

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

A1

Reporting period: Quarter 1, 2012-13

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: Since the five strategic risks associated with this corporate priority were reviewed and presented to the Audit Committee in February, they have continued to be managed at the directorate level and with heads of service. The five strategic risks assigned to the 'Delivery of budget savings through changed service provision' priority are:

- (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 with achievement of above target net savings. Currently, spend on transformation for the current financial year is on track, although any signs of over or underspends would be more likely to be recognised later in the year.

Fire & Rescue service: The Fire & Rescue Service revenue budgets are forecast to overspend by £117,740 by the end of the financial year for which a remedial plan is being developed.

The relocation of Fire Control is funded by £1m Communities & Local Government (CLG) grant and is split equally between revenue and capital. It consists of improvements to ICT and infrastructure. This project is on track as planned.

The capital programme, which includes purchasing two rescue pumps this year and relocating Fire Service HQ

Summary

to Newport Fire Station, is on track as planned.

Performance: The overall performance position for quarter one is very encouraging with the majority of measures meeting or exceeding targets. Robust financial management has underpinned the Council's activity to adapt to the ever changing economic climate. This is best reflected in the continued achievement of budget savings as well as excellent capital expenditure against profile.

The main area of under-performance is the development of online contact and transactions, where the interdependency on project and staff resources has made the achievement of targets extremely difficult. However, the gap between actual performance and target performance in this area has been narrowed considerably during this quarter.

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 (see priority report A4).

[Link to quarter one data report](#)

Performance commentary

Budget savings and financial performance

The first quarter performance for the '*value of capital expenditure compared to profiled budget*' has been good with 98% of the profile being achieved. Significant work has been undertaken re-profiling the spend in year and ensuring that accurate data is available, both for monitoring the delivery of the capital programme and managing the council's cash flow.

The '*value of identified savings*' is estimated to be ahead of target for this quarter. This includes the full year effect of the savings targets in 2011-12 and the new savings strategy for 2012-13. This demonstrates a continuation of the thorough budget management processes employed throughout the previous year and any progress will be closely managed by the Budget Review Board. It is anticipated that the savings achieved in 2012-13 will be close to the target of £7.2m. The Council will continue to look at other options for savings such as vacancy management, contract reviews and supplies & service reviews to bolster the in-year savings.

The '*percentage forecast revenue income (fees and charges) compared to budget*' is presently forecast to achieve 96.6% of target. The shortfall is estimated at £470k and relates primarily to the Heights, due to the facilities improvement works, and to an impending change to the pricing structure of Wightcare.

For the '*percentage of predicted revenue outturn (net cost of services) compared to budget*', a performance rate of 98.6% was reported, which exceeds the target set at the beginning of the financial year.

Online transactions

There has been a marked improvement in the '*% of transactions completed on-line compared to telephone / face to face*', although the 33% (up from 17% in the previous quarter) reported is still below the target of 40%. The performance is still suffering from the effects of the Concessionary Bus Pass form which is high volume and has had no promotion of the online options. This area will be addressed by 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 progressed well in this quarter with 401 transactions possible, which is in excess of the target of 380.

The '*Percentage (%) increase in completed online transactions compared to same quarter in last year*' is 43%. During the quarter there were 5090 transactions compared to 3544 in the corresponding quarter last year. This represents excellent progress. The targets for this measure have taken into account seasonal variations and it is predicted that increases in transactions taking place online will be greater in the second half of the financial year.

Shared Services

In this quarter the '*Percentage of all enquiries resolved at first point of contact by Contact Centre*' has been consistently above its target of 80%. In June over 40,000 calls were received with 86.7% being resolved at the first point of contact. Maintaining this level of performance will result in the end of year target being comfortably

Performance commentary

exceeded.

This year the 'Average time taken to answer a call (in seconds)' by the Contact Centre will be monitored. That target is currently 90 seconds which is based on 90 calls being received every half hour and with an average call length of 240 seconds, although this will be reviewed throughout the year. A total of 40,173 calls were received in June, with an average speed of answer of 81 seconds.

County Hall Remodelling

The County Hall project remains slightly ahead of schedule with 63% completed against a target of 62.8%. Works on Floors One and Five have been completed as well as more than half of Floor Four. Building work is currently concentrated on Floors Three and Four both of which are scheduled for completion in early September 2012. The project continues to be closely monitored via the Transformation Steering Group meetings chaired by the Director of Resources.

Buildings

Contracts were exchanged for two schools: Whippingham Primary School, completion due end of July 2012, and Greenmount Primary School. The reduction in the number of council buildings is now monitored on a monthly basis by the Transformation Steering Group meetings chaired by the Director of Resources.

Employee numbers

Since the end of August 2010, there has been 209 compulsory redundancies, 106 voluntary redundancies, eight efficiency retirements, and a further 10 staff having been redeployed and their posts removed. The total of 333 includes 31 senior managers.

The total number of people employed by the council has fallen by 542 (407.5 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.

These figures are as at the end of April 2012.

Sickness Levels

Whole council sickness levels were lower than the anticipated target of 2.1 days at the end of Quarter 1, with an average of 1.67 days lost due to sickness per permanent employee. Previously it has been normal for the figure to be disproportionately affected by sickness levels in schools, but this was not the case this quarter. With the schools data removed, the sickness average increased by a marginal amount to 1.72 days lost per permanent employee.

Fire & Rescue Service

Accidental dwelling fires

Within the quarter, accidental dwelling fires in domestic dwellings were considerably below target. This is due in part to the continued advice given to residents through Home Fire Safety Checks. There is also a greater awareness of other problem areas such as metal theft, which includes theft from electricity boxes, causing dangerous situations. The target for the quarter was 21, with an actual of 17, the year-end forecast of 68 now well below the target of 84.

Primary fires

There were 16 primary fires during May, within the target of 18 for the month. The overall figure of 42 for the quarter was well within target of 54. The end of year forecast is 168 compared to the target of 215.

The Community Safety Department's attendance at events is at its peak during the summer months and is an opportunity to promote fire safety within the community, and answer questions they may have. Closer working with the police and identifying early fire setting will also prove beneficial with reducing the rate of instance for this type of fire.

