

Cabinet Report, Quarter 3 - 2012/13

Corporate Priorities - Risk / Performance / Finance Appendix

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Delivery of Budget Savings Through Changed Service Provision

Reporting Period: Quarter 3 2012/13

Risk Management - Budget Savings

| Description | Current Risk Score | Planned Actions | Target Date | Target Risk Score |
|---|--------------------|---|-------------|-------------------|
| Risk Reference - SR0036 Ineffective decision making and control processes (governance) - Consequence :Loss of data, including personal and confidential Potential legal challenges Ineffective decision making Financial penalty Damaged reputation Impact on H&S of staff Inherent Score : 16 - High | G 5 - Low | Framework: Annual Governance Statement | Implemented | G 5 - Low |
| | | Framework: Audit Committee | Implemented | |
| | | Framework: Compliance with British Standard ISO 17799 on Information Security | Implemented | |
| | | Framework: Council Constitution | Implemented | |
| | | Framework: Equalities & Diversity Board | Implemented | |
| | | Framework: Ethical Standards | Implemented | |
| | | Framework: Health and Safety Board | Implemented | |
| | | Framework: Information Governance Group | Implemented | |
| | | Framework: Key Policies | Implemented | |
| | | Framework: Monitoring Officer | Implemented | |
| | | Framework: Overview and Scrutiny Committee | Implemented | |
| | | Framework: Project Governance | Implemented | |
| | | Framework: Risk & Performance | Implemented | |
| | | Improvement: Continuing to benchmark for best practice in Legal, Democratic Services and HR | Implemented | |
| | | Improvement: Increase building security | Implemented | |
| | | Improvement: Scrutiny Committee Action Plan | Implemented | |
| | | Process: Call Over | Implemented | |
| | | Process: Equality Impact Assessments | Implemented | |
| | | Process: External and Internal Audit | Implemented | |
| | | Process: ICT Assurance Policies and Systems | Implemented | |
| Process: Member Induction and Information Sessions | Implemented | | | |
| Process: Pro-active training sessions. | Implemented | | | |
| Process: Procurement Board | Implemented | | | |
| Process: Targeted intervention for breaches in data protection | Implemented | | | |

Risk Management - Budget Savings

| Description | Current Risk Score | Planned Actions | Target Date | Target Risk Score |
|---|--------------------|--|-------------|-------------------|
| Delivery Of Budget Savings Through Changed Service Provision | | | | |
| Risk Reference - SR0035 Insufficient financial resources - Consequence :Insufficient resources to meet commitments. Unplanned cuts in service. Failure to meet statutory duties. Disruption to service delivery and key corporate priorities. Section 114 Report to Full Council Whilst current score is medium this is likely to increase in the future following the financial settlement in December and the Local Government Recourse Review Inherent Score : 16 - High | R 12 - High | Improvement: Procurement Strategy | 31/03/13 | G 5 - Low |
| | | Improvement: Strategic Asset Management Plan | Implemented | |
| | | Framework: Directorate Service & Mini Service Boards | Implemented | |
| | | Framework: Medium Term Financial Plan | Implemented | |
| | | Framework: Medium Term Financial Strategy | Implemented | |
| | | Framework: S151 Officer | Implemented | |
| | | Framework: Value for Money Strategy | Implemented | |
| | | Governance: Audit Committee | Implemented | |
| | | Governance: Cabinet | Implemented | |
| | | Governance: Overview and Scrutiny Committee | Implemented | |
| | | Governance: Procurement Board | Implemented | |
| | | Improvement: e-Budget Book | Implemented | |
| | | Improvement: Savings Plans and Planning 2012/13 | Implemented | |
| | | Process: Authorisation Panel | Implemented | |
| | | Process: Budget Monitoring | Implemented | |
| | | Process: Budget Review Board | Implemented | |
| Process: Delivery of the Savings Strategy | Implemented | | | |
| Process: Quarterly Reporting | Implemented | | | |
| Process: Regular review of Reserves and Balances | Implemented | | | |
| Process: Six monthly capital challenge | Implemented | | | |

Risk Management - Budget Savings

| Description | Current Risk Score | Planned Actions | Target Date | Target Risk Score |
|---|---------------------|--|-------------|-------------------|
| Risk Reference - SR0037 Insufficient staffing capacity and skills - Consequence :Inability to meet statutory responsibilities & Corporate Priorities Service failure Excessive cost to cover gaps Damage to reputation Loss of skilled and experienced staff Inherent Score : 16 - High | A 9 - Medium | Improvement: Review of job evaluations and selection process | 31/10/13 | G 5 - Low |
| | | Improvement: Improvements in transactional processes (shared services) | 31/03/13 | |
| | | Improvement: People Resourcing Strategy | 15/02/13 | |
| | | Framework: Authorisation Panel | Implemented | |
| | | Framework: Business Continuity Plans | Implemented | |
| | | Framework: Communication Channels - The Vine, Time to talk, managers brief | Implemented | |
| | | Framework: Employment Committee | Implemented | |
| | | Framework: Health and Safety Board and Diversity Board | Implemented | |
| | | Framework: HR Strategies and Policies | Implemented | |
| | | Framework: Organisational Development Plan | Implemented | |
| | | Framework: Performance and Risk | Implemented | |
| | | Framework: Procurement Board | Implemented | |
| | | Improvement: T&C Review | Implemented | |
| | | Process: Consultation with Unions, Joint Consultative Meetings | Implemented | |
| | | Process: Introduction of Sickness Case and Monitoring (SCAM) | Implemented | |
| Process: PDR's | Implemented | | | |
| Risk Reference - SR0039 Failure to commission and secure services which are relevant to the Isle of Wight community's needs - Consequence :Services do not meet needs of community Vulnerable clients who rely on council support are failed Resources not directed towards greatest need Resources are wasted, poor value for money Damage to council reputation Damage to relationships with partners, suppliers, and the Island's voluntary and community sector. Inherent Score : 12 - High | G 5 - Low | Improvement: Project Delivery | 27/02/15 | G 2 - Low |
| | | Improvement:Agree implementation of the Commissioning Framework | 31/03/14 | |
| | | Improvement: Health and wellbeing strategy | 22/03/13 | |
| | | Improvement: Establish governance arrangements for partnerships | 05/04/13 | |
| | | Framework - Corporate Plan | Implemented | |
| | | Framework - Cabinet Report 2010 | Implemented | |
| | | Framework - Equality & Diversity Board | Implemented | |
| | | Framework - Procurement strategy | Implemented | |
| | | Improvement: Draft a commissioning framework for internal consultation. | Implemented | |
| | | Performance Management | Implemented | |
| | | Process - Medium Term Financial Strategy | Implemented | |
| | | Process: Authorisation Panel | Implemented | |
| | | Process: Budget Review Board | Implemented | |
| | | Process: Business Planning | Implemented | |
| | | Process: Equality Impact Assessment | Implemented | |
| Process: Joint Strategic Needs Assessment | Implemented | | | |

Risk Management - Budget Savings

| Description | Current Risk Score | Planned Actions | Target Date | Target Risk Score |
|--|---------------------|--|---------------------------------|----------------------|
| Risk Reference - SR0040 Ineffective response to major emergency - Consequence :Death or serious injury to public Excessive cost Ongoing disruption Impact on routine council services Damage to Island image Damage to council reputation Damage to Island economy Damage to the Island's environment/infrastructure/communications Inherent Score : 16 - High | A 9 - Medium | Improvement: Assign and train council wide resilience leads | 31/12/13 | G 5 - Low |
| | | Framework: Business Continuity Policy | Implemented | |
| | | Framework: Oil & Chemical Pollution Plan | 01/12/13 | |
| | | Framework: Adverse weather office procedure | Implemented | |
| | | Framework: Animal Disease Plan | Implemented | |
| | | Framework: Fire & Rescue National Framework | Implemented | |
| | | Framework: Fire cover arrangements with Hants Fire Authority | Implemented | |
| | | Framework: Hants & IW local resilience forum | Implemented | |
| | | Framework: Humanitarian Assistance Arrangements | Implemented | |
| | | Framework: Island Resilience Forum emergency flood plan | Implemented | |
| | | Framework: IW Emergency Response Plan | Implemented | |
| | | Framework: IWC Emergency Recovery Plan | Implemented | |
| | | Framework: Mass fatality arrangements | Implemented | |
| | | Framework: Pandemic Plans | Implemented | |
| | | Improvement: Fire Control Transfer | Implemented | |
| Improvement: Review of Fire Integrated Risk Management Plan | Implemented | | | |
| Process: Improvements based on lessons learnt | Implemented | | | |
| Process: Review all policies and plans (ongoing 3 yearly cycle on all) | Implemented | | | |
| Risk Reference - ENF0032 Failure to prevent, protect and to respond effectively - Consequence :Reputation impact, injury or death which could have been prevented, unnecessary loss of property due to fire and lack of community engagement in meeting statutory duties. Inherent Score : 15 - High | R 13 - High | Develop Data Sharing Agreements with appropriate agencies to ensure we target vulnerable persons within our community Embed Locality working within the Service | 31/03/13 Implemented | A 10 - Medium |

