work with children and young people aged between 0 -19 years of age in both formal and informal educational settings, support and training and development opportunities for School Governors and Clerks to Governors including a Resource centre for professionals working with children and families, Adult & Children's Social Care and Adult & Community Learning.

Summary continued:

- Progress within the quarter on **School Reorganisation** is summarised below:
 - The project is nearing a crucial stage with Middle schools closing and the provision for year 6 pupils in Primary schools required for September 2011.
 - The expansion of year-bands in both Primary and Secondary schools are anticipated to be accompanied by changes to the numbers requiring school transport, with current projections suggesting that the overall cost for providing this service will rise in the new Academic Year. Consequently, a review to the viability of maintaining the current discretion operated is being undertaken.
 - Schools Admissions (2011/12 Academic Year) - applications for both Primary and Secondary schools resulted in a high level of success in applicants gaining a place at their first school for preference. A similar number of appeals have been received for both Primary and Secondary admissions which will have been heard during the summer term.
 - With regard to procurement, efforts have been made to include local firms with suppliers ensuring 70% of work is local.

The national economic and political environment has imposed challenges on local government at a level not seen in recent times. To support the council's need to find economies in the way services are delivered elements of the approach taken will support the council's corporate priority for: **Delivery of budget savings through changed service provision**. In addition, there will be a relationship between the achievements for this priority with the outcomes associated with the priorities: **Improving support to the most vulnerable in our community** – meeting the councils obligations to treat all children, including those that experience physical and other health issues, both equitably and without discrimination; and **Regeneration and the Economy** – with a good education laying the foundation for a fulfilling career in employment extending the range and level of opportunity for the individual while aiding the progress and development of a successful Island economy.

The recent announcement by the Prime Minister for a proposed transparency of information relating to the effectiveness of schools in teaching high, average and low attaining pupils across a range of subjects and providing access to anonymised data from the National Pupil database, enabling the public to better monitor the performance of schools in depth, both with effect from 2012, places a number of considerations on the local authority and Island schools to share and publish data more effectively.

Performance Overview:

EXCLUSIONS – ALL SCHOOLS

The 92 temporary exclusions involved 80 pupils, an increase of 10% on the May 2010 figures which showed 83 exclusions involving 73 pupils. The two permanent exclusions were for pupils in year 10, one of whom has a statement of special educational needs. The increases are somewhat due to increases in the number of year 10 students being excluded from high schools. Persistent disruptive behaviour, physical assault and verbal abuse are the main reasons for exclusion. Work is underway between schools and Police Community Support Officer (PCSO) to focus time to tackling some of these antecedents of anti-social behaviour, through patrolling in the environs of schools at critical times and PCSO attendance at exclusion re-integration meetings to support behaviour contracts.

NEET

The most recent NEET (Not in Employment, Education or Training) data available represents May 2011, showing that there are 204 young people aged 16-19 who are NEET (5.3%) which is similar to the May 2010 figure of 197 young people who are NEET (6.7%). This has been achieved despite a climate where jobs for this age group are scarce. The number of not known destinations in May 2011 (429) is higher to that in May 2010 (360) because the definition has just changed to add those young people who are 19 years old in the current academic year.

Performance Overview (continued):

The new Education Participation Team (Connexions) is continuing their efforts to contact the full cohort of young people and thus reduce this number daily. The Education Participation Team are running 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 & training. HTP are offering 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 Foundation Learning programmes offered by our three post 16 providers are now more flexible which allows programmes to be tailored for the individual’s needs as well as more flexible start dates. This gives young people a better opportunity to progress into a positive destination in education, training or employment. We are also looking at employment training opportunities for young people linked to JobCentre Plus.

PERSISTENT ABSENCE RATE FOR SECONDARY SCHOOLS

The figure of 6.4% for Secondary School persistent absence rate is an invalidated figure and subject to amendment. Although this is broadly the same as the figure for Q4 2010/11 it is significantly higher than the 4.5% figure for Q1 2010/11. It should also be noted that the attendance data which constitutes this figure crosses over the end and beginning of two school years, and thus is not entirely representative or comparable.

PERSONAL EDUCATION PLANS

Percentage of Personal Education Plans (PEPs) completed for Children in Care – Due to changes in personnel there has been a delay in collating this information and figures are only available currently for April. These figures show that 89.5% (119 out of 133) of eligible looked after children have a current PEP. This figure consists of the performance for young people aged 16+ where 76% (19 out of 25) have a current PEP and for other children and young people of school age where 93% (100 out of 108) have a current PEP.

For further performance, risk and finance information, see detailed supporting paper at <http://www.iwight.com/council/performance/quarterl.asp>

Reporting period: Quarter 1, 2011-12

Corporate Priority: Keeping children safe

Background: The council is committed not just to improving educational outcomes for children and young people, but ensuring that 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 new approach to undertaking children's social work was agreed by Cabinet in April 2011 intended to ensure that appropriate action is taken in a joined up and coherent team based manner, being complemented by sustained investment in children's social work through an enhanced recruitment and retention policy.

The revised approach will be subject to scrutiny to ensure delivery of:

- An improved and effective system.
- Clear children based outcomes.

This will enable the council to respond positively to the recommendations of the 2010 Ofsted inspection of the Island's children's safeguarding function and the emerging conclusions of the Munro Review of Child Protection.