Road traffic collisions

The measure is reported on a three month lag with January data reported in April. The 38 serious casualties within the quarter make the forecast 76, which is below the end of year target of 80 and last year's figure of 95. Close scrutiny of the collision data throughout the coming year will allow for specific campaign work with a view

Performance commentary

to determining the best way of approaching Road Traffic Collision reduction, through either: Education; Enforcement or Engineering, together with continued multi agency working in education through the Road Safety Forum.

While safety education will continue to focus on periods where there have been high instances of collision, there will also be long term education through our Schools programme. On 6 July 2012 the Service recognised the National Road safety day with promotion through the media and a road show.

Number of children killed or seriously injured in RTCs (Under 18 years of age)

This has not been reported to cabinet previously, but data has been collected regularly and as with the measure above, a cumulative figure is reported on a three month lag. Over the quarter there were six serious casualties recorded involving young people under 18, with none reported in April (Jan) and only three in each of the following two months. A revised lagged forecast of 12 has been given against a target of 16 and compares with an outturn of 10 last year. The outturn for the actual year April 2011 to March 2012 was 15 compared to target of 16.

The Community Safety Department will continue to work with Highways and Police on reducing these accidents. Bikeability training is now being provided. This and the continued pedestrian training with young children are considered to help develop better road awareness amongst young people, helping to further reduce the instance of accidents occurring. In addition there is an intended focus on pedestrians, cycling and seat belt wearing each seen as areas which may have a positive impact on these figures. It should also be noted that Road Traffic Collisions involving buses and coaches can increase these figures dramatically.

Response Times

Over the quarter there were 12 failures from 128 critical incidents, giving a success rate of 91% against a target of 80%. The number of incidents included for this calculation is roughly doubled from the previous year due to new definitions of critical incidents from Surrey Fire and Rescue Services. This is considered to help make the measure more robust.

Wider context

Greater Town Hall transparency

As outlined in the Localism Act and due to take effect from the beginning of July 2012, new rules to replace the Standards Board are due to be introduced, requiring councillors to declare their financial and trade union dealings on a publicly available register. These new rules are intended to increase transparency in public life. Deliberate failure to declare interests has the potential to result in a criminal conviction. It is hoped that the new rules will remove some of the issues the Standards Board regime brought and help to encourage people to become more willing to whistle-blow or be critical of waste and inefficiency in local government.

Source: Department for Communities and Local Government, 28 June 2012.

Community Right to Challenge

Introduced by the Localism Act, the Community Right to Challenge provisions came into effect from the end of June 2012. These provisions allow groups from a range of social backgrounds including voluntary and community groups, parish councils and local authority group staff to express their interest in taking over and running local services. A website has been set up that provides practical help and guidance.

In addition a range of specialist support is now in place to assist these groups, including a website that provides practical advice and guidance, together with a three year support programme worth £11.5m through a partnership comprising The Social Investment Business in partnership with Locality and the Association of Chief Executives of Voluntary Organisations. The programme will include a dedicated advice phone line where support and information will be available together with grants to help groups to use the new right and bid to run local public services.

Source: Department for Communities and Local Government, 27 June 2012.

Fire and Rescue

On 18 July 2012 Council approved '*ensuring communities feel safer...*' the new Integrated Risk Management Plan 2012-2015, which is intended to help enable the fire service to target resources to high risk areas. The main purpose of this integrated risk management plan is to ensure that the fire service and its partner organisations, 'work together to prevent incidents occurring by protecting the natural and built environment to ensure they are safe from fire, or during a fire to provide quick and efficient means of escape, and that our response to incidents is fast'.

Performance commentary

A further paper is going before Cabinet in August concerning the disposal of St Nicholas House and transferring Fire Head Quarters to Newport Fire Station, intended to provide for substantial savings.

Reporting period: Quarter 1, 2012-13

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 the 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 21 August 2012, to be followed by a period of formal consultation
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 21 August 2012 meeting. This is to include details on persistent absence.
3. That the Quarter 2 report includes information on exclusions and persistent absence by year group and whether the pupil is a looked after child or has a statement of special educational needs. The report also to identify those schools that have not met the new 85% threshold for persistent absence.

Summary

Status: Amber

Risk: Risk data has remained unchanged from the previous quarter. A full risk review was undertaken early in the quarter as part of the business planning process, but the risk scores across all levels of educational attainment remain high (red 12). The target risk scores indicate that levels of educational standards remain an important priority of the council and will continue to receive high levels of scrutiny.

Finance: The budget funded by the Local Authority is currently predicted to overspend by £12,641 due to some unexpected additional staffing costs, but work is currently being carried out to identify savings, which will cover this overspend.

Performance: Performance has been mixed during the first quarter with NEET (young people Not in Education, Employment or Training) measures continuing to achieve targets and temporary exclusions from school also being within target. Sadly this is not reflected in the performance regarding permanent exclusions. Irregular provision of data through the reporting stream continues to be a problem.

[Link to quarter one data report](#)

Performance commentary

Exclusions and Attendance

During the first quarter, the *'number of temporary exclusions – all schools'* was 221, just within target of 225. This compares with 182 for the same period last year (Q1 2011/12) and 216 for Q1 2010/11. This suggests an end of year out-turn similar to that of 2010/11 of approximately 760, against an end of year target of 825.

The *'number of permanent exclusions – all schools'* reported for Quarter One is 11 against a target of two, which is significantly above the end of year target of nine and previous end of year figure for 2011/12 of seven. Of the 11 reported, 10 occurred in Secondary schools and one in Primary schools.

Performance commentary

A separate report on persistent absence and permanent exclusions is included in the August cabinet reports.

Not in Education, Employment or Training (NEET)

The June 2012 data indicated that there were 181 (4.5%) young people aged 16-19 to be „Not in Education, Employment or Training“ (NEET). This compares to 242 (5.59%) young people who were NEET in June 2011.

This outcome has been achieved despite a climate where jobs for this age group are scarce. The number of „not known destinations“ in June 2012 was 400 (8.6%) which is slightly higher than for the previous month - 371 (7.9%), and higher than that reported in June 2011 – 298 (6.2%). The Education Participation Team is continuing in their efforts to contact the full cohort of young people, and in so doing to reduce this number daily.