Delivery of Budget Savings Through Changed Service Provision

Key to colour RAG

Red: Below Target
 Amber: Within Tolerance
 Green: On/above target
 Blue: Targets not agreed/ monitoring only
 Grey: Data Unavailable

Reporting Period: Quarter 3 2012/13

Performance Measures - Delivery of Budget Savings

| Monthly Measure Description | Measure Aim | Jul-12 | Aug-12 | Sep-12 | Oct -12 | Nov-12 | Dec -12 | | End of Year Forecast | End of Year Target |
|---|-------------|--------|--------|--------|---------|--------|------------|--------|----------------------|--------------------|
| | | | | | | | Actual | Target | | |
| Contact Centre - Percentage (%) of all enquiries resolved at first point of contact | ▲ | 84.19 | 84.97 | 82.25 | 82.28 | 83.66 | 85.16 G | 80 | 77.01 A | 80 |
| Contact Centre - Average time taken to answer a call (in seconds) | ▼ | 62 | 84 | 82 | 62 | 70 | 66 G | 90 | 90 G | 90 |
| Value of cumulative capital expenditure compared to profiled budget (£m) | ▲ | 20 | 22.6 | 26.7 | 31 | 36.9 | 38 R | 46.5 | 52 R | 63.4 |
| Value of identified savings (£000s) (cumulative) | ▲ | 6303 | 6810 | 6794 | 6793 | 6793 | 6791 G | 6339 | 6968 A | 7201 |
| Percentage (%) forecast revenue income (fees and charges) compared to budget | ▲ | 96 | 95 | 96.69 | 95.6 | 75.4 | 82 R | 100 | 95.7 A | 100 |

Delivery of Budget Savings Through Changed Service Provision

Key to colour RAG

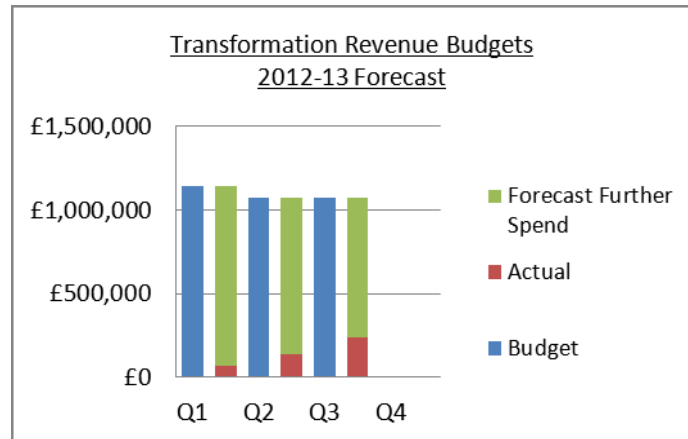
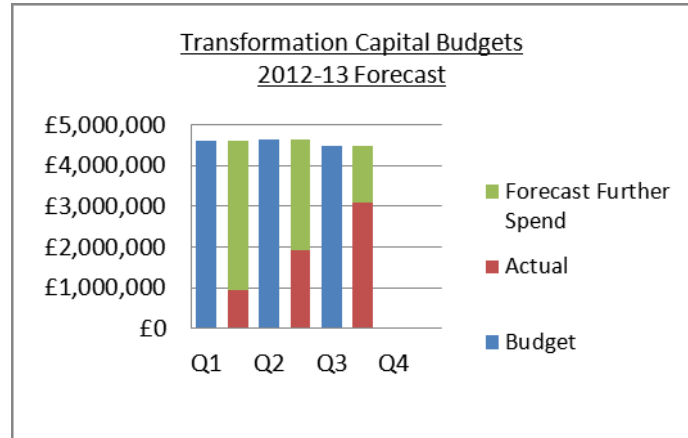
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Reporting Period: Quarter 3 2012/13

Performance Measures - Delivery of Budget Savings

| Quarterly Measure Description | Measure Aim | Jul-Sep 2011 | Oct-Dec 2011 | Jan-Mar 2012 | Apr-Jun 2012 | Jul-Sep 2012 | This Quarter | | End of Year Forecast | End of Year Target |
|--|-------------|--------------|--------------|--------------|--------------|--------------|--------------|---------|----------------------|--------------------|
| | | | | | | | Actual | Target | | |
| Percentage (%) of predicted revenue outturn (net cost of services) compared to budget | ▼ | 98.6 | 98.6 | 98.6 | 98.6 | 98.6 | 98 | 100 | 98 | 100 |
| | | | | | | | G | | G | |
| Whole Council - Average number of days lost due to sickness per permanent employee (including maintained schools) (cumulative) | ▼ | 4.36 | 6.04 | 8.05 | 1.67 | 3.4 | 5.28 | 5.5 | 7.5 | 7.5 |
| | | | | | | | G | | G | |
| Percentage (%) of transactions completed on-line compared to telephone / face to face | ▲ | 43 | 34.3 | 17 | 38 | 41.4 | 31 | 44 | 45 | 46 |
| | | | | | | | R | | A | |
| Percentage (%) of County Hall remodelling project complete | ▲ | 7.5 | 25.5 | 44.13 | 63 | 82 | 98 | 100 | 100 | 100 |
| | | | | | | | A | | G | |
| Number of transactions that the customer can complete online | ▲ | 352 | 370 | 375 | 401 | 407 | 406 | 400 | 420 | 410 |
| | | | | | | | G | | G | |
| Percentage (%) completion of 2012/13 Personal Development Reviews for staff | ▲ | | | 28.42 | 21.99 | 32.66 | 40.47 | 98 | 50 | 98 |
| | | | | | | | R | | R | |
| Percentage (%) increase of completed on-line transactions compared to same quarter in previous year | ▲ | | | | 43 | 35 | 70 | 20 | 30 | 15 |
| | | | | | | | G | | G | |
| Property Services - Capital Receipts including schools (cumulative) | ▲ | | | | 420000 | 877750 | 2268750 | 2229000 | 3083750 | 3269000 |
| | | | | | | | G | | A | |

Financial Report - Transformation Budgets



| Budgets in Scope | | | | | |
|--|-------------------|------------------|------------------|--------------------------|---------------------------------------|
| Transformation Capital Budgets 2012-13 Forecast | | | | | |
| PROJECT | Pre 2012/13 Spend | 2012/13 Budget | 2012/13 Actual | 2012/13 Budget Remaining | Project budget remaining post 2012/13 |
| COUNTY HALL | 2,186,322 | 2,823,891 | 2,500,200 | 323,691 | 0 |
| ICT | 2,448,186 | 1,372,631 | 580,999 | 547,362 | 455,227 |
| OTHER | 888,737 | 300,200 | 0 | 250,415 | 0 |
| Grand Total | 5,393,888 | 4,496,722 | 3,081,199 | 1,415,523 | 455,227 |

| Transformation Revenue Budgets 2012-13 Forecast | | | | | |
|--|-------------------|------------------|----------------|--------------------------|---------------------------------------|
| PROJECT | Pre 2012/13 Spend | 2012/13 Budget | 2012/13 Actual | 2012/13 Budget Remaining | Project budget remaining post 2012/13 |
| 2010-11 SPEND | 492,931 | 0 | 0 | 0 | 0 |
| ACCOMMODATION | 16,759 | 373,237 | 95,879 | 265,477 | 0 |
| ICT | 371,865 | 607,888 | 145,510 | 414,014 | 273,633 |
| OTHER | 0 | 94,742 | 0 | 94,742 | 203,395 |
| Grand Total | 881,555 | 1,075,867 | 240,389 | 774,233 | 480,433 |

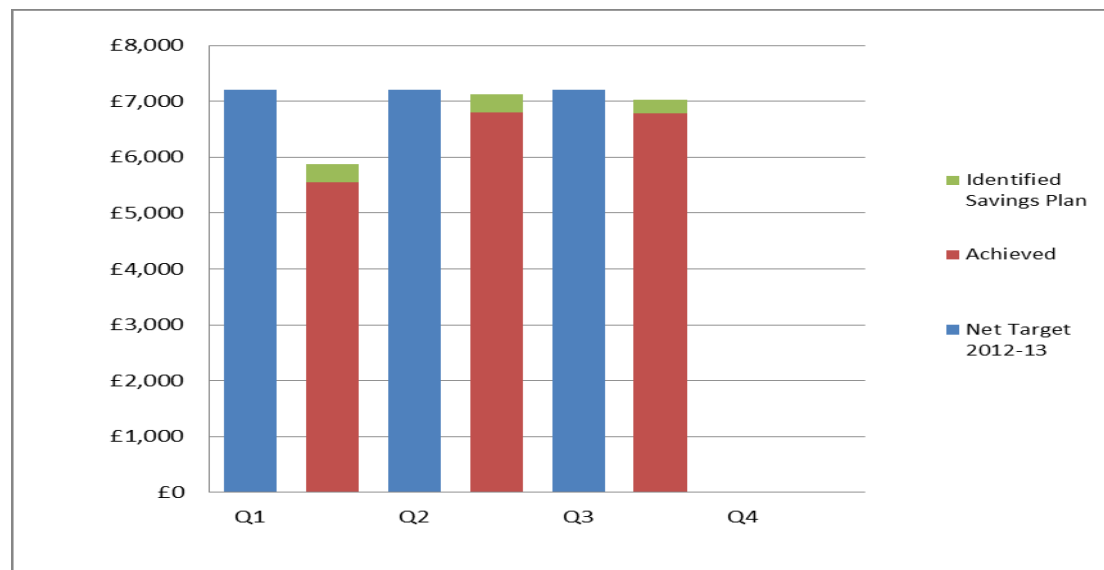
Delivery of Budget Savings Through Changed Service Provision

