

## REPORT TO THE EXECUTIVE

Date : **23 FEBRUARY 2005**

Title: **THIRD QUARTERLY PERFORMANCE MANAGEMENT REPORT  
(2004-05)**

## REPORT OF THE DEPUTY LEADER

**IMPLEMENTATION DATE : 7 March 2005**

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### SUMMARY/PURPOSE

1. This report concerns the third Quarterly Performance Management Report for 2004-05. It allows the Executive to monitor and review key aspects of the Council's performance against its objectives and to take any corrective actions that are necessary. The summary of performance is included within this report and the complete [Quarterly Performance Management Report](#) has been circulated to all Members separately.

2. RULE 15 ACCESS TO INFORMATION

This agenda item appeared on previous Forward Plans, however an administrative error led to its omission from the current Forward Plan. The report is therefore being taken under rule 15 Access to Information Procedure Rules.

### BACKGROUND

3. This is the third Quarterly Performance Management Report for 2004-05 and covers the period 1<sup>st</sup> October to the 31<sup>st</sup> December 2004. The report format has been revised with the summary of performance being included within the body of this report (paragraph 15), including:

- The Council's key achievements
- The Council's key Areas to Watch with risk scores of 12 or more
- An overview of the basket of performance indicators and PSA Targets
- Financial performance statements, including summaries of revenue and capital expenditure – Appendix 1
- Corporate Parenting Performance Indicators – Appendix 2
- Isle of Wight Economic Partnerships, Managing Director's Report for January 2005 – Appendix 3

4. The basket of key performance indicators has been modified slightly with the inclusion of six new local indicators and the deletion of one:
  - Fire & Public Safety has a new performance indicator concerning Fire call outs to false alarms
  - Sustainable Development, Environment and Planning Policy has a new indicator concerning recycled paper usage
  - Resources has four new indicators in respect of customer services and the new Customer Relations Management system
  - Tourism and Leisure has deleted the performance indicator for value of Tourist Expenditure as the data cannot be calculated on a quarterly basis
5. At the Executive (Meeting of the 5<sup>th</sup> May 2004) a report was presented setting out the basket of Corporate Parenting indicators, it was agreed that the Chief Executive Officer should report progress bi-monthly to the Executive. It was considered to be more appropriate for this information to be presented as part of the QPMR. The Corporate Parenting (looked after children) indicators, current results and benchmarking information have been included and are attached as Appendix 2 to this report.

There are three indicators that show improved performance:

- The number of looked after children receiving direct payments (page 2 – Appendix 2)
- The number of social worker vacancies and the average workload per social worker have both fallen (page 2 – Appendix 2)

There are two indicators that show declining performance:

- The numbers of looked after children receiving part time education has increased (page 1 – Appendix 2)
- The numbers of looked after children that have Personal Education Plans. The percentage of children with plans has fallen slightly (page 1 – Appendix 2)

6. Appendix 3 covers the activities of the IWEP as reported to the IWEP Board of Director's by the Managing Director in January 2005. On the 3<sup>rd</sup> December 2003 the Executive resolved to continue to monitor the work of the Isle of Wight Economic Partnership on a quarterly basis as part of its contract management role. The report provides an overview of performance on all of the IWEP activities and is not restricted to the relatively small proportion of those activities which are funded by the Council.

## STRATEGIC CONTEXT

7. It is essential to have in place an effective performance management framework to ensure the Council can deliver its priorities and targets through measuring and monitoring. The framework is also required to realise the overall vision as set out in the Council's Corporate Plan for 2002/05.
8. **Performance Indicators** - progress is being made to sustain the improved performance within the basket of performance indicators, 42 out of 67 (63%) indicators have achieved or exceeded their third quarterly targets (Section 15.3 page 6-7). This compares with 38 out of 63 indicators (60%) last quarter of those indicators that can be monitored and tracked quarterly against targets.
9. However, 13 out of 67 (19%) are below their third quarterly targets by more than 5%. This does represent an improvement on the last quarter (quarter 2), when there were 20 out of 63 (32%) below quarterly targets. Of the 13 performance indicators this quarter, the following 8 indicators are identified for particular attention, they have been poorly performing for a number of quarters, the outturn result is significantly below the target, or they are critical for future Comprehensive Performance Assessment:
  - Adult & Community Services KPI-4. The actual number of people on the Island who are using the Direct Payments Scheme to choose and arrange their own social care services. There were 65 less people choosing to use the Direct Payments Scheme than had been forecasted, a shortfall of 52% this quarter.
  - Adult & Community Services KPI-7. Number of users of the Mobile Library Service, for the third quarter in a row the target has not been achieved. There were 2,030 less users than had been forecasted, a shortfall of 49% this quarter.
  - Children's Services KPI-1. Percentage of 15 year old pupils in schools maintained by the local education authority, achieving five or more GCSE's at grades A\*-C or equivalent. The annual performance is below the forecast target, 43.9% achieved the grades a shortfall of 9% on the target for the year.
  - Fire, Emergency Planning & Consumer Protection KPI-8. The number of food hygiene inspections this quarter, there were 80 fewer inspections undertaken this quarter than had been forecasted, a shortfall of 28% this quarter.
  - Sustainable Development, Environment & Planning Policy KPI-3a and 3b. The percentage of major and minor planning applications determined within the national standards (13 weeks for major and 8 weeks for minor). The Planning Service has made improvements on the major planning applications at the expense of the minor applications. The service is marginally down on major applications

(4%) and has slipped performance by 12.5% to 53% on minor applications.