- The Education Participation Team are also running the monthly “Real Opportunities Now” (RON) programme which involves those disengaged young people who are NEET, in challenge & adventure activities, coupled with tasters on what opportunities are available to them in the world of employment & training.
- A second employment pathway “Get Ready2Work” was run, in partnership with Jobcentre plus, IW College and UKSA. Five young people took part, either obtaining employment or going back into training. Another such event is planned to be run in October 2012.
- Hospitality Training Partnership (HTP) offer flexible tailored programmes for NEET young people, through the European Social Fund (ESF), which allows young people to look at employment and training opportunities in a supported programme and 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 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 three post 16 providers are now more flexible allowing programmes to be tailored for the individual’s needs as well as providing more flexibility with start dates. This gives young people a better opportunity to progress into a positive destination in education, training or employment.
- The Council’s pre-apprenticeship scheme now offers support for Small to Medium sized Enterprises (SME’s) through the Work Based Learning Providers, with places for just over forty 16-18 year olds registered as NEET. The programme has received a lot of interest from both young people and employers, with more than two thirds of the places filled and the possibility of additional funding to increase the number of places to just over 60.

This month also saw the launch of the local apprenticeship scheme to support over 120 young people. This scheme supports local SME’s and mirrors the national scheme to provide additional funds to support the local employers.

Wider context

Councils’ role in education

The Local Government Association and Department for Education recently published a report based on research into councils’ role in education. The purpose for the report was to explore how local authorities were evolving and adapting their roles to meet the needs of a more self-governing education system, focusing on nine local authorities the selection of which was based on criteria intended to ensure a broadly representative sample. The core focus for the research was on three core responsibilities of the local authority in education: ensuring a sufficient supply of school places; tackling underperformance in schools and ensuring high standards, and supporting vulnerable children. The report demonstrates that councils are working well with local schools to meet the challenges of school place planning, school improvement and supporting vulnerable children in a more independent school system. (Source: Local Government Association, 3 July 2012)

Special Educational Needs

Under new government plans that form the biggest reform of Special Educational Needs for 30 years, parents are due to be given the power to control personal budgets for their children with severe, profound or multiple health and learning difficulties. This will mean a potential switch from the Local Authority being the sole provider to the parents being able to choose the expert support they consider right for their child. At the same time changes will also enforce education, health and social care services to have to plan together by law, meaning that when children are assessed parents will be assured they will get full provision to address their children’s needs.

Wider context

(Source: Department for Education, 15 May 2012)

Supported internships for young people with SEN

A new government programme due to be introduced from this autumn, is intended to help young people with special education needs (SEN) get intensive support into long term paid employment, and by providing them with work experience help to boost their confidence and become more independent.

A trial of supported internships will be held at 14 colleges around England for young people aged between 16 and 25 who have complex learning difficulties or disabilities. Backed by £3 million funding from the Department for Education the trials will test a study programme for supported internships that could be adopted by all further education colleges from September 2013.

(Source: Department for Education, 28 June 2012)

Bullying

In June, Ofsted published a report that looked at what schools can do to create a positive school culture and to prevent and tackle bullying. Two areas were highlighted as important aspects of the survey employed; a focus on the pupil's own experiences of bullying and an understanding of bullying and its effects. It was suggested that the training for school staff was important in helping to prevent and tackling bullying, but that this training needed to broaden its scope and include the range of bullying that could occur in order to help improve the confidence of staff with tackling all types of incident.

(Source: Ofsted, 19 June 2012)

Reporting period: Quarter 1, 2012-13

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

There are no actions to carry forward.

Summary

Status: Green

Risk: Following a review of strategic risks as part of the business planning process, the risk relating to this strategic priority has been revised, with the risk score reduced from red (13) to amber (10). However, planned actions continue to be implemented to ensure the risk of abuse continues to be mitigated.

Finance: Against the £13.5m budget attributable to this area, a small underspend of £152k is forecast for 2012-13 (1.13% variance).

There are no significant pressures at this stage across the service including Children's placements, where continued reductions in placements over the last year or so, is the main contributor to the forecast underspend position.

Performance: The overall performance in this area continues to look very healthy, further justifying the introduction of the Reclaiming Social Work model. The majority of indicators have met or exceeded their targets this quarter and where they have not, they have only underperformed by a maximum of 2%

[Link to quarter one data report](#)

Performance commentary

Referrals to Children's Social Care

At the end of the first quarter, 14.1% of referrals to children's social care were repeat referrals within the last 12 months, this compares with a target of 18% or below. This figure is also favourable when compared to the same period last year at which point 21% were repeat referrals, which suggests that the support system in place when cases are closed is working. The end of year outturn for 2011/12 was 18.9%, which represented 122 referrals out of a total of 644.

Looked After Children

During 2011/12, good progress was made in reducing the number of Looked After Children (LAC) from 179 to 160 in March 2012. The service aims to continue this improving trend with an end of year target of 148 for 2012/13. During Quarter One the number of children in care has continued to decrease (148 as of June 2012 against a target of 158), due to planned moves out of care by the LAC Units. The current challenges include ensuring a sufficiency of in-house foster placements for teenagers and holding residential providers to account for outcomes for the children and young people placed in their care.

Agency and Foster Placements

The number of Looked After Children (LAC) in agency foster and agency residential placements has been reduced steadily throughout 2011/12, providing an excellent basis to continue this trend into 2012/13. During

Performance commentary

Quarter One, the number of placements has been further reduced from 27 (2011/12 year end position) to 24 as of the end of June against a target of 28. Currently, of the 24 placements, eight are agency (three are off Island) and 16 are residential (11 off-island). In addition to this, there are five residential placements at Beaulieu House.

The demand for parent and child agency placements has been increasing. These requests are often court directed. The fostering service continues to be successful in recruiting new carers to meet the demands of the service and to develop a close working relationship with the LAC units to return young people to local authority provision. This should continue to have a positive impact on the number of requests for agency provision.

Child Protection

The *'numbers of children becoming subject to a Child Protection Plan for a second or subsequent time'* for Quarter One was reported as 5% against a target of 10%. This had risen slightly compared with the previous two quarters where none of the children becoming subject to a Child Protection (CP) Plan were repeats. Although a reduction in the number of repeat plans is desired, as it demonstrates successful initial support, there are inevitably cases where repeat plans are necessary. The current forecast reflecting quarter one performance is 5%, within the target of 10%.