Reporting Period: Quarter 3 2012/13

Savings Strategy Details 2012-13

Summary of Savings and Costs as Part of Cross Council Savings

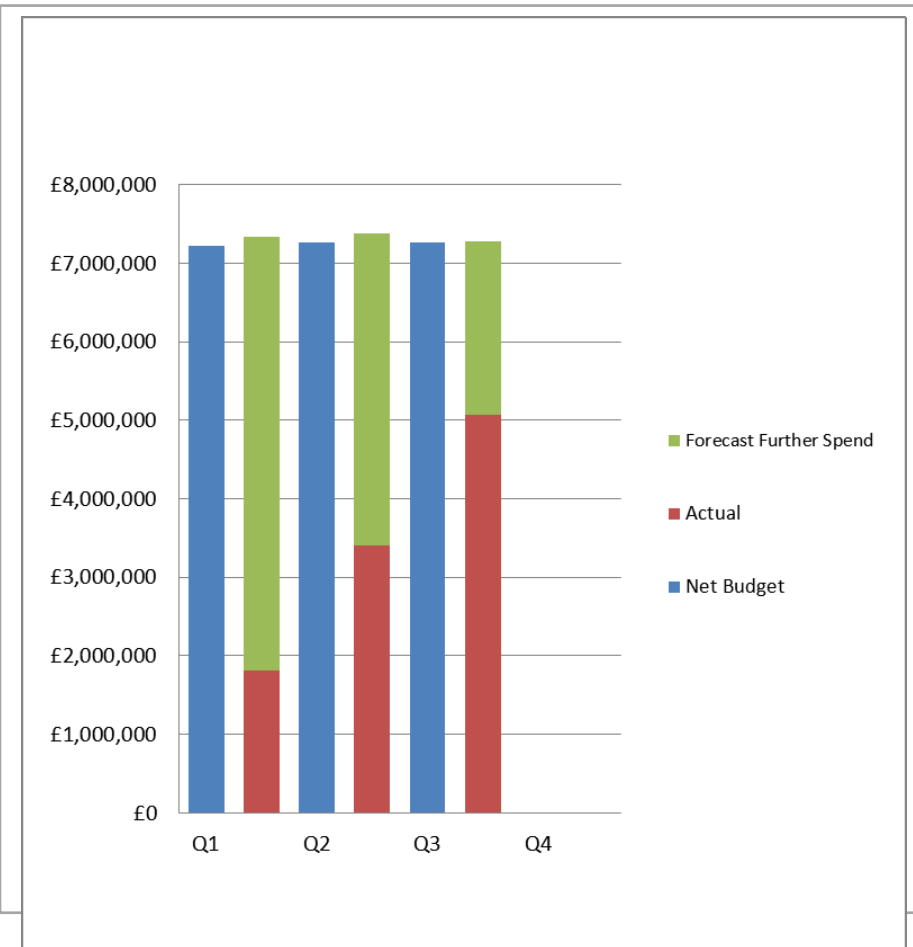
| Description | Total Target Amount £ | Amount Achieved to Date £ |
|--|--------------------------|------------------------------|
| Full year effect 2011-12 Budget Strategy | 3,366,000 | 3,138,000 |
| 2012-13 Budget Strategy | 3,835,000 | 3,830,000 |
| | 7,201,000 | 6,761,000 |



Delivery of Budget Savings Through Changed Service Provision

Reporting Period: Quarter 3 2012/13

Financial Report - Fire Service



| ACTUAL TO DATE | BUDGET | FORECAST OUTTURN | FORECAST VARIANCE |
|----------------|------------|------------------|-------------------|
| £5,072,394 | £7,260,994 | £7,289,368 | £28,374 |

Budgets in Scope

| | Actual Spend | Current Budget | Forecast Outturn | Forecast Variance |
|---------------------------|--------------|----------------|------------------|-------------------|
| Chief Fire Officer | 354,287 | 470,391 | 473,156 | 2,765 |
| Deputy Chief Fire Officer | 4,170,052 | 5,812,170 | 5,902,499 | 90,329 |
| Community Risk | 5,225 | -7,066 | 7,394 | 14,460 |
| Operations | 542,833 | 985,499 | 906,319 | -79,180 |
| Grand Total | 5,072,394 | 7,260,994 | 7,289,368 | 28,374 |

Delivery of Budget Savings Through Changed Service Provision

Performance Measures - Fire & Rescue Service

Key to colour RAG

Red: Below Target
 Amber: Within Tolerance
 Green: On/above target
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 Grey: Data Unavailable

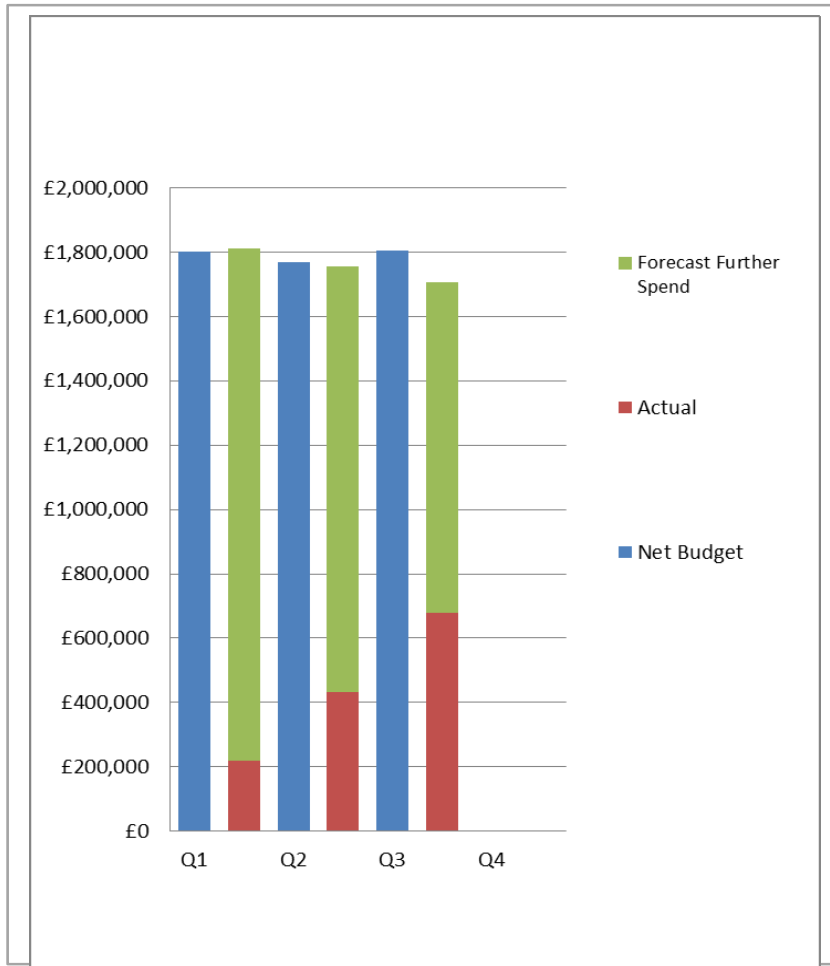
Reporting Period: Quarter 3 2012/13

| Monthly Measure Description | Measure Aim | Jul-12 | Aug-12 | Sep-12 | Oct-12 | Nov-12 | Dec-12 | | End of Year Forecast | End of Year Target |
|---|-------------|--------|--------|--------|--------|--------|--------|--------|----------------------|--------------------|
| | | | | | | | Actual | Target | | |
| Fire & Rescue Service: Accidental Dwelling Fires in Domestic Dwellings | ▼ | 5 | 6 | 8 | 8 | 6 | 8 | 7 | 81 | 84 |
| | | | | | | | A | | G | |
| Fire & Rescue Service: Numbers of people killed or seriously injured in road traffic collisions (cumulative) | ▼ | 20 | 25 | 28 | 39 | 60 | 69 | 60 | 92 | 80 |
| | | | | | | | R | | R | |
| Fire & Rescue Service: Number of Primary Fires attended | ▼ | 14 | 18 | 19 | 17 | 15 | 22 | 18 | 200 | 215 |
| | | | | | | | R | | G | |
| Fire & Rescue Service: Percentage of incidents which met our response standards for fire cover - Attendance Time | ▲ | 92.5 | 77.6 | 91.7 | 92.1 | 90.2 | 80.8 | 80 | 88.3 | 80 |
| | | | | | | | G | | G | |
| Fire & Rescue Service - Percentage (%) of home fire safety checks completed for vulnerable households CFOA B1 (CS2b) | ▲ | 56.3 | 50 | 20 | 41.2 | 53.6 | 68.8 | 60 | 53.6 | 60 |
| | | | | | | | G | | R | |
| Fire & Rescue Service: Numbers of children killed or seriously injured in road traffic collisions (under 18 years of age) (cumulative) (NI 048) | ▼ | 3 | 4 | 5 | 8 | 9 | 10 | 12 | 12 | 16 |
| | | | | | | | G | | G | |