Actions Carried Forward:

1. The revised Corporate Parenting Strategy was approved by the Cabinet Member for Children's Services and Education on 15 June 2011 and further endorsed by Full Council on the same date. The strategy outlines the commitment and corporate approach to parenting of children in the care of Isle of Wight Council and the associated performance management framework to evaluate services delivered.
2. On 1 March 2011, Cabinet agreed that a full report be brought to Cabinet on 25 October 2011 regarding the implementation of the recruitment and retention strategy for children's social care and the impact on performance. The following Cabinet meeting on 10 May 2011 made specific reference to the October report detailing the revised arrangements for use of IT to record all cases; the progress in raising the level of IT capability amongst all social care and support staff; an initial analysis of the impact of introducing the new ways of working within the social care teams; the implementation of the revised statutory guidance with regard to foster care and an update on the working of the adoption panel and staff. This meeting date has subsequently been moved to 4 October 2011.
3. At the 12 April meeting of the Cabinet, it was agreed that an internal restructure in line with the Reclaiming Social Work model be progressed and implemented by the end of the summer 2011.
4. The 10 May 2011 Cabinet meeting resolved to invite the scrutiny panels for Health and Community Wellbeing and Children and Young People to establish a joint working group to look at the issues regarding the rates of hospital admission per 100,000 for alcohol related harm, recognising this is a partnership issue that involves staff and resources from both health and police services. The joint working group would report back to the relevant Cabinet members and the outcomes of that report would be summarised in a future edition of the quarterly reports.

Summary:

Overall performance as at the end of Quarter 1 2011/12

Delivery action for this corporate priority at the end of Quarter 1 is identified and agreed by Directors and Cabinet Members as:

Report to later
Cabinet

Risk: The service area is currently completing a period of re-organisation and while mitigating actions continue to be managed, the risk rating remains at high due to the associated 'probability' remaining as 'Unlikely' rather than 'Remote'.

Finance: The current forecast outturn suggests an overspend of £158k, which in part is contributed to from budget pressures within Longer Term Interventions. It is hoped that the implementation of the new "reclaiming social work" model, will bring budgets back in line before the end of the financial year.

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Summary (continued):

Performance: A steady decline has been seen in the number of agency placements over the last twelve months, which in turn was providing a positive budgetary implication. However, a change in two placements during May has had a negative impact on Long Term Interventions budget.

Commentary:

The creation of a Community Wellbeing and Social Care Directorate has provided an opportunity to reflect on the varied aspects of life experienced by those people living within the Island's community, helping to focus on the development and delivery of services that will help them to prepare for and manage the various challenges they may meet in the course of their lives, while helping to create environments where they can lead their lives safely and without fear.

Assisting to meet this approach has been the creation of a directorate level plan, which helps to define the joined up nature of what is trying to be delivered through complimentary input across the range of services the directorate comprises. The plan embraces the priorities included in the Corporate Plan each of which provides an overall set of objectives, including: **Improving our support to the most vulnerable in our community**. The additional level of directorate priorities compliments and supports the achievement of this corporate outcome.

Areas of activity identified in the plan include:

- Improve commissioning of respite care for children with disabilities and creation of a 'through life disability service' leads to more personalised choices for children and families.
 - Provide disabled children with appropriate and timely advice and support to ensure that they have quality transition to adulthood
 - Review commissioning arrangements (e.g. domiciliary care and respite)
 - Implement 'Through Life Disability Service'
- Develop sustainable communities (to include sustainable travel, healthy food choices and tackling poverty).
 - Produce a Child Poverty Strategy:
 - map baseline data and identify targets;
 - identify partners and governance arrangements
- Improve a range of effective options (with clear multi-agency referral pathways and support networks) to protect victims of domestic abuse and to reduce the incidence of them being repeat victims and of perpetrators repeating their actions.
 - Effective commissioning of interventions that can evidence improved outcomes
 - Improved analysis and response to repeated low-level police referrals
- Workforce development to meet the business needs
 - Re-fresh all safeguarding training for internal staff and managers

To support the council's need to find economies in the way services are delivered the restructuring of the Safeguarding service to deliver the Reclaiming Social work model has already been put in place and this supports the council's corporate priority for: **Delivery of budget savings through changed service provision**. In addition there will be a relationship between the achievements for this priority with the outcomes attained for the priorities associated with: **Raising Educational Standards** and **Housing and Homelessness**.

As a further update to the 10 May Cabinet action regarding joint working for alcohol related harm, the recommendation was submitted to the Children and Young People Scrutiny Panel on 8 June 2010 and there was agreement to establish a joint working party on this issue. A briefing session for Members is being arranged and relevant stakeholders are being identified.

Performance Commentary:

LOOKED AFTER CHILDREN

The numbers of Looked After Children (LAC) has remained relatively stable with minor increases through the latter half of 2010/11. During the first quarter of 2011/12 there has been a slight overall decrease from 175 to 173. An increase in the numbers is anticipated initially during 2011/12 followed by a stabilisation of numbers. These changes can be attributed to the formation of preventative services during the implementation of the Reclaiming Social Work (RSW) model. Other factors include a wider use of the CAF (Common Assessment Framework) process, less involvement of statutory services and work with borderline CIN (Children In Need) cases which other agencies are becoming more familiar with. There are potentially some 20 children ceasing to be LAC by year end due to adoptions and final care plans becoming Special Guardianship Orders (SGO). As the RSW model takes full effect, numbers are predicted to reduce during 2012/13 as less children enter the system, numbers of children exiting court proceedings on full care orders decreases and more effective use of SGOs, adoptions and rehabilitation plans.

AGENCY & FOSTER PLACEMENTS

Of the 173 children currently looked after, 39 are in agency foster and residential placements. During 2010/11 there was a steady decline in the numbers from 49 to 38 at the end of the financial year. Currently 30 children have been placed off-island for their needs to be met, which is an increase from 21 at the end of 2010/11. During last year, the number of off-island placements was consistently higher than on-island placements although both showed a steady minor decrease throughout the year. It is hoped a recent recruitment campaign for foster carers will impact positively on these figures, however due to timescales required for assessments, it is not anticipated to see any improvements for between 6 to 9 months.