The *'numbers of children subject to a Child Protection Plan continuously for two or more years'* was reported as 3.1% for Quarter One against a target of 2%. Although this is slightly above target, it is within tolerance and represents two individuals. The current forecast reflecting quarter one performance is 3.1%, slightly above the target of 2% but within tolerance. Whilst having fewer children on CP Plans lasting two or more years is better, it is recognised that it is necessary for some CP Plans to last longer than two years and a zero percentage is not expected.

Support for Disabled Children

The *'number of families of disabled children who are being supported through direct payments'* at the end of Quarter One was 49 against a target of 50, an increase of three since the end of the last quarter. This is in contrast to the decline in numbers reported throughout the second half of 2011/12. Early indications suggest this increase will continue into Quarter Two, with an end of year forecast on target of 60.

Common Assessments

At the end of the first quarter, the total number of Common Assessments (CAF) completed was 114, exceeding the target of 112. The first two months of the quarter yielded around 30 per month. However, there were 54 additional assessments in June to bring the number back on target, which is comparable to the 117 completed for the same quarter last year. The CAF co-ordinators are continuing to support partners through training and support to build on increasing numbers specifically targeting those areas / schools where there is a limited take up. The end of year outturn for 2011/12 was 386 against a challenging target of 450, which has been carried forward into 2012/13, matching the continued aspiration to raise the profile for these assessments. In future the intention is to use a *'distance travelled tool'* to measure the progress made by families which are subject to a CAF, but this needs the collaboration of other partners to deliver.

Wider context

Troubled families

The Department for Communities and Local Government recently advised every eligible council had agreed to run the Government's Troubled Families programme in their area. It was suggested that the response rate given by upper-tier local authorities in England meant the Department for Communities and Local Government was on track to meet Government's pledge to turn around the lives of 120,000 troubled families in the next three years. Councils were indicated to have welcomed the payment by results model launched in March 2012 to get children off the streets and back into school; reduce youth crime and anti-social behaviour; and put adults on a path back to work.

(Source: Department for Communities and Local Government, 11 June 2012)

Child Poverty

Ending child poverty by 2020 – Progress made and lessons learned (June 2012) –

A report published by the Child Poverty Action Group reflects on the progress that has been made towards ending child poverty, reflecting at the mid-point between a commitment given by Tony Blair in 1999 to eliminate child poverty and the anticipated end point of the project in 2020.

Reference is given to the Household Below Average Income (HBAI) dataset that was published in June as provided a snapshot picture of poverty in the UK for 2010/11 (see below). The report suggests that despite declining average incomes seen in the UK during 2009/10, a reduction in the numbers living in poverty was

Performance commentary

also seen at the same time. It is argued that this might be as a result of an increase to the incomes of those at the lower end of the distribution at a rate higher than the average (or, in a period of declining median incomes by protecting the incomes of those at the bottom more robustly than those elsewhere in the distribution).

(Source: Child Poverty Action Group, June 2012)

Households Below Average Income

The twenty third edition of the Households Below Average Income series were released in June, presenting information on potential living standards as determined by disposable income in 2010/11. Based on the outcomes provided, the „relative“ low income indicators nationally for 2010/11 suggested:

Children –

- In 2010/11, 18 per cent of children (2.3 million) were in households in the UK with incomes below 60 per cent of contemporary median net disposable household income Before Housing Costs (BHC) a fall of 2 percentage points (0.3m) on the figure for 2009/10 and,
- 27 per cent (3.6 million) After Housing Costs (AHC) a fall of 2 percentage points (0.2m) on the figure for 2009/10.

(Source Department for Works and Pensions, 14 June 2012)

Separated Families

The Government announced that it is taking radical steps to promote collaborative parenting in separated families. A fund, worth up to £14 million over two years, is being established to develop effective and innovative support services for separated and separating families. The new services will seek to help parents to foster collaborative relationships with each other after separation, including agreeing child maintenance.

(Source: Department for Works and Pensions, 25 June 2012)

Child protection

The author of the Government's review of the child protection system, reported in May that a "culture change" was underway in the child protection system but outlined an urgent need to now accelerate reforms to create a more child-centred system, with more prescription and bureaucracy stripped away so social workers are able to focus on giving children and young people the help they need.

(Source: Department for Education, 22 May 2012)

Following this, it was announced by Government in June that, frontline professionals working to keep children safe from harm would be freed from pointless bureaucracy. Publishing its plans to overhaul the child protection system, Government indicated that hundreds of pages of instruction manuals were to be axed and replaced by short, precise guidance and checklists clearly listing roles and responsibilities.

(Source: Department for Education, 12 June 2012)

The Government has also published a progress report on the national Tackling Child Sexual Exploitation Action Plan published in November 2011 and „step-by-step“ guidance for frontline staff – which sets out on-going work with the courts, police and social services to prosecute and jail abusers; protect young people at risk; and help victims get their lives back on track.

(Source: Department for Education, 3 July 2012)

Child abuse loophole closed

In June, the Justice Secretary announced that people accused of seriously abusing children or vulnerable adults who try to escape justice by staying silent or blaming someone else, will face up to 10 years in prison. The Domestic Violence, Crime and Victims (Amendment) Act 2012, which came into effect on Monday 2 July, extends the offence of causing or allowing the death of a child or vulnerable adult to causing or allowing serious physical harm, like inflicting brain damage or broken bones.

(Source: Ministry of Justice, 29 June 2012)

Residential care

Urgent reforms to protect children in residential care homes from sexual exploitation and to overhaul the wider system were announced in early July. The measures to be introduced include more robust checks before children are placed in homes outside their home boroughs; an overhaul to the quality and transparency of data so there is a clear picture of children who go missing from care; and a review to all aspects of the quality and effectiveness of children's homes – including their management, ownership and staffing. In addition, the regulations which stop Ofsted telling police and other appropriate agencies the location of children's homes – a key concern in keeping children in care fully protected are to be lifted.