Risk Management

| Description | Current Risk Score | Planned Actions | Target Date | Target Risk Score |
|--|--------------------|---|-------------|---------------------|
| Raising Education Standards | | | | |
| Risk Reference - CXL0004 Non achievement against National Indicators pertaining to KS 4 - Consequence :Poor outcomes for young people No improvement in standards - increase in schools identified in an Ofsted category Loss of reputation for the council Inability to attract high calibre staff Inherent Score : 12 - High | R 12 - High | Implementation of Accountability Framework for Schools | 31/03/13 | A 9 - Medium |
| | | Implementation of 14--19 Strategy | 02/09/13 | |
| | | Delivery of 2 levels Progress in Science Project | Implemented | |
| | | Implementation Gaining Ground Schools Programme | Implemented | |
| | | Introduction of functional skills | Implemented | |
| Risk Reference - CXL0005 Non achievement of KS5/Level 3 against agreed targets - Consequence :Poor outcomes for young people resulting in lower progression rates to Higher Education, training or employment. Higher risk of unemployment for young people resulting in higher NEET's (Not in Education Employment or Training). Higher risk of young people seeking education and training off island. Higher risk to the secondary schools from Ofsted at being put into a category of "notice to improve" or "special measures". Poor reputation to the Council resulting in higher intervention/commissioning from the local authority to support the secondary schools. Inherent Score : 12 - High | R 12 - High | Development of a value added measure across all schools at Key Stage 5. | 31/01/13 | A 8 - Medium |
| | | Monitoring KS5 outcomes | 30/01/13 | |
| | | Implementation of NEET strategy. | Implemented | |
| | | NEET % to be continually monitored against our Statistical Neighbours | Implemented | |
| Risk Reference - CXL0016 Non achievement against national average pertaining to Key Stage 2 - Consequence :Poor outcomes for young people. Reputation issues for the Council leading to reduced ability to attract high calibre staff and lack of trust from parents and young people in the quality of education. Inherent Score : 14 - High | R 12 - High | Monitor the returns from the three key indicators | 31/07/13 | A 9 - Medium |
| | | Commission support for schools if required. | 31/03/13 | |
| | | Identify under performing schools | 28/02/13 | |
| | | Review predicted grade data returns and intervene appropriately. | 31/01/13 | |

Financial Report – Local Authority Budget



| ACTUAL TO DATE | BUDGET | FORECAST OUTTURN | FORECAST VARIANCE |
|----------------|------------|------------------|-------------------|
| £678,830 | £1,805,556 | £1,706,291 | −£99,265 |

Budgets in Scope

| | Actual Spend | Current Budget | Forecast Outturn | Forecast Variance |
|---|----------------|------------------|------------------|-------------------|
| Com. for Standards in Educational Settings | 152,357 | 284,899 | 285,567 | 688 |
| Education Participation Team | 360,169 | 808,929 | 714,313 | −94,616 |
| Commissioning for Special Education & Alt. Education Programmes | 89,264 | 120,924 | 115,607 | −5,317 |
| SEN Service | 2,044 | 2,500 | 2,500 | 0 |
| Commissioning Manager Adult & Community Learning | 74,996 | 588,304 | 588,304 | 0 |
| Grand Total | 678,830 | 1,805,556 | 1,706,291 | −99,265 |

Raising Educational Standards

Key to colour RAG

Red: Below Target
 Amber: Within Tolerance
 Green: On/above target
 Blue: Targets not agreed/ monitoring only
 Grey: Data Unavailable

Reporting Period: Quarter 3 2012/13

Performance Management

| Monthly Measure Description | Measure Aim | Jul-12 | Aug-12 | Sep-12 | Oct -12 | Nov-12 | Dec -12 | | End of Year Forecast | End of Year Target |
|---|-------------|--------|--------|--------|---------|--------|---------|--------|----------------------|--------------------|
| | | | | | | | Actual | Target | | |
| Percentage (%) of 16-18 year olds who are not in education, employment or training (NEET) (former NI 117) | ▼ | 4.3 | 4.6 | 8.3 | 5.6 | 5.6 | 5.1 | 4.75 | 4.75 | 4.75 |
| | | | | | | | R | | G | |

| Quarterly Measure Description | Measure Aim | Jul-Sep 2011 | Oct-Dec 2011 | Jan-Mar 2012 | Apr-Jun 2012 | Jul-Sep 2012 | This Quarter | | End of Year Forecast | End of Year Target |
|---|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--------|----------------------|--------------------|
| | | | | | | | Actual | Target | | |
| Number of temporary exclusions - All schools (within the quarter) | ▼ | 0 | 95 | 153 | 221 | | 187 | 225 | Gry | 825 |
| | | | | | | | G | | | |
| Number of permanent exclusions (confirmed) - All schools | ▼ | | 5 | 7 | 11 | | 4 | 3 | Gry | 9 |
| | | | | | | | A | | | |

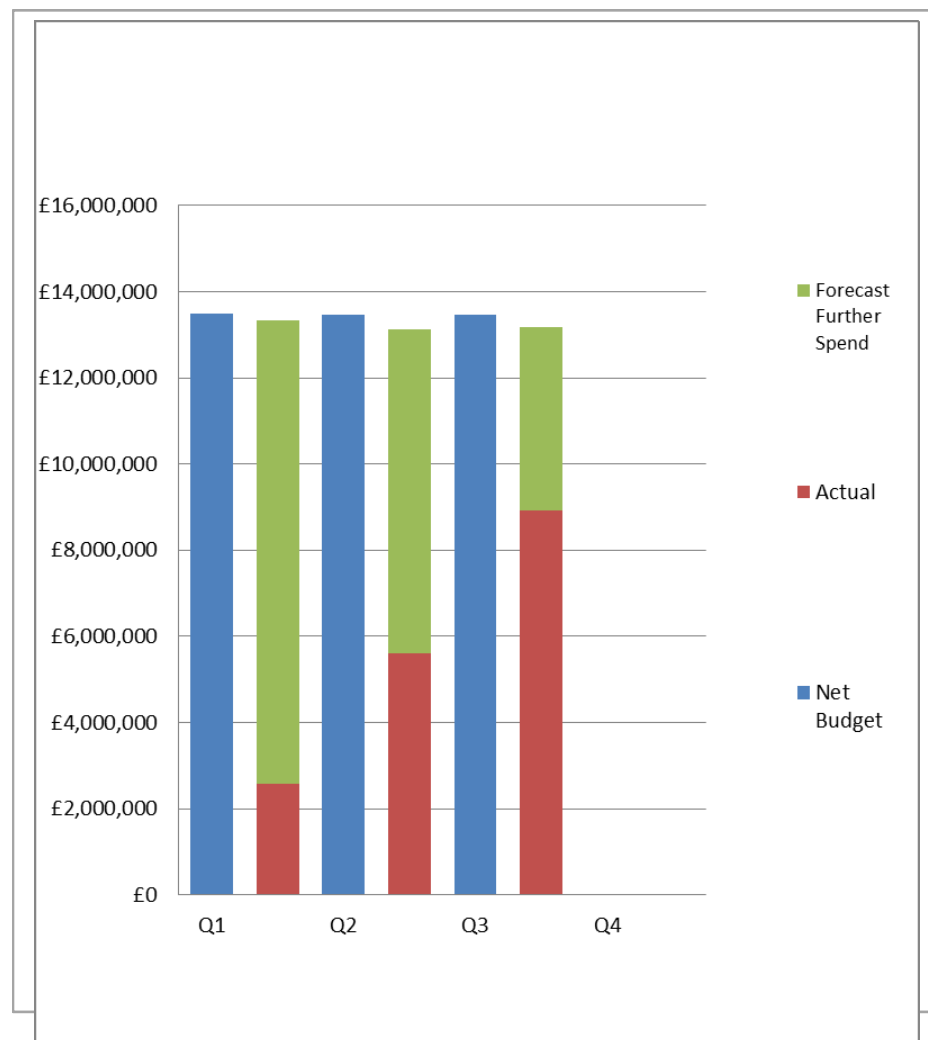
Keeping Children Safe

Reporting Period: Quarter 3 2012/13

Risk Management

| Description | Current Risk Score | Planned Actions | Target Date | Target Risk Score |
|--|--------------------|--|-------------|----------------------|
| Keeping Children Safe | | | | |
| Risk Reference - CSF0005 Fatality or serious injury resulting from failure to safeguard. - Consequence :Death or serious injury of a child - impact on family (Corporate Priority Risk). Inherent Score : 15 - High | R 15 - High | All staff have a training log and attendance at identified courses is monitored | 31/03/13 | A 10 - Medium |
| | | Ensure training offer meets practice needs | 31/03/13 | |
| | | Improvement: Meeting national time scales for initial and core assessments for children. | 31/03/13 | |
| | | Improvement: Workforce development programme to raise awareness of safeguarding. | 31/03/13 | |
| | | Monthly compliance to supervision standards through regular audit | 31/03/13 | |
| | | Monthly file Audits by Team and 3rd tier Managers to ensure compliance to agreed thresholds and standards. | 31/03/13 | |
| | | Publish and promote Early Help offer | 31/03/13 | |
| | | Raising the quality of assessment through regular casework scrutiny and challenge | 31/03/13 | |
| | | All key social work posts are filled | Implemented | |
| | | Implementation of Ofsted Action Plan following pilot inspection. | Implemented | |
| | | Monthly Child Protection management information scrutinised | Implemented | |
| | | On-going staff training which is evaluated against impact on service delivery | Implemented | |
| Safeguarding action plan to be implemented | Implemented | | | |