CHILD PROTECTION

The total number of children subject to a Child Protection (CP) Plan over the last year has decreased substantially from 83 in June 2010 to 66 in June 2011. Of the 20 children becoming subject to a plan in Quarter 1 2011/12, 5 were repeat plans (20%) which is a marked improvement over the same quarter last year, with 9 of 21 (43%). Of the 66 children subject to plans, 3 have been in duration continuously for more than 2 years, compared with 4 of 83 for Quarter 1 2010/11. It can take concentrated and protracted efforts to engage parents and test the sustainability of changes made. An analysis of the small number of cases where children have been subject to CP Plans for more than 2 years show that these are particularly complex families and, in some instances, there has unfortunately been an element of 'drift'. This has been directly addressed and it is anticipated that more rigorous approaches to risk management will see the necessary movement on the cases in question. The improvements observed in both of the above areas are due to changes in working practices including clear assessment of risk together with time limited, targeted interventions. In addition, when children are 'de-planned', there is a focus on evidence of sustained changes to minimise the likelihood of repeat plans being necessary in the future.

SUPPORT FOR DISABLED CHILDREN

The number of families of disabled children being supported through personal budgets / direct payments has increased slightly during Quarter 1. This is positive as it represents an increased level of support to disabled children and their families (not an increase in the absolute numbers of disabled children). The 54 families being supported through direct payments include 59 children, compared with 53 families (58 children) at the end of April and May. It is not anticipated that numbers will drop during the next quarter, with trends suggesting an increase until November 2011, when some children are expected to reach the age of 18.

COMMON ASSESSMENTS

An increase in this measure is positive as it represents an improvement in the level of early intervention offered to children and their families. Year to date monthly figures for Common Assessments completed were 31 in April, 26 in May and 60 in June. As the staff become more familiar and knowledgeable of the process, more assessments will be completed. Some of the increases / declines in numbers undertaken on a monthly basis can be attributed to variations throughout the year, including increases during periods of holiday, e.g. there is an observed rise in June.

Reporting period: Quarter 1, 2011-12

Corporate Priority: Supporting older and vulnerable residents

Background: Supporting the most vulnerable in our community, including adults with disabilities or long term health conditions together with the frail elderly, remains a key responsibility for the Isle of Wight Council.

The four main themes that will assist with progressing the transformation process for adult social care services as described in the government's 'Think Local, Act Personal' programme, are:

- Supporting individuals and communities to take more responsibility for themselves and each other so that they are less dependent on public services
- Bringing public sector organisations together to work more effectively to avoid people needing to access intensive high cost services such as emergency hospital admissions or long stay residential care
- Giving people real choice and control over how they are supported
- Strengthening the delivery of social work and care management support in order that both the assessment of and response to need is improved, helping decisions to be made more quickly and better outcomes for the people receiving services are achieved.

Actions Carried Forward:

1. Proposals for determining the futures of the Gouldings and Adelaide Resource Centres were considered at Cabinet on 10 May 2011 and the outline plan was agreed to allow the council to embark on a period of engagement and consultation and further decision to be taken on 14 February 2012.
2. The 10 May 2011 Cabinet meeting resolved to invite the scrutiny panels for Health and Community Wellbeing and Children and Young People to establish a joint working group to look at the issues regarding the rates of hospital admission per 100,000 for alcohol related harm, recognising this is a partnership issue that involves staff and resources from both health and police services. The joint working group would report back to the relevant Cabinet members and the outcomes of that report would be summarised in a future edition of the quarterly reports.

Summary:

Overall performance as at the end of Quarter 1 2011/12

Delivery action for this corporate priority at the end of Quarter 1 is identified and agreed by Directors and Cabinet Members as:

No immediate action required

Risk: It is anticipated the current risk will reduce as restructures and changes to service are implemented and planned actions take effect. The current overall target date for achieving this is 31/05/2012.

Finance: The budgets associated with this corporate priority total £45.7m, and there is currently a £788k underspend forecast. *With regards to the CSR*, although no savings have been achieved to date, it is anticipated, based on savings plans, that the savings targets totalling £2.5m, will be achieved in full this financial year.

Performance: Two of the three performance measures reported are on target, the single area for further attention is around percentage of clients receiving Self Directed Support (SDS) which is anticipated to pickup when eligibility and charging reviews are completed.

Commentary:

The creation of a Community Wellbeing and Social Care Directorate has provided an opportunity to reflect on the varied aspects of life experienced by those people living within the Island's community, helping to focus on the development and delivery of services that will help them to prepare for and manage the various challenges they may meet in the course of their lives, while helping to create environments where they can lead their lives safely and without fear.

Assisting to meet this approach has been the creation of a directorate level plan, which helps to define the joined up nature of what is trying to be delivered through complimentary input across the range of services the directorate comprises. The plan embraces the priorities included in the Corporate Plan, each of which provides an overall set of objectives, including: **Supporting older and vulnerable residents**. The additional level of directorate priorities compliments and supports the achievements of this corporate outcome.

Areas of activity identified in the plan include:

- Ensure there is excellent commissioning which ensures quality provision that results in the best outcomes for individuals and their families:
 - Identify population profile to inform commissioning strategies
 - Involve and consult with key stakeholders to inform strategies and commissioning decisions
 - Work with key stakeholders to identify gaps in the market
- Enable people to organise their own care and support through the use of Personal Budgets wherever possible, giving individuals and their carers the ability to direct their own lives
 - Develop the 'Market Place' on-line portal
 - Whole life disability service (including transition cases)
 - Further develop the 'With Confidence' scheme into priority areas
- Enable people to be supported at times of crisis to maximise their health well-being and independence
 - Investment in Mental Health reablement
 - Appointment of a falls co-ordinator
 - Development of common risk assessment
- Enable adults to maintain their independence and to be actively involved with their communities
 - Increase the number of people accessing reablement (all client groups)
 - Enhanced reablement – pharmacy, physio and further investment in Occupational Therapy
 - A dedicated Care Manager assigned to the Accidents and Emergency Ward seven days a week

The national economic and political environment has imposed challenges on local government at a level not seen in recent times. To support the council's need to find economies in the way services are delivered elements of the approach taken will support the council's corporate priority for: **Delivery of budget savings through changed service provision**. In addition there will be a relationship between the achievements for this priority with the outcomes attained for the priorities associated with **housing and homelessness**.