(Source: Department for Education, 3 July 2012)

Babies in care to receive a stable home more swiftly

In early July the Prime Minister announced plans intended to reduce the time taken for a baby in care to move in with their permanent family. Action will be taken to put the child's interests first and legislate to make fostering by potential adopters standard practice in many cases, enabling those in care to become placed with

Performance commentary

carers who have the potential to become their adoptive parents rather than be placed in temporary homes.
(Source: department for Education, 6 July 2012)

Reporting period: Quarter 1, 2012-13

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 council's 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, is due to be presented to Cabinet on 30 October 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: 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. This is also shown by the continued improvements in the Common Assessment Framework (CAF) and strengthening work undertaken in safeguarding vulnerable adults.

Finance: Against the £45.3m net budget attributable to this area, a balanced budget is being forecast for 2012-13

Performance: On the whole performance in this area continues to reflect the improvements made in the final quarter of 2011-12. A revised set of indicators has been agreed upon for 2012-13 that include additional measures relating to safeguarding referrals and client reviews, although these indicators require new reporting methods to be implemented which are not yet in place. A clearer position should be obtained by the end of Quarter Two.

[Link to quarter one data report](#)

Performance commentary

Personal Budgets

The percentage of all eligible service users with personal budgets or direct payments reported for Quarter One is 66.67%, against a target of 65%. There has been an increase of 1.6% since the end of 2011/12 and 4% since 31 December 2012. Steady improvement has been achieved since the beginning of 2010/11, however, progress had slowed throughout 2011 and the beginning of 2012 as the service focused on the more complex cases. The end of year forecast is currently 72.08% against a target of 90%. This indicator will be reviewed following publication of the new Adult Social Care (ASC) White Paper.

Carers' Needs Assessment

The percentage of Carer's receiving needs assessment reported for Quarter One was 38.4% against a target of 33%, the highest reported figure since reporting began in 2009/10. This is in contrast to a general downward trend throughout 2011/12. Throughout the quarter, a drop in carer numbers had been matched proportionately by a drop in overall client numbers to improve the overall figures.

Safeguarding Vulnerable Adults

The percentage of referrals processed and closed within 4 months, as a proportion of all referrals received year-to-date for Quarter One was reported as 71.39%, slightly below the target of 71.5%. The end of year forecast is also currently slightly below target at 74.46% versus a target of 75%, although forecasts are expected to improve as trend data becomes available.

These figures are an improvement on those reported during Quarter Four 2011/12 (61.27%). This is partly due to the expected improvements resulting from care management restructuring and the embedding of safeguarding practitioners into operational teams, also partly attributable to the four month timeline being one month greater than the three month timeline used for reporting during the previous year.

The '*Percentage (%) of adult clients receiving a review as a percentage of those receiving a service*' is 68.1% for Quarter 1 against a target of 80%. The current end of year forecast of 60.5% is also below the target of 80%. This compares unfavourably with the same period last year (79.87%) where performance was declining throughout the year. Performance is affected by restructuring and on-going staffing & recruitment problems. Attention is being paid to a revision of the teams recording procedures and a means of ensuring data availability.

The '*Percentage (%) of referrals to safeguarding that are repeat referrals within 12 months*' is a new indicator. It is intended to reflect the efficiency of safeguarding in as much that a low rate of re-referrals suggests that the initial referrals have been resolved satisfactorily. Performance is exceeding expectations for Quarter One with 13.74% re-referrals against a target of 14.3% and expected to achieve the end of year target of 12.5%.

The '*Percentage (%) of safeguarding investigations/assessments that were carried out within 28 days of referral*' is a new indicator with new recording procedures, but there is currently insufficient data to obtain meaningful results. Attention is being paid to a revision of the teams recording procedures and a means of ensuring data availability for the next quarter.

Home Fire Safety Checks for Vulnerable Households

The percentage of home fire safety checks carried out during June, which were for vulnerable households, was reported as 60.5%, against a target of 60%. The total number of checks carried out during Quarter One was 101, with 54 for vulnerable households, a rate of 53.47%. The current forecast is just short of the end of year target of 60%. However, this is favourable compared with an end of year outturn of 45.5% for 2011/12.

The Fire and Rescue Service's Community Safety Department is increasing the training given to some of the authority's partner agencies to enable better opportunity of reaching vulnerable households. This figure can be negatively affected by large numbers of referrals from outside of the vulnerable spectrum, although all Island residents must feel safe. The department is establishing smarter targeting of vulnerable groups.

Wider context

Support in employment for those with disabilities

One in four people experience a mental health problem at some point in their lives. A new initiative launched by Government is intended to help provide improved flexible working arrangements for the thousands of individuals with mental health needs. The new Responsibility Deal pledge, developed as part of a health and work pledge, has already been signed up to by a number of leading companies and includes suggestions such

Wider context

as:

- taking a flexible approach to start/finish times and shift patterns;
- allowing paid or unpaid leave for medical appointments;
- offering a phased return to work;
- providing a quiet space for breaks; and
- offering job sharing.

(Source: Department of Health, 26 June 2012)

Following a review undertaken by the Chief Executive of Disability Rights UK, young disabled jobseekers on work experience are due to be given access to extra support to help them into mainstream placements for the first time, through inclusion to the Government's Access to Work scheme. The scheme provides more than £100m to help disabled people into mainstream work by providing specially adapted equipment, support workers and interpreters and was previously only available to those in paid work, but will now be extended to those doing work experience placements as well. This will mean more young disabled people can take full advantage of the 100,000 work experience places being offered by the Government each year to help them get the skills they need to find work.

(Source: Department for Works and Pensions, 4 July 2012)

In addition, a new wage incentive scheme to encourage employers to give young disabled people further work opportunities was announced by the Minister for Disabled People. This will make available a payment of up to £2,275 to employers who recruit young disabled people through Work Choice – a specialist disability employment programme that provides tailored support to help disabled people who have the most complex support needs. This extra support for young disabled people sits alongside the Youth Contract, intended to improve the employment prospects for young jobseekers.

(Source: Department for Works and Pensions, 23 May 2012)

Assistance with household bills

There are estimated to be 2.4 million households which have difficulties meeting the costs of their water bills.

New government guidance seeks to support struggling families paving the way for water companies to introduce new 'social tariffs', giving them the power to reduce bills for the most vulnerable customers.