Financial Report



| ACTUAL TO DATE | BUDGET | FORECAST OUTTURN | FORECAST VARIANCE |
|----------------|-------------|------------------|-------------------|
| £8,909,861 | £13,471,864 | £13,161,652 | £-310,588 |

| Budgets in Scope | | | | |
|------------------------------------|------------------|-------------------|-------------------|-------------------|
| | Actual Spend | Current Budget | Forecast Outturn | Forecast Variance |
| Business Support | 817,031 | 1,260,057 | 1,174,692 | -85,365 |
| Contingencies Management & Support | -2,945,107 | -3,508,870 | -3,442,774 | 66,096 |
| Children & Family Services | 1,462,696 | 2,126,529 | 2,104,660 | -21,869 |
| Short Term Interventions | 1,324,671 | 1,911,652 | 1,893,949 | -17,703 |
| Longer Term Intervention | 7,587,314 | 10,356,092 | 10,252,509 | -103,583 |
| Safeguarding | 397,630 | 662,177 | 676,560 | 14,007 |
| Safety within the Community | 213,589 | 559,291 | 411,586 | -147,705 |
| Workforce Development | 52,037 | 104,936 | 90,469 | -14,467 |
| Grand Total | 8,909,861 | 13,471,864 | 13,161,652 | -310,588 |

Performance Management

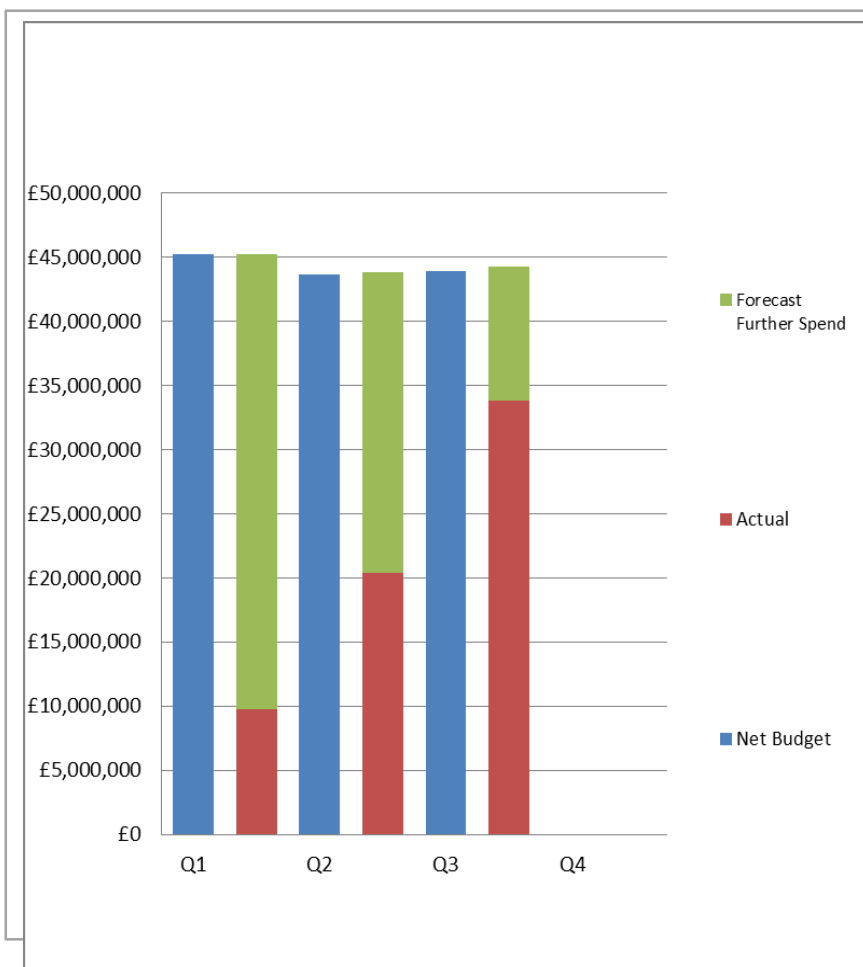
| Monthly Measure Description | Measure Aim | Jul-12 | Aug-12 | Sep-12 | Oct -12 | Nov-12 | Dec -12 | | End of Year Forecast | End of Year Target |
|--|-------------|--------|--------|--------|---------|--------|----------|--------|----------------------|--------------------|
| | | | | | | | Actual | Target | | |
| Total number of Common Assessments (CAF) completed year to date (Cumulative) | ▲ | 161 | 179 | 206 | 257 | 314 | 375 G | 334 | 450 G | 450 |
| Number of Looked After Children (at month end) | ▼ | 152 | 154 | 152 | 151 | 156 | 159 R | 151 | 162 R | 148 |
| Number of Looked After Children (LAC) in agency foster and agency residential placements | ▼ | 22 | 23 | 22 | 22 | 25 | 27 A | 26 | 29 A | 26 |

| Quarterly Measure Description | Measure Aim | Jul-Sep 2011 | Oct-Dec 2011 | Jan-Mar 2012 | Apr-Jun 2012 | Jul-Sep 2012 | This Quarter | | End of Year Forecast | End of Year Target |
|---|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--------|----------------------|--------------------|
| | | | | | | | Actual | Target | | |
| Percentage (%) of referrals to children's social care that are repeat referrals within 12 months | ▼ | 19.9 | 17.2 | 18.9 | 14.1 | 14.8 | 12.7 G | 18 | 12 G | 18 |
| Percentage (%) of children made subject to a Child Protection Plan for a second or subsequent time (during quarter) | ▼ | 6 | 0 | 0 | 9.5 | 10 | 0 G | 10 | 8.1 G | 10 |
| Percentage (%) of children who have been subject to a Child Protection plan continuously for more than two years (at quarter end) | ▼ | 4.1 | 3.6 | 0 | 3.1 | 4.3 | 0 G | 2 | 0 G | 2 |
| Number of families of disabled children who are being supported through direct payments. | ▲ | 72 | 50 | 46 | 53 | 50 | 53 A | 56 | 56 A | 60 |

Risk Management

| Description | Current Risk Score | Planned Actions | Target Date | Target Risk Score |
|---|-----------------------------|--|---|-----------------------------|
| Supporting Older And Vulnerable Residents | | | | |
| <p>Risk Reference - SR0038</p> <p>Failure to identify and effectively manage situations where vulnerable children and adults are subject to abuse. - Consequence :Negative impact on wellbeing, potential death or serious injury to vulnerable client Damage to council reputation Impact on service Intervention by regulator that ceases the Council's ability to manage the service</p> <p>Inherent Score : 16 - High</p> | <p>A</p> <p>10 - Medium</p> | <p>Improvement: Strengthen contract management and quality assurance</p> <p>Improvement: Embed high quality safeguarding practice in operational area with dedicated practitioners</p> <p>Improvement: Training programme to raise awareness of safeguarding, leading to improved identification of risk. (Adults)</p> <p>Improvement: Meeting national time scales for initial and core assessments for children.</p> <p>Improvement: Quality assurance of CAF's via First Response team</p> <p>Improvement: Strengthen procurement function</p> <p>Improvement: Work with schools on safeguarding issues</p> <p>Improvement: Workforce development programme to raise awareness of safeguarding.</p> <p>Improvement: Develop a commissioning framework to support personalisation</p> <p>Improvement: Development of Quality Assurance Framework</p> <p>Improvement: Integrated Childrens Services (ICS) Project</p> <p>Framework: Adults and Children's Safeguarding Boards</p> <p>Framework: Children's and Young People's Strategic Partnership</p> <p>Framework: Performance Framework</p> <p>Framework: Safer Recruitment Policy</p> <p>Framework: Supervision Procedure (Adults)</p> <p>Framework: Supervision Procedure (Childrens)</p> <p>Governance: Critical Commissioning Group established in NHS</p> <p>Improvement: Care management reviews to ensure quality assurance around Personal Budgets and support planning</p> <p>Improvement: Strengthen the scrutiny function of the Adults & Childrens Safeguarding Boards</p> <p>Process: Implementation of 'strengthening families' model for child case conferencing</p> <p>Process: LINKs ability to 'Enter and View' as part of their duties</p> <p>Process: Personal Budget Audit</p> <p>Process: Regular case work audit</p> | <p>31/03/14</p> <p>06/05/13</p> <p>27/04/13</p> <p>31/03/13</p> <p>31/03/13</p> <p>31/03/13</p> <p>31/03/13</p> <p>31/03/13</p> <p>28/02/13</p> <p>28/02/13</p> <p>08/02/13</p> <p>Implemented</p> <p>Implemented</p> <p>Implemented</p> <p>Implemented</p> <p>Implemented</p> <p>Implemented</p> <p>Implemented</p> <p>Implemented</p> <p>Implemented</p> <p>Implemented</p> <p>Implemented</p> <p>Implemented</p> <p>Implemented</p> <p>Implemented</p> <p>Implemented</p> <p>Implemented</p> <p>Implemented</p> <p>Implemented</p> | <p>A</p> <p>10 - Medium</p> |