As a further update to the 10 May cabinet action regarding joint working for alcohol related harm, the recommendation was submitted to the Health and Community Wellbeing Scrutiny Panel on 1 June 2010 and there was agreement to establish a joint working party on this issue. A briefing session for Members is being arranged and relevant stakeholders are being identified.

Performance Overview:

PERSONAL BUDGETS

Personal Budgets (PBs) remain a key outcome requirement in 2011/12. There has been a slight slowing in relation to the total number of clients receiving Self Directed Support (SDS) due to the need to assess all clients against revised eligibility criteria and the introduction of a revised charging policy, which have been prioritised in order to meet the services expected efficiency savings. Work continues to raise awareness of Personal Budgets and the pace is expected to pick up once the current eligibility and charging reviews have been completed.

Performance Overview, continued:

PERSONAL BUDGETS

Personal Budgets (PBs) remain a key outcome requirement in 2011/12. There has been a slight slowing in relation to the total number of clients receiving Self Directed Support (SDS) due to the need to assess all clients against revised eligibility criteria and the introduction of a revised charging policy, which have been prioritised in order to meet the services expected efficiency savings. Work continues to raise awareness of Personal Budgets and the pace is expected to pick up once the current eligibility and charging reviews have been completed.

CARERS' NEEDS ASSESSMENT

Performance for carers' needs assessments appears to be broadly stable over 6 months between 30% and 33%, performance has been good in terms of carers assessments, with further work being undertaken to develop PB assessments for carers during the coming year, as part of the PB programme. Current forecast after Quarter 1 is to exceed the end of year target by two percentage points.

SAFEGUARDING VULNERABLE ADULTS

The Safeguarding Vulnerable Adults (SVA) measure is now being monitored on a monthly basis. The Safeguarding Practitioners have been working with the Care Managers to ensure timely completion of safeguarding cases. There has been progress chasing the referrals and unblocking those that have become difficult to move on, this approach has resulted in an increase in closed cases for this month and improved performance on closure times. There are however, several complex cases currently ongoing which will continue to be open cases until they are resolved and this will impact on the figures.

For further performance, risk and finance information, see detailed supporting paper at <http://www.iwight.com/council/performance/quarter1.asp>

Reporting period: Quarter 1, 2011-12

Corporate Priority: Housing and homelessness

Background: Secure and appropriate housing is one of the most important determinants of quality of life. For this reason it is necessary to ensure that work with both the providers and developers of housing is maintained in an effort to:

- Maximise the delivery of affordable rented housing and low cost home ownership models.
- Meet the needs of those who are unable to buy their own homes and
- Assist those who either through old age or disability need a property that is either designed or adapted to meet their needs.

To achieve this it is proposed:

- That work will be ongoing with partners to bring on stream further developments of affordable housing, with challenging targets set that are intended to meet the needs of the Island's communities.
- To provide advice and support to enable individuals who are frail and very elderly to remain living in their own homes for as long as possible or to facilitate access to housing solutions that meet their physical needs and offer a care support system that is responsive, flexible and affordable.
- To work with providers to provide new schemes and modernise others that will meet the needs of the frail and elderly, applying challenging targets that seek to address this need.
- To continue to work with the private sector to assist Islanders with finding their own housing solutions through the supply of privately rented accommodation, helping those with a need for housing to access this sector of the market where appropriate.
- To bring empty homes back into use, ensuring that the best possible use is made of the Island's existing housing stock.

In addition, it is also recognised that there will be those who despite the employment of the various interventions available will become homeless and require temporary accommodation.

Actions Carried Forward:

1. On 13 July 2010 Cabinet agreed that officers be authorised to investigate new models of affordable housing and prepare a report for Cabinet outlining how new delivery vehicles could be established to increase the provision of affordable housing for Island residents including associated issues with rural areas. A report on this will be presented to Cabinet on 8 November.

Summary:

Overall performance as at the end of Quarter 1 2011/12

Delivery action for this corporate priority at the end of Quarter 1 is identified and agreed by Directors and Cabinet Members as:

No immediate action required

Risk: While the risk status remains 'High', there is confidence that all mitigating actions within the control of the local authority are being applied to potential issues for Housing and Homelessness. This includes cross-Directorate working to support the Pan Housing project.

Finance:

No significant pressures identified at this point in the year. Continued close monitoring of the impact of the homelessness budget will support early indication of any budget pressures. Presently an under spend of £25k is being forecast.

Performance:

A positive performance position is reported for the quarter which correlates with the financial status of this priority. Of particular note is the number of empty properties now reduced by 155 since the last quarter which will support New Homes Bonus funding granted by the government. An area to watch over forthcoming quarters will be the potential impact the proposed capping of Housing Benefit may have both to existing residents and any potential for future inward migration from other parts of England.

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Comments

The creation of a Community Wellbeing and Social Care Directorate has provided an opportunity to reflect on the varied aspects of life experienced by those people living within the Island's community, helping to focus on the development and delivery of services that will help them to prepare for and manage the various challenges they may meet in the course of their lives, while helping to create environments where they can lead their lives safely and without fear.

Assisting to meet this approach has been the creation of a directorate level plan, which helps to define the joined up nature of what is trying to be delivered through complimentary input across the range of services the directorate comprises. The plan embraces the priorities included in the Corporate Plan each of which provides an overall set of objectives, including: **Housing and homelessness**. The additional level of directorate priorities compliments and supports the achievements of these corporate outcomes.