(Source: Department for Environment Food and Rural Affairs, 22 June 2012)

Households Below Average Income

The twenty third edition of the Households Below Average Income series was released in June, presenting information on potential living standards as determined by disposable income in 2010/11. Based on the outcomes provided, the 'relative' low income indicators nationally for 2010/11 suggested:

Working-age adults –

- 15 per cent (5.5 million) were in households in the UK with incomes below 60 per cent of contemporary median net disposable household income Before Housing Costs (BHC), a fall of 1 percentage point (0.2m) on the figure for 2009/10, and
- 21 per cent (7.8 million) After Housing Costs (AHC), a fall of 1 percentage point (0.1m) on the figure for 2009/10.

Pensioners –

- 17 per cent (2.0 million) were in households in the UK with incomes below 60 per cent of contemporary median net disposable household income Before Housing Costs (BHC), a fall of 1 percentage point (no change in numbers) on the figure for 2009/10, and
- 14 per cent (1.7 million) After Housing Costs (AHC), a fall of 1 percentage point (0.1m) on the figure for 2009/10.

(Source: Department for Works and Pensions, 14 June 2012)

Reporting period: Quarter 1, 2012-13

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 those in 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 being built. The risk score has not reduced since the previous quarter, remaining high (red) but with a number of mitigating actions, both implemented and others planned for 2012/13. It is recognised that progress to improve the housing situation is a longer-term aspiration. The Pan Meadows development, the continued reduction in numbers of empty properties and further work with the planning office will help to reduce this risk.

Finance: Against a £5.88m budget attributable to housing & homelessness a small overspend of £21k is forecast for 2012-13 (0.4% variance).

Performance: The positive levels of performance in 2011-12 against this priority have continued into the first quarter of this year. Four out of the five indicators have exceeded target, however the local and national challenges faced are expected to continue.

[Link to quarter one data report](#)

Performance commentary

Homeless households

The 'number of households accepted as homeless and in priority need' reported for the first quarter had increased over the same period last year (19 verses 11 for Quarter One 2011/12), but remains below the levels reported in 2010/11 (27 for Quarter One). As reported in Quarter Four 2011/12, and in contrast to relative good performance on the Island, there is a national and regional trend of increasing numbers for homelessness with growing difficulty for households facing homelessness with accessing the private rented sector. Early indications suggest this measure is forecast to achieve the end of year target of 84.

Temporary accommodation

The 'number of households in temporary accommodation' reported for the first quarter was below that reported for Quarter One last year (129 verses 136 for Quarter One 2011/12) but above that reported for 2010/11 (123 for Quarter One). This figure fluctuates as new homeless applications are received and move-on accommodation becomes available. As reported previously, work continues in this area to assist households into the private rented sector and to establish a home. Early indications suggest this measure is forecast to achieve the end of year target of 145.

Service users supported

Targets for the 'percentage of service users supported to establish and maintain independent living' have consistently been set at a challenging level. For the second quarter in a row, this target has been exceeded

Performance commentary

(97.47% versus a target of 95.5%) by continuing to tightly monitor contracts in order to ensure providers meet targets. This continues to represent strong performance within the context of a reduced Supporting People budget and higher pressures being exerted on the service. The end of year forecast is expected to achieve target of 95.5%.

Property adaptations/modifications

There have been 258 '*properties adapted/modified to support independent living by the occupier*' in this quarter which exceeds the target of 200 although is lower than in the corresponding quarter of last year. However it is forecasted that well in excess of 1000 properties will be adapted or modified in this financial year.

Empty properties

The '*number of empty properties (PCLC List Review)*' reported for the first quarter was 787 against a target of 835. This figure continually fluctuates as new properties become vacant and existing properties are occupied through the work of the Empty Property Renewal Officer. There has been a consistent improvement since Autumn 2011 when the baseline figure of 864 was established. However, it is expected that this figure will begin to stabilise as it reaches a threshold level for the Island. The current forecast suggests this will achieve the end of year target of 760.

Wider context

Green Deal

With many homes lacking the range of options to help reduce the levels of energy currently being used and contributing to the levels of emission for greenhouse gas and increasing numbers of families being hit by the rise in cost for gas and electricity, Government set out secondary legislation in early June, that will give industry the green light to bring the Green Deal energy efficiency market into operation, alongside measures to strengthen consumer protection, reduce industry burdens, and implement the Energy Company Obligation (ECO).

(Source: Department for Energy & Climate Change, 11 June 2012)

Affordable Housing

The National Audit Office has described as a success the 2011 launch of the Affordable Homes Programme managed by the Homes and Communities Agency, which aims to deliver up to 80,000 new and affordable homes nationally by 2015 for £1.8bn investment.

(Source: Homes and Communities Agency, 4 July 2012)

NewBuy Guarantee

It was revealed that nine of the 10 largest house-builders in the country, responsible for half of all homes built in Britain, are now signed up to offer the NewBuy Guarantee - which offers aspiring homeowners to buy a new-build property with a fraction of the deposit they would normally require.

(Source: Department for Communities and Local Government, 23 June 2012)

Military Families

The Housing Minister gave an undertaking in June that families of those killed in the line of duty will be at the front of the queue for social housing. The Minister outlined how a change to the law will give top priority for homes not just to members of the Armed Forces with pressing housing needs, but also to their loved ones if anything happens to them. Former servicemen and women, and those members of the Reserve Forces injured in action, will also be placed first in line if they have an urgent need for social housing.

NB: The 2001 Census reported 191 members of the Armed Forces living in households on the Isle of Wight. The outcomes from the 2011 Census are not currently available.

(Source: Department for Communities and Local Government, 29 June 2012)

Tenancy Fraud

Estimates suggest that between 50,000 and 160,000 social homes are unlawfully occupied across the country with tenancy cheats potentially earning thousands of pounds a year renting these properties out to private tenants while families are left waiting on housing lists. As a response, the Housing Minister announced that under new plans published in June, tenancy cheats who denied social homes to families in need would "feel the full force of the law", with Government backing a new Bill which would make the subletting of social homes a criminal offence.

(Source: Department for Communities and Local Government, 20 June 2012)

Specialist Housing

Wider context

The Joseph Rowntree Foundation (JRF) has undertaken a study to consider how much is known about older people's housing needs and the choices available to them. Their research confirms that there is limited choice for older people who want to move to both specialist and alternative mainstream housing, in terms of tenure, location, size, affordability and type of care or support.