Financial Report



| ACTUAL TO DATE | BUDGET | FORECAST OUTTURN | FORECAST VARIANCE |
|----------------|-------------|------------------|-------------------|
| £33,816,463 | £43,891,660 | £44,310,366 | £418,706 |

| Budgets in Scope | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| | Actual Spend | Current Budget | Forecast Outturn | Forecast Variance |
| Community Care | 22,944,037 | 29,184,922 | 30,363,123 | 1,178,201 |
| Nursing Care Pooled Budget | 3,746,388 | 3,666,824 | 3,862,627 | 195,803 |
| Head of Commissioning - Adult Social Care | 286,262 | 536,363 | 439,988 | -96,375 |
| Com.Manager - Adult Social Care Services | 1,702,512 | 4,485,787 | 4,247,009 | -238,778 |
| Com.Manager - Individual Support | 1,915,124 | 2,829,865 | 2,707,107 | -122,758 |
| Operations Manager | 1,380,078 | 220,590 | -112,013 | -332,603 |
| Business Support Manager | 831,968 | 1,405,396 | 1,248,395 | -157,001 |
| Wightcare | 126,733 | -12,001 | 12,315 | 24,316 |
| Substance Misuse | 94,383 | 424,273 | 441,609 | 17,336 |
| Workforce Development | 7,992 | 50,000 | 50,000 | 0 |
| Social Care Payments Team | 249,205 | 361,981 | 327,257 | -34,724 |
| Think Local Act Personal | 113,965 | 318,497 | 318,497 | 0 |
| Emergency Duty Service | 242,667 | 315,640 | 378,572 | 62,932 |
| Misc | 861 | 103,523 | 25,881 | -77,642 |
| Children & Young Adults Disability Service | 174,288 | 0 | 0 | 0 |
| Grand Total | 33,816,463 | 43,891,660 | 44,310,366 | 418,706 |

Supporting Older and Vulnerable Residents

Key to colour RAG
 Red: Below Target
 Amber: Within Tolerance
 Green: On/above target
 Blue: Targets not agreed/ monitoring only
 Grey: Data Unavailable

Reporting Period: Quarter 3 2012/13

Performance Management

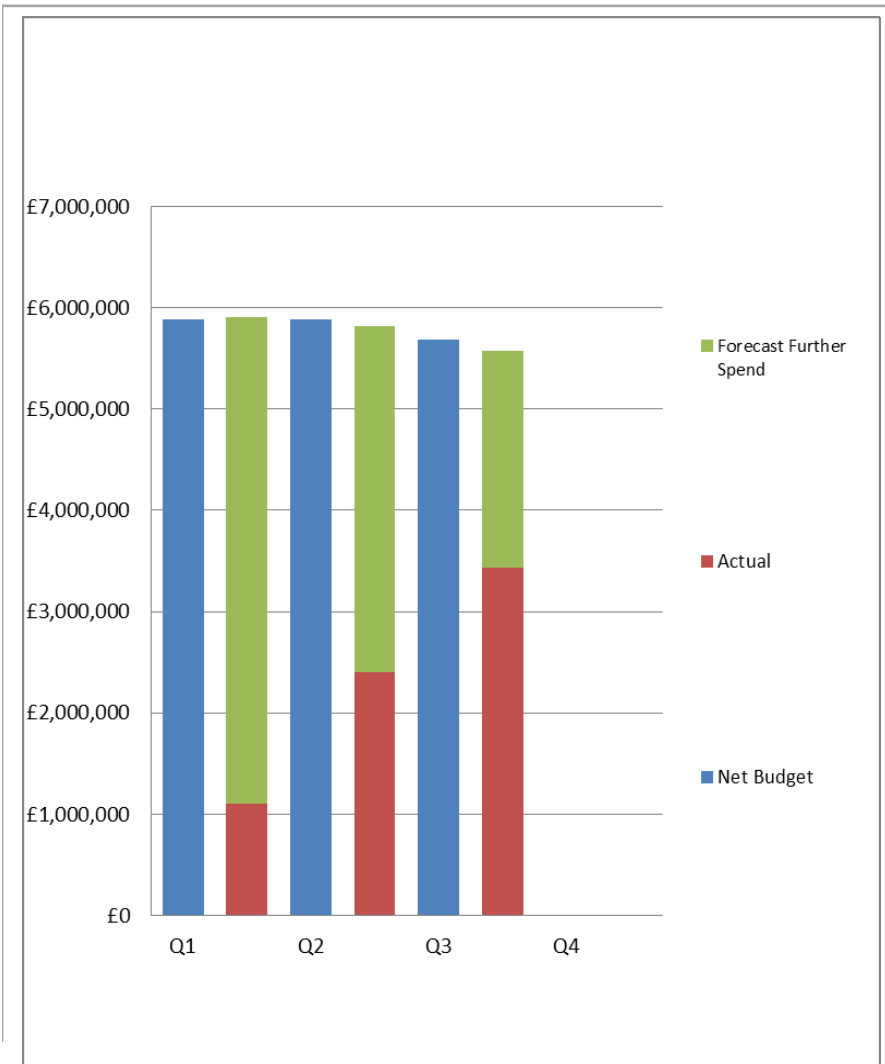
| Monthly Measure Description | Measure Aim | Jul-12 | Aug-12 | Sep-12 | Oct -12 | Nov-12 | Dec -12 | | End of Year Forecast | End of Year Target |
|--|-------------|--------|--------|--------|---------|--------|------------|--------|----------------------|--------------------|
| | | | | | | | Actual | Target | | |
| NI 135 - Carers receiving needs assessment or review, and a specific carer's service, advice or information, as a percentage of clients receiving community services | ▲ | 38.4 | 38.2 | 39 | 34.4 | 34.8 | 35 G | 33 | 39.17 G | 33 |
| SVA (Safeguarding Vulnerable Adults) Indicator - Percentage (%) of adult clients receiving a review as a percentage of those receiving a service | ▲ | 68.2 | 66.1 | 64.4 | 65.3 | 64.1 | 64.1 R | 80 | 59.02 R | 80 |
| All Personal Budgets & Direct Payments as a percentage of all eligible service users (local SDS indicator) | ▲ | 67.25 | 68 | 68.76 | 69.2 | 69.42 | 69.55 G | 68.64 | 71.87 G | 70 |

| Quarterly Measure Description | Measure Aim | Jul-Sep 2011 | Oct-Dec 2011 | Jan-Mar 2012 | Apr-Jun 2012 | Jul-Sep 2012 | This Quarter | | End of Year Forecast | End of Year Target |
|---|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--------|----------------------|--------------------|
| | | | | | | | Actual | Target | | |
| SVA (Safeguarding Vulnerable Adults) Indicator - Percentage (%) of referrals to safeguarding that are repeat referrals within 12 months | ▼ | | | | 13.74 | 15.8 | 15.06 G | 15.53 | 16 G | 16 |

Risk Management

| Description | Current Risk Score | Planned Actions | Target Date | Target Risk Score |
|--|--------------------|---|-------------|---------------------|
| Housing And Homelessness | | | | |
| Risk Reference - ENS0042 The risk that Safe and Secure Homes does not enable sufficient affordable and low cost housing to be built and continue to reduce long term empty properties each year. - Consequence :Increases in the need for temporary accommodation, leading to inability to meet annual saving targets. Increase in the cost of providing a homeless service. Adverse impact on Councils budget. Inability to deliver a balanced housing market. Loss of New Homes Bonus (Corporate Priority Risk) Inherent Score : 16 - High | R 12 - High | Ensure that enough housing is planned to meet the 520 target through the Island Plan (Planning Services) | 31/03/13 | A 9 - Medium |
| | | Monitor Housing completion on new properties and highlight at the Strategic Housing Partnership Meeting (Planning Services) | 31/03/13 | |
| | | Review of the Council Tax long term empty property list | 31/03/13 | |
| | | To deliver a completed new Housing Strategy | 31/03/13 | |
| | | To enable the provision of enough affordable housing to meet targets | 31/03/13 | |
| | | To confirm that we accept the new definitions of "affordable housing" and "low cost market housing". | Implemented | |
| | | Undertake planning development viability assessment and produce new island plan housing documents | Implemented | |