Areas of activity identified in the plan include:

- Improve the quality of life on the Island through the delivery of Housing Strategy and Homelessness Strategy
 - Reducing homelessness through:
 - preventative measures aimed at keeping people in their homes
 - partnership working with Registered Providers and private landlords to increase the supply of affordable rented housing and low cost homes to buy
 - using rent deposits, fix it funds, the find a home scheme and choice based lettings to help prevent Island residents from becoming homeless
- Ensure vulnerable people receive support if required
 - Ensure that more vulnerable people living on the Island live in decent homes
 - Deliver extra care housing units to older people. Work in partnership with a range of partners to deliver units. Develop a new strategic approach to Council landholdings
- Ensure adults maintain their independence and are actively involved within their communities
 - Provide support to vulnerable people to enable them to live and remain living independently
 - Embed existing and new technologies around Telehealth/ Telecare/ Telemedicine
 - ADSL Smartcare (internet connection) integration into equipment links with health/personalisation and independent living
 - Promotion of identified suitable housing and housing options.
 - Promote independent living by the application of disabled facility grants
- Ensure communities are safe, particularly children, young people and vulnerable adults
 - Inspect identified vulnerable resident households and ensure Category 1 hazards are addressed through such mechanisms as Disabled Facilities Grant (DFG).
 - Improve safety of residents living in houses of multiple occupation (HMO) through a proactive inspection regime

The national economic and political environment has imposed challenges on local government at a level not seen in recent times. To support the council's requirement to find economies in the way services are delivered elements of the approach taken will support the council's corporate priority for: **Delivery of budget savings through changed service provision**. In addition there will be a relationship between the achievements for this priority with the outcomes attained for the priorities associated with: **Regeneration and the Economy** and **Raising Educational Standards**. The preventative agenda adopted by the Housing Team continues to reduce the number of people who lose their home and to reduce the number of people living in temporary accommodation.

Performance Overview:

HOMELESS HOUSEHOLDS

The Quarter 1 total of 11 shows a considerable reduction in the number of homeless acceptances, below the forecasted figure for this period and also less than the same period last year. Preventative measures in place by the Family Support Team have been implemented, although enquiries in this area remain high due to current market conditions. The number of households in temporary accommodation has seen a slight decline to a 6 month low of 136, below that of the same period last year. This is in part due to successful “move on’s” being achieved through the HomeFinder scheme. Although a relatively high demand for temporary accommodation still remains where accommodation is provided whilst enquiries are carried out and an on-going difficulty in providing accommodation once a long-term duty to house has been accepted.

SERVICE USERS SUPPORTED

The proportion of service users who are supported to establish and maintain independent living remains well above the target of 90%, although compared to Q1 2010/11 is approx. 3.5 percentage points down. This is against a backdrop of budget reductions to the Supporting People programme and in context of the pressures on the service represents strong performance. This is in part due to tight contract management with providers ensuring a high percentage of clients remain able to sustain independent living.

PROPERTY ADAPTATIONS/MODIFICATIONS

The number of properties adapted/modified to support independent living by the occupier is a new measure for 2011/12 and has substantially exceeded the target for Quarter 1, this figure constitutes handyperson completed tasks and Disabled Facilities Grants (DFG).

EMPTY PROPERTIES

The number of empty properties brought back into use figure is based on the new recording method which reflects the actual position of empty properties monitored on the ‘Long Term Empty Dwellings – Prescribed Class C’ (PCLC) list, maintained by Revenues & Benefits. The PCLC list of properties is how the authority reports back to Central Government on the empty homes situation and changes to this list will then get reflected in any award of the New Homes Bonus funding granted by the government. As of 30/03/2011 the number was 1041 and as of 30/06/2011 the figure was 886 showing a substantial reduction of 155 (year to date). The targets for the year will be reprofiled in quarter two to reflect the new classification and counting methodology.

For further performance, risk and finance information, see detailed supporting paper at <http://www.iwight.com/council/performance/quarter1.asp>

Reporting period: Quarter 1, 2011-12

Corporate Priority: Regeneration and the Economy

The economic context has changed dramatically since the Isle of Wight Economic Strategy was produced in 2008. The current outlook for a number of major national economies is uncertain and doubts remain about the fiscal positions of some European economies. In the short term, forecasters expect exports to drive the recovery, because of the weak exchange rate and stronger growth rates expected outside of the UK. Expectations for growth in consumer spending, a major contributor to domestic output, are currently weak as real household incomes are forecast to contract.

The Island experienced a relatively shallow recession and a quicker return to growth than the mainland. However, the limited trade links with the rest of the UK, which helped to insulate the Island from the recession, could potentially dampen growth when consumer spending and business investment returns to pre recession levels. The Island's output growth is forecast to dip below the region in 2011, reflecting expected reductions in the public sector and the associated impact on the private sector. To 2013, output growth is broadly in line with elsewhere.

In terms of employment growth, forecasts point to a similar picture, with employment levels being maintained in 2010 - falling in 2011, albeit to a lesser extent than in the Portsmouth and Urban South Hampshire (PUSH) area. Thereafter employment growth is expected to be in line with national levels, but slightly below the region and PUSH. The Island's employment growth is anticipated to be sluggish to 2013, reflecting contractions in the public sectors (on which the economy is more dependent than the wider South East) and in manufacturing. Growth in business services is, however, expected to be quite buoyant and greater than elsewhere. Transport and communications and distribution are also forecast to recover well.

The Council's Economic Development Action Plan (2011/12 to 2013/14) will continue to focus on the same key areas of activity as 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. It will look to build on some of the key successes of the past year: -

- Continued support to business and inward investment activities including proactive marketing of the Island as a good place to invest especially to the renewable energy sector
- Completion of a £20m bid to the Regional Growth Fund in conjunction with the private sector, for a major tidal testing facility in the Solent.
- Strengthening relationships with the developers of offshore wind farms in order to exploit supply chain opportunities for local businesses.
- Joint work with business partners to develop an expression of interest to Government for £5m of funding, towards the overall cost (£15m) for superfast broadband installation across the Island.
- Support and for the development and implementation of the Solent LEP as an important component to helping to deliver the business growth and job creation required to grow the Island's economy.
- Delivery, with key partners of a comprehensive marketing campaign in support of the visitor economy.
- The Pan Meadows housing scheme has commenced, which will provide over £175m of private sector investment into the Island economy, with local construction apprenticeships, employment opportunities and trade for local businesses and suppliers having resulted.