Despite the majority of older people owning their homes outright, 77% of specialist housing was found to be for rent and only 23% for sale, with significant regional variations: the extremes being the North East (only 10% for sale) and the South East (37% for sale). It was suggested that housing providers tend to focus on retirement villages and housing with care when thinking about housing that is 'suitable' for older people.

An analysis of moves by older households in the last five years within the private sector (rent or owner-occupier) identified that 87% moved into a dwelling with two or more bedrooms, while much of the specialist housing was small (one-bedroom or sheltered bedsits) and some specialist housing was thought to be poorly located.

The report suggests that nationally, and depending on the method of estimation used, the projected growth in the older population would require an increase in the stock of specialist housing of between 40% (200,000) and 70% (350,000) over the next 20 years.

The most recent population projections for the Isle of Wight (Source: Office for National Statistics, 2010-based subnational Population Projections) suggest that by 2022 the numbers of people aged 65 plus will have increased from 36,000 to 43,400, a percentage growth of 20.6%.
(Source: Local Government Association, June 2012)

Reporting period: Quarter 1, 2012-13

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

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 and Environment Scrutiny Panel on 19 December 2012, regarding the proposed Jobs Fair and its outcomes.

Summary

Status: GREEN

Risk: As reported in the last quarter of 2011/12, the risk relating to the Island's economic position has remained consistently high and scoring (red) over the year, linked to the wider national economic downturn. The position for the first quarter of this year has not changed. 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 for this risk.

Finance: There are no significant budget pressures in this financial year, these budgets are forecasting a small underspend of £7,339.

Spend on Tourism will be taken over by the new Destination Management Organisation (DMO).

Any under spend on Economic Development will need to be carried forward to the 2013-14 financial year due to contract timings.

Performance: Targets have in general been exceeded this quarter.

[Link to quarter one data report](#)

Performance commentary

Tourism

At Cabinet on April 3 2012, 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.

Performance commentary

Potential Investors

Seven potential investors were receiving support during the first quarter of this year which is the same as the figure at this time last year. Support has been offered to two developers interested in local tourism and leisure opportunities as well as to the new Highways PFI Contractor. The Economic Development Team has also been working with a local marine company to assist in the submission of a Regional Growth Fund Round Three bid.

The „number of in person approaches made to potential investors“ has reached a total of four for this financial year in excess of the target of two. The Council was represented at Seawork International and Global Offshore Wind 2012 to promote the new Solent LEP strategic inward investment function and the Solent Enterprise Zone. These events offer an opportunity to meet potential investors and also to keep in touch with sector specific business developments.

The Solent inward investment team also organised a visit with UK Trade and Investment (UKTI) senior sector leads. This type of activity will become more prominent and should enable the authority to promote the local offer to wider audience via overseas UKTI postings.

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 a total of 10 against a target of four and in excess of the number in the corresponding quarter of last year which was seven.

Advice and guidance has been offered to a variety of local businesses, including two businesses involved in the development of renewable energy products, a technology company working with a Chinese investor, one of the ferry companies seeking to expand tourism opportunities locally, a business growth network and a marine aggregates business.

As part of the new arrangements with its Solent LEP partners the Council has also been working with the three local commercial property agencies to enable new marketing opportunities via the Solent Commercial Property Register.

Youth unemployment

In July 2012 the council launched 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 young people (16-19 years) Not in Education, Employment or Training (NEETs) participating in the pre-apprenticeship initiative as well as young people leaving care and those with disabilities.

It is hoped that 30 young people will have been engaged by the time the next quarter’s performance is reported.

Superfast Broadband

The Councils Local Broadband Plan has now been approved by Department for Culture Media and Sport (Broadband Delivery UK (BDUK)) and funding of £3m confirmed to support the roll out of superfast broadband across the Island. The Council is now awaiting the resolution of state aid issues between Government and the EU before progressing and procuring the project via the BDUK framework agreement.

Solent Ocean Energy Centre

The Council has submitted a Round Three Regional Growth Fund bid for the continued development of a Solent Ocean Energy Centre (SOEC) and is currently carrying out site assessments to determine the best location for a test/demonstration site.

Economic Improvement Fund

A number of initiatives aimed at getting young people into work are now being delivered. A pre apprenticeship programme aimed at NEET’s has so far provided 44 opportunities with local businesses, a number of which have already been converted into full time apprenticeships. A further 20 opportunities are “live” but yet to be filled.

Delivery has recently commenced on the development of up to 120 positions in full apprenticeships, targeting Island companies who have not had an apprenticeship in the last three years. Delivery commenced on June 15 2012.

Performance commentary

The council has also agreed to fund a programme of business start-ups, with support to be delivered by the IW Chamber of Commerce. This will commence in July 2012 and include mentoring for newly formed and recently established businesses, as well as an enterprise hub to provide information, guidance and advice to potential young entrepreneurs.

Reporting period: Quarter 1, 2012-13

Corporate priority: Highways PFI Programme

Background: The condition of the Island's roads has, and remains a concern for Island residents. The Highways Private Finance Initiative (PFI) currently being progressed is the only viable 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 is due to be finalised at the end of August, with Mobilisation starting in September and 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. The Project is expecting to make a saving at the end of the financial year. This is despite needing to carry out additional works in connection with ensuring robust data is provided to potential service providers.

Project milestone update: The 'Call for Final Tenders', the final stage in the procurement process, took place in March 2012 and the Preferred Bidder was selected on 29 May 2012. This schedule will allow the Project to achieve Financial Close by the end of August 2012, ahead of the planned November 2012 date. The contractor is expected to begin work on the ground in April 2013 as per the project plan.

[Link to quarter one 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 (CFT)	March 2012	28 March 2012
Select Preferred Bidder (PB)	June - 2012	29 May 2012
Report to Cabinet regarding the outcome of competitive dialogue	September - 2012	
Financial Close	November – 2012 (now expected August 2012)	
Commence rehabilitation of road network	April -2013	

Milestone commentary

Progress to Financial Close

On 29 May 2012, the Council's Cabinet endorsed the recommendation of the Project Board, Member Review Board, and Programme Director that Vinci Ringway be appointed Preferred Bidder for the Island's Highways PFI Project.