Financial Report



| ACTUAL TO DATE | BUDGET | FORECAST OUTTURN | FORECAST VARIANCE |
|----------------|------------|------------------|-------------------|
| £3,431,868 | £5,682,738 | £5,570,997 | £-111,741 |

Budgets in Scope

| | Actual Spend | Current Budget | Forecast Outturn | Forecast Variance |
|--------------------------------------|------------------|------------------|------------------|-------------------|
| Com. Manager for Safe & Secure Homes | 108,249 | 275,361 | 237,204 | -38,157 |
| Housing Needs | 3,402,484 | 5,024,960 | 4,944,723 | -80,237 |
| Housing Renewal | 95,744 | 279,874 | 256,876 | -22,998 |
| Pan Neighbourhood Partnership | -74,608 | 102,543 | 132,194 | 29,651 |
| Grand Total | 3,431,868 | 5,682,738 | 5,570,997 | -111,741 |

Housing and Homelessness

Key to colour RAG

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Reporting Period: Quarter 3 2012/13

Performance Management

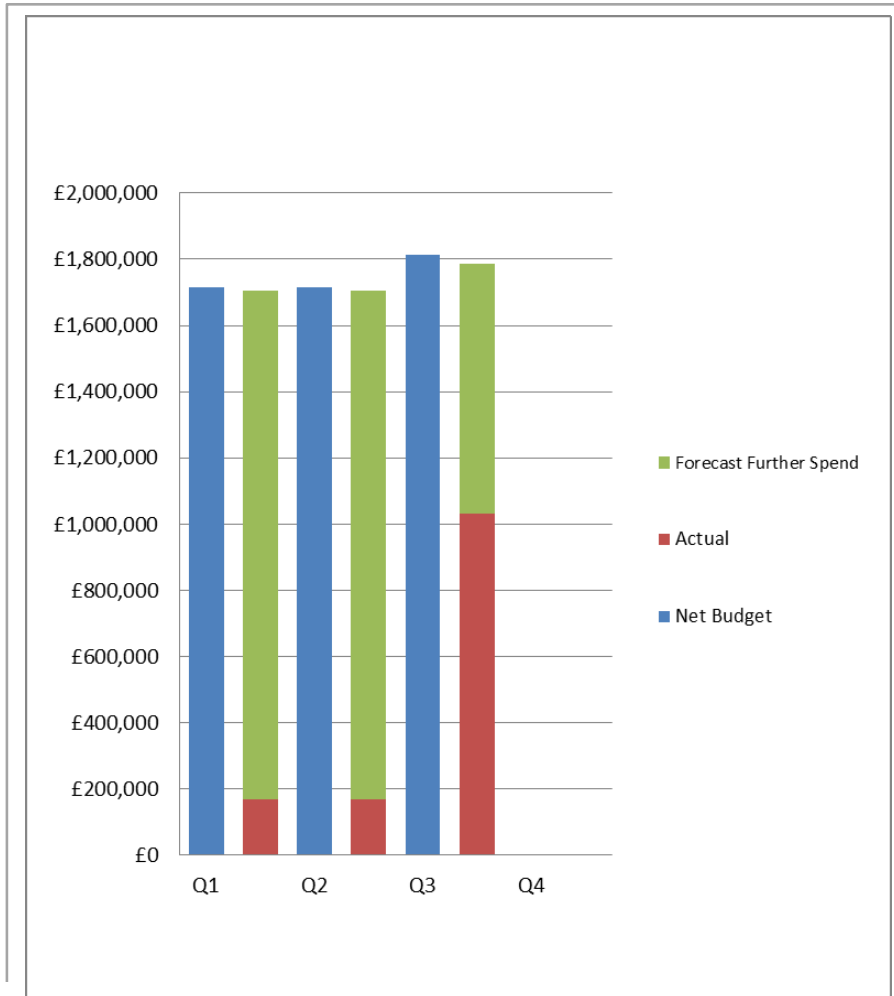
| Monthly Measure Description | Measure Aim | Jul-12 | Aug-12 | Sep-12 | Oct -12 | Nov-12 | Dec -12 | | End of Year Forecast | End of Year Target |
|---|-------------|--------|--------|--------|---------|--------|---------|--------|----------------------|--------------------|
| | | | | | | | Actual | Target | | |
| Number of households accepted as homeless and in priority need (cumulative) | ▼ | 25 | 36 | 41 | 50 | 55 | 59 | 63 | 84 | 84 |
| | | | | | | | G | | G | |
| Number of households in temporary accommodation (cumulative) | ▼ | 128 | 139 | 135 | 140 | 141 | 138 | 145 | 140 | 145 |
| | | | | | | | G | | G | |

| Quarterly Measure Description | Measure Aim | Jul-Sep 2011 | Oct-Dec 2011 | Jan-Mar 2012 | Apr-Jun 2012 | Jul-Sep 2012 | This Quarter | | End of Year Forecast | End of Year Target |
|--|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--------|----------------------|--------------------|
| | | | | | | | Actual | Target | | |
| Percentage (%) of service users who are supported to establish and maintain independent living | ▲ | 98.04 | 92.17 | 96.31 | 97.47 | 99.64 | 98.05 | 95.5 | 95.5 | 95.5 |
| | | | | | | | G | | G | |
| Number of properties adapted/modified to support independent living by the occupier | ▲ | 727 | 1150 | 1594 | 258 | 574 | 1290 | 720 | 1600 | 1000 |
| | | | | | | | G | | G | |
| Number of empty properties (PCLC List Review) | ▼ | 864 | 860 | 810 | 787 | 781 | 874 | 775 | 810 | 760 |
| | | | | | | | R | | R | |

Risk Management

| Description | Current Risk Score | Planned Actions | Target Date | Target Risk Score |
|---|--------------------|---|-------------|-------------------|
| Regeneration And The Economy | | | | |
| Risk Reference - ACL0114 | R 12 - High | Joint working of development of tidal test beds through the Solent Ocean Energy Centre | 31/03/13 | A 9 - Medium |
| Risk that the economic downturn impacts on the achievement of the Council's Corporate Priorities. - | | Monitor progress for achievement of economic development delivery plan | 31/03/13 | |
| Consequence :Adverse impacts on:- 1. Finances (income reduction and increased expenditure) 2. Regeneration projects (reduced developer engagement, reduced s106 income etc.) 3. Tourism (impact on the visitor economy) 4. Housing (increased homelessness due to repossessions, delays to Pan development, reduced land charges income etc.) 5. Financial stability of key suppliers and contractors | | Development of prospectus , DVD and web to promote inward investment in the renewable energy sector | Implemented | |
| | | Development of SOREC proposal with ERDF Funding | | |
| | | Ensure that major programmes and projects are challenged to deliver outcomes within budget and on time. | Implemented | |
| | | Monitor key economic indicators | Implemented | |
| Inherent Score : 14 - High | | Work with Local Enterprise Partnership(LEP) to grow the local economy | Implemented | |

Financial Report



| ACTUAL TO DATE | BUDGET | FORECAST OUTTURN | FORECAST VARIANCE |
|----------------|------------|------------------|-------------------|
| £1,032,764 | £1,813,625 | £1,785,221 | -£28,404 |

| Budgets in Scope | | | | |
|---|----------------------|------------------|------------------|-------------------|
| | Actual Spend to date | Current Budget | Forecast Outturn | Forecast Variance |
| Strategic Tourism, Promotion and Events | 542,347 | 662,950 | 631,606 | -31,344 |
| Economic Development & Sustainability | 426,475 | 1,063,042 | 1,062,495 | -547 |
| Research in to renewable Energy | 63,942 | 87,633 | 91,120 | 3,487 |
| Grand Total | 1,032,764 | 1,813,625 | 1,785,221 | -28,404 |