Actions Carried Forward:

On the 10 May 2011, Cabinet agreed that a report is presented to Planning Committee outlining the learning points for both members and officers as a result of the appeals allowed against decisions to refuse planning applications. **Note:** *An end of year report (2010/11) on the outcome of planning appeals was presented to Planning Committee on 24 May 2011.*

Summary:

Overall performance as at the end of Quarter 1 2011/12

Delivery action for this corporate priority at the end of Quarter 1 is identified and agreed by Directors and Cabinet Members as:

**No immediate
action required
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Summary (continued):

Risk: Whilst the strategic risk score remains high, continued mitigating actions are in place and it is clear that the authority is managing those areas within its direct control well. There is a need to update the risk reported in light of reduced public sector investment and the impact on the local economy.

Finance: No financial pressures identified at this point in the year.

Performance: Outcomes reported for the first quarter are all very encouraging with the majority of targets having been achieved. In particular, strong performance results for contact with investors and business development are forecasting a positive end of year position.

Commentary:

At the end of Q1 the number of people out of work and claiming Job Seekers Allowance (JSA) was 3.1% (2,657 people); this compares favourably with the GB average of 3.7% but is not as good as the 2.5% for the south east. It is a big improvement on the 2010/11 Q4 figure of 4.2%. Some 900 people came off JSA in the quarter as the bulk of the Island's seasonal jobs started to become available.

In Island business survey for the quarter businesses reported improved trading conditions although some sectors are performing better than others. Overall, orders and sales won by businesses are up with the greatest increase reported in manufacturing and finance firms. Companies remain optimistic about their own businesses prospects over the next 12 months but are less so about the Island as a whole.

In this quarter the Council has:

- Submitted a further bid for Regional Growth Fund to Government for the establishment of a tidal energy test centre
- Submitted a new bid to the Regional Growth fund for £1m of funding in support of the visitor economy
- Submitted a bid to for European Regional Development Fund for funding to developing a centre of expertise in renewable energy technologies

Planned initiatives and activities for 2011/12 intended to support successful outcomes to the associated priorities outlined in the Corporate Plan, include:

- **To increase the economic value of the visitor economy by enabling the tourist industry to have greater control of the tourist product as a whole -**
 - Through identification of the options leading to the establishment of a private sector led Destination Management Organisation (DMO) for tourism in shadow form.
 - Through the creation of a tourism development and marketing strategy in the context of the emerging DMO, that aligns with the wider economic strategy for the Island.
- **To improve the economic well being of the Island with a particular focus on supporting the Green Economy**
 - By effective delivery of the Economic Development Action Plan ensuring its alignment and influence over the activities of Solent LEP and PUSH
 - Develop and implement an exit strategy for the end of the economic development service contract to ensure effective knowledge transfer and sustainability in the delivery of the service
 - Ensure the alignment of the Council's sustainability activities with the economic development strategy to make an immediate impact on the carbon reduction and economic development agendas

Performance Overview:

'ISLANDBREAKS' WEBSITE

The number of hits on the islandbreaks website is slightly under the expected figure for the first quarter. However, the first two months of the quarter saw an excellent number of hits on the website with a 34% increase on April figures last year. This may have been due to the success of the marketing campaign, the double bank holiday (which included the royal wedding) and the good weather. Overall, there has been a 13% increase in the number of unique visits to the islandbreaks website compared to the first quarter last year. It should be noted that the targets for this year were set at five percent above last years targets despite the fragile visitor economy.

POTENTIAL INVESTORS RECEIVING SUPPORT

With regard to business on the Island there are seven potential investors receiving support which is higher than anticipated. The majority of these are operating in the renewable energy sector. Isle of Wight Council (IWC) has made a good number of face to face approaches to potential investors during the first quarter through attendance at exhibitions. At the major Offshore Wind event in Liverpool, IWC were able to make the case for the Island as a base for operations and maintenance functions for the proposed Eneco wind farm called Navitus Bay off the Hampshire and Dorset coast. The completion of the new Vestas research and development facility and the continued success of South Boats in manufacturing wind farm service vessels enable IWC to be very positive in our promotional activity at the moment.

ADVICE AND GUIDANCE TO BUSINESSES

IWC continue to offer advice and guidance to a variety of local businesses in conjunction with its partners although this needs to be monitored as SEEDA, Business Link and the Solent Business Innovation and Growth Team are closed down over the coming months. The Council held a Business Breakfast event in May which included round table discussions based on local economic priorities and increasing levels of collective working with the local business community.

FUNDING BIDS

Following the unsuccessful bid for RGF Round 1 the Council has submitted two bids for Round 2. The first is a revised Solent Ocean Energy Centre (SOEC) proposal which focuses on achieving the necessary consents required to undertake the development of the tidal energy facilities. The £1.2m sought could lead to over 5,000 jobs and £1.5b investment in the UK economy. The second bid to set up a 1.3m fund to support investment in tourism accommodation across the Island. Businesses would have to match fund any scheme with the intention of improving the quality of facilities.

The Council has also submitted a bid to ERDF for £1m funding to support the establishment of a business support organisation for the off shore energy sector. The bid has won support to progress to stage 2 of the selection process where more detailed plans are now being developed in discussion with the island businesses.