Preparation for reaching Financial Close by the end of August is underway. Final due diligence on documents, inventory and condition is being completed by both parties. The Project Agreement is being updated to reflect final contractual positions. Financing documents are being finalised between lenders and Vinci.

Financial close will signify the final terms of the contract. The signing of the contract is currently planned for 29 August 2012 following August Cabinet and Full Council meetings.

The Project team has continued to liaise with the Department for Transport (DfT) and HM Treasury (HMT). The Final Business Case (FBC) submitted on 30 May 2012 was considered by the DfT's Investment Committee on 10 July 2012. The final FBC approval of the DfT and HMT is expected by the end of July 2012.

Programme

Throughout the dialogue phases of the procurement process, the timescales were managed flexibly to allow the bidders to refine their solutions whilst meeting the council's key milestones and complying with the DfT approval requirements. The Financial Close is now programmed at the end of August 2012, two months ahead of the planned date, subject to the DfT and HMT approvals.

Reporting period: Quarter 1, 2012-13

Corporate priority: Waste Strategy

Background: The current Integrated Waste Management contract is coming to an end in 2015; the associated infrastructure is also nearing the end of its life. 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 waste landfill to a minimum. The development of a long term waste strategy has been completed in draft form and 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: AMBER

Waste Strategy: The draft Waste Strategy was presented to all members on the 20 February 2012 and will be published as a draft document on www.iwight.com, following agreement from the Member Review Board. The Strategy will be finalised during the procurement process.

Waste Contract procurement: The project programme is being updated regularly in response to changing circumstances, such as the delay to advisor procurement approval.

Advisors: Following the outcome of a 'Call In' regarding external technical, legal and financial advisor procurement, Amec were appointed as Technical advisors and Burges Salmon as Legal advisors for the project. A Framework Agreement tender for Financial advisors was prepared in the latter part of June and now awaits approval from the Procurement Board. It is envisaged that all advisors will be in place by mid July 2012.

Risk: A new risk register has been drafted to reflect the start of the procurement process. A project start workshop will be taking place once all advisors are in place, where the risk register will be finalised. Agreement will then be sought from the Project Board.

Finance: The draft Waste Strategy and Procurement Project has continued to operate within budget. The budget allocation for this financial year has been agreed for the procurement of advisors to support the development of the Outline Business Case.

Operational performance: [Update taken from performance reports]

[Link to quarter one 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	Mar-12	Mar-12

Project Milestone Update	Programmed date	Actual Date
Full Public Consultation	Jun-13	
Final Strategy to Cabinet	Mar-14	
Landfill Application (may be subject to change as void and waste to landfill survey are conducted)		
Design Freeze	TBC	
Draft Application Consultation	TBC	
Final Environmental Impact Assessment (EIA) Statement	TBC	
Final Draft Planning Application to Isle of Wight Council	TBC	
Submit Planning Application	TBC	
Procurement (may be subject to change as procurement phase is finalised)		
Outline Business Case	Oct-12	
Cabinet approval of OBC and procurement start	Oct-12	
Official Journal of the European Community Notice published	Nov-12	
Pre-Qualification Questionnaire (PQQ) returned	Jan-13	
Complete Invitation to Submit Outline Solutions (ISOS)	Jun-13	
Complete Invitation to Submit Detailed Solutions (ISDS)	Jan-14	
Complete Invitation to Submit Refined Solutions (ISRS)	Jul-14	
Call for Final Tender	Dec-14	
Appointment of contractor	Feb-15	
Contract mobilisation	Feb-15	

Milestone commentary

WASTE STRATEGY

It is intended for the draft Waste Strategy to be used in conjunction with the drafting of the Outline Business Case (OBC), which is due to be presented to Cabinet for approval at the October 2012 Cabinet meeting. Subject to its approval, the procurement of the new waste contract can then begin. The Waste Project team are currently seeking to publish the draft strategy later this year.

WASTE CONTRACT PROCUREMENT

Approval has been given to appoint Amec as Technical advisors and Burges Salmon as Legal advisors. These appointments will help to ensure that sufficient expertise is in place to procure the new waste contract. The Financial advisor procurement is also seen as vital and a decision is expected to be made by mid July.

The time period available for the implementation of any new infrastructure, ahead of the new contract start in October 2015, remains a key risk. Subsequently, a Risk Management Strategy, including options for interim services, will be developed in order to manage this risk once the project is in the procurement phase.

LANDFILL APPLICATION

The draft landfill designs have been completed and the Project team are now preparing for the next stages in the landfill planning application.

An analysis of historic landfill void space surveys and waste tonnage data, identified the amounts of waste going to landfill over the past five years having reduced by around a half. To help gain a better understanding of the waste currently going into landfill, an independent analysis of the quantities of all types of waste (those collected by the existing contract as well as commercial, industrial, construction and demolition wastes) will be undertaken during the summer. The Project team will also analyse six months worth of data relating to the new collection arrangements, as this may also have a significant impact on the landfill needs in the future.

Milestone commentary

The Project team have identified the measures that need to be put in place for mitigation of ecological issues with the proposed landfill construction. All necessary surveys have since been completed with further Bat surveys having been undertaken in May 2012. This information will contribute towards the preparation of the Environmental Impact Assessment, which will support the planning application.

STAKEHOLDER MANAGEMENT

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

- Soft market testing with potential bidders;
- Ongoing face to face meetings with residents living adjacent to the landfill extension site and the Ward Member;
- Regular updates to the Web pages and Frequently Asked Questions.

Performance commentary

Recycling

An improving trend was seen between the results reported for the first quarter for the *percentage of household waste sent for reuse, recycling and composting*. These figures also demonstrate an improvement on the results achieved in the same period for the previous year 2011/12.

By comparison, a slight dip occurred in the results achieved for June compared with April 2012 for the *percentage of municipal waste recycled*, but once again the rates being achieved demonstrate an improved level of waste being diverted from landfill with targets being exceeded

Landfill

The level of tonnage for *tonnes of municipal waste* collected was reported to have increased between April and June 2012. A similar trend occurred with the *tonnes of household waste* collected. In each case an increase in the levels of waste received at Household Waste Recycling Centres (formerly Civic Amenities Sites) accounted for the difference.