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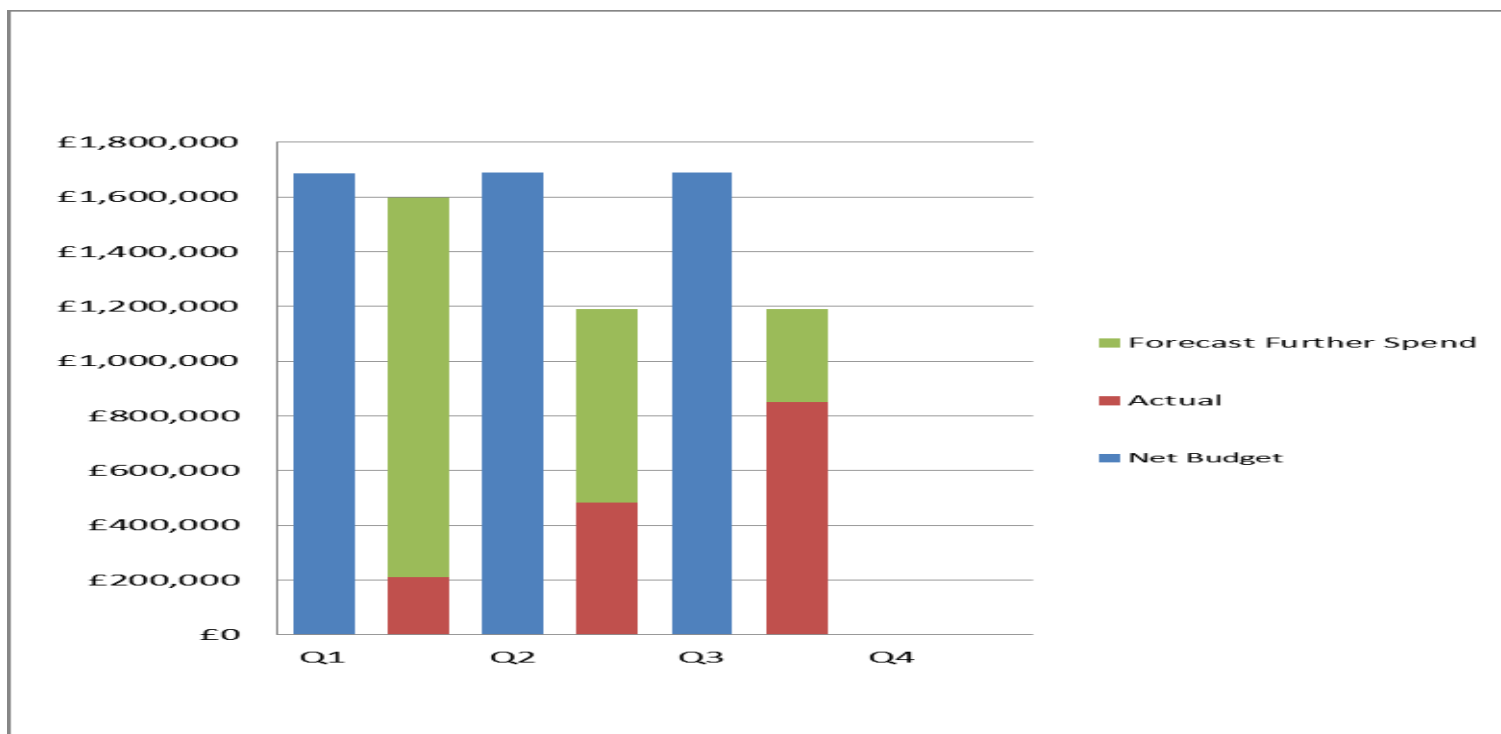
Performance Management

| Monthly Measure Description | Measure Aim | Jul-12 | Aug-12 | Sep-12 | Oct -12 | Nov-12 | Dec -12 | | End of Year Forecast | End of Year Target |
|---|-------------|--------|--------|--------|---------|--------|---------|--------|----------------------|--------------------|
| | | | | | | | Actual | Target | | |
| Percentage (%) of major planning applications determined within 13 weeks | ▲ | 80 | 20 | 100 | 50 | 50 | 60 | 60 | 50 | 60 |
| | | | | | | | G | | R | |
| Total number of planning applications received (cumulative) | ▲ | 671 | 849 | 990 | 1157 | 1346 | 1468 | 1368 | 1925 | 1824 |
| | | | | | | | G | | G | |
| Percentage (%) of non-major planning applications determined within 8 weeks | ▲ | 81.58 | 82.37 | 83 | 82.89 | 82.03 | 85.6 | 80 | 80 | 80 |
| | | | | | | | G | | G | |

| Quarterly Measure Description | Measure Aim | Jul-Sep 2011 | Oct-Dec 2011 | Jan-Mar 2012 | Apr-Jun 2012 | Jul-Sep 2012 | This Quarter | | End of Year Forecast | End of Year Target |
|---|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--------|----------------------|--------------------|
| | | | | | | | Actual | Target | | |
| Number of potential investors receiving support (cumulative) | ▲ | 12 | 18 | 23 | 7 | 13 | 16 | 11 | 18 | 15 |
| | | | | | | | G | | G | |
| Number of in person approaches made to potential investors (cumulative) | ▲ | 11 | 19 | 25 | 4 | 6 | 12 | 7 | 14 | 10 |
| | | | | | | | G | | G | |
| Number of in person advice and guidance activities with businesses seeking to grow and develop on the Island (cumulative) | ▲ | 12 | 20 | 27 | 10 | 14 | 21 | 15 | 23 | 20 |
| | | | | | | | G | | G | |
| Number of young people engaged in the Islework initiatives (cumulative) | ▲ | | | | 0 | 81 | 205 | 100 | 250 | 160 |
| | | | | | | | G | | G | |

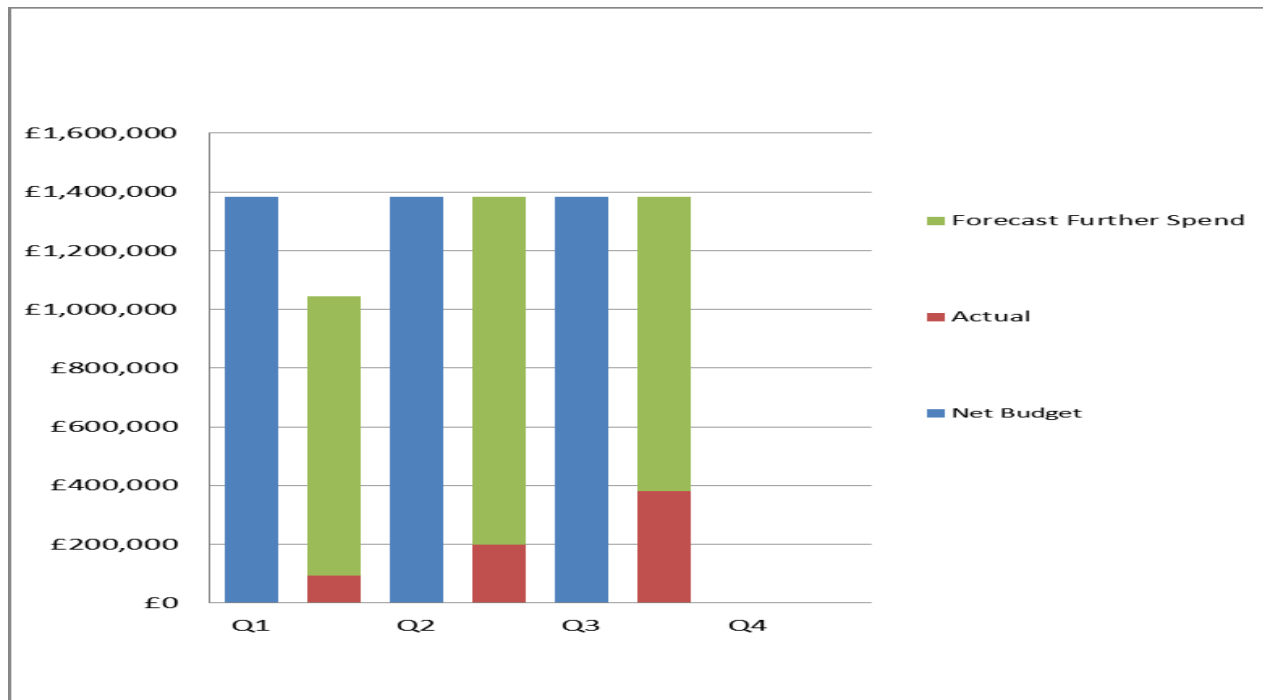
Financial Report

| Budgets in Scope | | | | |
|----------------------|----------------|------------------|------------------|-------------------|
| | Actual Spend | Current Budget | Forecast Outturn | Forecast Variance |
| Highways PFI Project | 850,394 | 1,690,900 | 1,190,900 | -500,000 |
| Grand Total | 850,394 | 1,690,900 | 1,190,900 | -500,000 |



Financial Report

| Budgets in Scope | | | | |
|--------------------|----------------|------------------|------------------|-------------------|
| | Actual Spend | Current Budget | Forecast Outturn | Forecast Variance |
| Waste Strategy | 380,880 | 1,383,167 | 1,383,167 | 0 |
| Grand Total | 380,880 | 1,383,167 | 1,383,167 | 0 |



Waste Strategy

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 Grey: Data Unavailable

Reporting Period: Quarter 3 2012/13

Performance Management

| Monthly Measure Description | Measure Aim | Jul-12 | Aug-12 | Sep-12 | Oct -12 | Nov-12 | Dec -12 | | End of Year Forecast | End of Year Target |
|--|-------------|---------|---------|---------|---------|---------|---------|--------|----------------------|--------------------|
| | | | | | | | Actual | Target | | |
| Percentage (%) of household waste sent for reuse, recycling and composting (monthly) | ▲ | 47.45 | 49.48 | 49.4 | 49.34 | 46.91 | 41.82 | 40 | 47 | 40 |
| | | | | | | | G | | G | |
| Tonnes of household waste | ▼ | 5816.46 | 6331.82 | 5618.91 | 5859.41 | 4918.28 | 4173.42 | 6000 | 65495 | 72000 |
| | | | | | | | G | | G | |
| Tonnes of municipal waste | ▼ | 6142.04 | 6613.56 | 5866.43 | 6216.65 | 5245.36 | 4469.12 | 6500 | 70858 | 78000 |
| | | | | | | | G | | G | |