For further performance, risk and finance information, see detailed supporting paper at <http://www.iwight.com/council/performance/quarter1.asp>

Reporting period: Quarter 1, 2011-12

Corporate Priority: Highways PFI Programme

Background: The condition of our local roads has remained one of the key concerns for Island residents, as expressed through past resident surveys. To address this, the council has progressed a Highways Private Finance Initiative bid to secure a non-repayable government grant which, when combined with council's own contributions will deliver a 25 year programme of highway refurbishment, maintenance and operation, providing significantly improved service to road users

The PFI is considered an essential part of the Authority's on-going delivery programme as set out in the Local Transport Plan. Sitting alongside other parallel schemes and initiatives, the programme is anticipated to provide for safer roads, while improving travel choice through improved efficiency and effectiveness. In addition, it is anticipated to offer wholesale benefits to the public realm, local economy and community through regeneration and re-development. The procurement process for the appointment of a service provider is now well underway and the council will be aiming to invite final tenders at the beginning of 2012, with the following delivery milestones:

- A 'preferred bidder' selection spring/summer of 2012;
- Financial close in the winter of 2012; and
- Start of works in the spring of 2013.

Actions Carried Forward:

1. The Cabinet Member for Highways, Transport & Waste presented a report to Cabinet on 10 May 2011 regarding the funding arrangements for the Highways PFI project following the Department for Transport's approval of the revised grant allocation of £262m (NPV) terms (or £487m in cash terms), together with an update on the progress of the project.

Summary:

Overall performance as at the end of Quarter 1 2011/12

Delivery action for the corporate priority at the end of Quarter 1 is identified and agreed by Directors and Cabinet Members as:

**No immediate
action required**

The Highways PFI programme needs to be continually subject to its current high level of issues continuing to being escalated to the Project Board, the Member Review Board and the Directors on a regular basis. More detailed reporting to Cabinet on a quarterly basis via this report enables greater project transparency and wider engagement with the public with the activities at each stage of the programme.

Risk: The Highways PFI programme has an extensive Risk register, which is updated after each of the procurement stages. The Risk register is reviewed by the Project Director, Project Board and the Member Review Board and proposed mitigation actions are agreed as part of the delivery programme. At present, all identified risks are being managed well and there are no "red" risks, subsequently no further information has been included with this quarter's report.

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.

Project Milestone Update: Discussions with the Department for Transport (DfT) were concluded successfully and final grant profile has now been agreed. The ISDS Stage dialogue was closed in April and submissions from the three bidders were received on 9 May 2011. Evaluation of the ISDS bids is currently in progress.

Project Milestone Updates

Reporting Period: Quarter 1 2011/12

Milestone	Programmed Date	Actual Date
Issue Invitation to submit detailed solution (ISDS)	November - 2010	01 November 2010
Issue Invitation to submit refined solution (ISRS)	August - 2011	01 August 2011
Issue Calls for Final Tender	December - 2011/January 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:

ISDS DIALOGUE & EVALUATION

A revised set of Technical, Financial and Legal documents were released at the end of January 2011 to reflect the reduced affordability and took into account reduced upgrade and maintenance standards, some relaxation on legal requirements and risk share position. As a result, the council had to extend the ISDS stage dialogue by 3 weeks. Discussions with the Department for Transport (DfT) were concluded successfully and final grant profile has now been agreed.

The ISDS submissions were received on 9 May 2011 containing large volumes of documentation supporting the technical, financial and legal requirements. Specialist teams conducted a detailed evaluation of the submissions and reported to a Peer Review Team each week. The Peer Review Team provided challenge to the evaluation before agreeing a final score for the individual sections. The evaluation process quantified the attempted level of risk transfer from the Authority's base position and risk-adjusted each of the bidders bid prices accordingly. The revised risk adjusted price was taken as the ISDS stage bid price and was be used in the final evaluation.

The Peer Review Team took a final over-view of the three bids and our evaluation and following this over-view meeting the council have held individual clarification meetings with the three bidders before the final evaluation scores were determined. A Project Board and a Member Review Board were held at the end of this process to formalise the evaluation and agreement to issue the Invitation to Submit Refined Solution (ISRS) was obtained.

PROGRESS TO ISRS

The Council could have de-selected a bidder at the end of the ISDS stage, however decided to take all three bidders to the ISRS stage. A series of ISRS plenary sessions took place during the week commencing 25 July 2011 to provide feedback to the bidders and set out the areas of concerns that need to be refined to the Authority's satisfaction before closing ISRS dialogue.

Despite delays in the ISDS stage, the council plans to recover some of the time lost and commence ISRS in August by maintaining a very tight evaluation schedule. The ISRS timescale also needs to be extended to reflect the number of areas that are emerging as key concerns in the ISDS submissions; it is therefore planned to extend the ISRS stage to the end of December 2011. The financial close is still planned for November 2012.

PROGRAMME

The dialogue timescales are intended to be flexible within the overall key milestones to ensure that all key issues are addressed before contract. The council have therefore flexed the ISRS timescales to reflect the need for additional dialogue sessions.

For further performance, risk and finance information, see detailed supporting paper at <http://www.iwight.com/council/performance/quarter1.asp>

Reporting period: Quarter 1, 2011-12

Corporate Priority: Waste Strategy

Background: The council's Integrated Waste Management Contract terminates in October 2015 and it is anticipated that the council's landfill site will be at capacity at or around that date. Other treatment and sorting facilities belonging to the council or third parties will also be in need of reinvestment.

The council now needs to review existing arrangements and evaluate all available options and technologies. This provides an opportunity to position the Isle of Wight for future waste management challenges with the aspiration for the council to be a leader in sustainable municipal waste management and reduce residual waste to landfill to a minimum.

Plans for the future treatment and disposal of municipal waste are now needed through:

- Developing a waste management strategy
- Re-letting the waste management contract
- Constructing a new landfill facility
- Developing/re-developing waste treatment facilities

The development of a long term waste strategy has commenced, intended to inform the strategic objectives and options for the next waste management contract. The strategy will determine how waste will be treated over any future contract and the need to respond to changes in the market place, legislation and public attitude.

Actions Carried Forward:

On 21 June 2011, Cabinet agreed that waste collection arrangements will change with effect from 30 January 2012. These changes include increases in recyclable materials collected fortnightly in wheelie bins, weekly collection of food waste only and a fortnightly general waste collection.

Summary:

The Waste Strategy project is currently under complete review by the PFI Programme Director. This review includes a thorough refresh of the project risk register and discussion regarding budgetary provision to implement an effective project that will deliver the required outcomes for this priority.

Due to this, the Quarter 1 report for the Waste Strategy priority will not detail the high level project risks or budgetary position. The focus of reporting will be a progress update of the project milestones and the in-year operational performance of Waste Management. A more in-depth report with associated analysis will be made available in Quarter 2.

Overall performance as at the end of Quarter 1 2011/12

Delivery action for this corporate priority at the end of Quarter 1 is identified and agreed by Directors and Cabinet Members as:

Update to be provided in the next quarterly performance report to Cabinet

Operational Performance:

Introducing the new waste collection service by February 2012 will be the primary focus of the Waste team for 2011 /12.

The performance of the Waste Service is measured on the volume of waste sent to landfill and is impacted by landfill tax and to the government 'Landfill Allowance Trading Scheme' (LATS). Under the current arrangements, the levels of costs incurred by the authority are very much dependent on the operation of the gasification facility which has been less than consistent. The new collection service being introduced next year reduces the council's dependency on this plant to divert waste away from landfill.

Project Milestone Updates

Milestone	Programmed date	Actual Date
Landfill Application		
Design Freeze	May 2012	
Draft Application Consultation	Jun 2012	
Final Environmental Impact Assessment (EIA) Statement	Jul 2012	
Final Draft Planning Application to Isle of Wight Council	Aug 2012	
Submit Planning Application	Aug 2012	
Waste Strategy		
Mass Flow Model sign off	Jul 2011	Jul 2011
High Level review sign off	Aug 2011	
Landfill Allowances & Trading Scheme (LATS) Strategy	Aug 2011	
Final Options Appraisal Report	Oct 2011	
Final Procurement Strategy Report	Oct 2011	
Final Draft Strategy	Dec 2011	
Members and Public Consultation	Apr 2012	
Final Strategy to Cabinet	May 2012	
Procurement		
Official Journal of the European Community Notice published	Oct 2012	
Pre-Qualification Questionnaire (PQQ)	Jun 2013	
Invitation to Submit Outline Solutions (ISOS)	Nov 2013	
Invitation to Submit Detailed Solutions (ISDS)	Sep 2014	
Invitation to Submit Final Solutions (ISFS)	Jun 2015	
Appointment of contractor	Aug 2015	
Contract Mobilisation	Nov 2015	

Milestone Commentary:

LANDFILL APPLICATION

Surveys - Ecology Survey work has been commenced at the landfill extension site.

The Ground Investigation specification is under review by the Environment Agency, Natural England, IWC Environmental Health and IWC Planning Department. Tenders are expected to return at the end of July.

The Topography Survey is being procured through a framework agreement. Other surveys that are required to support the planning application are:

- Air quality
- Noise
- Odour
- Archaeological
- Photo-montages
- Tree Condition
- Traffic Count
- Possibly a Habitats Regulation Assessment

Milestone Commentary, continued:

WASTE STRATEGY

A draft introductory report has been produced for the purpose of informing the production of the IWC Waste and Procurement Strategy. It includes information on the current situation in terms of contract set up and waste arisings and includes drivers that must be considered for the updated strategy and draft objectives for the future management of our waste.

Stakeholder Management - A Stakeholder Management and Consultation strategy is currently being developed. The following activities are either completed or planned in the next few months:

- Face to face meeting and hand delivery of letters residents – to make them aware of the future planning application and a letter requesting their permission for ecological surveys on their land – May 2011.
- A Members' Information Session – planned for early September 2011.
- A County Press article outlining the process for delivering the Waste Strategy and future landfill application and inviting residents to join the stakeholder group – planned to follow the Members Information Session.
- Project Board – 31 August
- Member Review Board – 31 August
- A dedicated website within Iwight.com - early Sept 2011

Methodology for Options Appraisal

- The detailed development of a contract letting strategy addressing two key issues of how to combine/separate the contracts for maximum benefit to the Council together with estimated costs and funding options will be considered as part of the options appraisal.

Performance Overview:

RECYCLING

The figure for household waste sent for re-use, recycling and composting has been consistently below target since May 2010. In quarter 1 of 2009/10 performance was 38.65%. This figure fell to 32.2% in 2010 and is now at 29.7%. Following a consultation exercise, the Cabinet agreed on 21 June 2011 that the waste collection arrangements be changed with effect from 30 January 2012. These new arrangements will increase the types of waste that residents can recycle from the current arrangement of glass bottles and jars, some types of papers and textiles to glass bottles and jars, all paper, all plastics, cardboard and metals. A commercially operated garden waste wheelie bin collection service will be introduced where residents can pay the contractor an annual subscription for a fortnightly collection of biodegradable garden waste for composting. This should help to improve performance in this area, however, the full effects of this may not be seen until the next financial year.

LANDFILLED

The gasification plant was closed for two weeks during May and three weeks during June due to mechanical faults. As a result floc fuel was landfilled during May and June. Most of this fuel was used in engineering works on the landfill and was therefore exempt from payment of landfill tax, reducing the financial impact on the authority. However this waste is still reported as landfilled for the purposes of LATS and the percentage of municipal waste landfill (NI 192). The annual Landfill Allowance Trading Scheme (LATS) target has reduced from 26,828 in 2010/11 to 23,468 tonnes in 2011/12. However the council also has 3529 LATS which have been carried forward from last year bringing the total allowance to 26,997. The end of year forecast figure for the tonnes of biodegradable waste sent to landfill is the worst case scenario.

For further performance, risk and finance information, see detailed supporting paper at <http://www.iwight.com/council/performance/quarterl.asp>