- Tourism & Leisure KPI-6. The number of visits to Isle of Wight Council funded, supported and or managed sports and leisure facilities. For the third quarter in a row the quarterly target has not been achieved, there was a shortfall of 33,862 visits (10%) this quarter.
- Resources KPI-6. Number of types of interactions that are enabled for electronic delivery, the performance indicator is showing a further shortfall in performance following the application of government guidance on e-government. The indicator is showing 19.2% compliance, a shortfall of 40.8% on the quarterly target

10. The under-performance of these key indicators could be due to:

- The indicators and targets not being relevant for the Corporate Priority
- The target setting process not being sufficiently robust enough
- Unforeseen circumstances occurring for that particular service during the quarter
- Lack of ownership and commitment on achieving the targets
- Lack of resources, or priority relating to the indicator(s), its target(s) and their achievement

11. **Local Public Service Agreement (PSA) Targets** – progress on the PSA targets is being sustained, with 7 out of the 11 (64%) targets having reported positive results for quarter three (Section 15.3 page 7 and 8). One of the targets – PSA 7 (increase the number of young people who are getting treatment for drug or alcohol dependency) has exceeded the stretched target required for the 31<sup>st</sup> March 2006 and PSA 3 (create 400 new jobs and establish/assist 21 new businesses by 31 March 2006) has achieved 92% of the stretched target – 369 jobs having been created and the 21 businesses established/created by the Isle of Wight Economic Partnership. All PSA Round one targets are currently the subject of an internal audit and a report on these findings and proposals for PSA Round Two is on the Directors Group agenda and the Executive forward plan for the end of March 2005.

12. However, three of the PSA targets have not achieved their quarterly targets:

- PSA 1 Children's Services – Key Stage 3, raise the education achievement levels by 2% above the targets in the Development Plan. Scores across the board in English, Maths, Science and ICT are below the annual targets.
- PSA 6 Children's Services - Improve the education and employment outcomes of care leavers, the proportion of looked after children

obtaining 5 GCSE's at grade A\*-C. For the third quarter in a row the service has not achieved part of this annual target. The proportion of looked after children obtaining 5 GCSE's at A\*-C achieved 32.5% of the 52% target figure.

- PSA 11 Economic Development – Unemployment, increase the employment rates in the over 50's age group a nil return has been recorded for the third quarter in a row. The definition of this target is being discussed with the ODPM and the Isle of Wight Economic Partnership have evaluated their ability to meet this target and action is expected to resume for quarter 4. If there is no improvement by the next quarterly report this PSA Target will be dropped. See IWEP Managing Director's Report (Appendix 3)

13. **Key Areas to Watch** - there are a large number of Areas to Watch that are outstanding, having been reported in numerous past quarterly performance management reports. With the inclusion of the risk scoring assessment, those Areas to Watch with risk scores over twelve have been included in this report (Risk Scores rank from one which is low to 16 very high). On this basis the report identifies 8 Areas to Watch, that have risk scores of 12 or more (Section 15.2 page 5-6). Action is required to address the high scoring areas to watch, reduce their risk scores and the length of time that they have been recorded in the report.

14. **Financial Performance Summary** – Appendix 1 provides the latest updates on the revenue and capital expenditure accounts by Portfolio. The presentation of the figures has been amended and now also shows the commitments that have been made against the budget for each Portfolio.

- **Revenue Expenditure** – the figures provided show that 64.8% of the total budget has been spent, however, when commitments, capital financing charges, support service recharges and other adjustments are considered revenue spend is considered to be in line with budget expectations (Appendix 1). Key potential budget pressure areas include:

**Housing Services** are experiencing budget pressures an anticipated overspend of £300,000, the main area of concern is homelessness.

**Engineering Services** are estimating a year end overspend of £50,000 having addressed initial budget pressures of £250,000 on highway and pavement maintenance through charging structural maintenance to capital once contracts have been finalised.

- **Capital Expenditure** – the figures provided show that 53.3% of the total budget has been spent to date (Appendix 1)

## 15 Summary – QPMR 2004-05 Quarter 3 (October-December)

### 15.1 Key Achievements

KEY ACHIEVEMENTS
The Adult and Community Learning (ACL) service has been short listed for the Local Government Chronicle's "Sustainable Communities" award
Adult Services has continued to sustain a near nil return on delayed transfer from hospital. Continuing pressure on community care and nursing home provision has made this high priority target a challenging issue.
Education Services retained 2 star upper rating with ongoing evidence of continually improving performance in relation to assessments on time
Successful implementation of the DfES Extended Schools initiative within the Authority. From April 2005 22% of Island schools will have Extended School status. The Authority's approach has been praised by the DfES and used as an exemplar of practice in the South East region. The Island's approach includes - Improvements in pupil's behaviour, attendance, motivation & achievement - access to on-site services for staff, pupils & community - part in neighbourhood renewal - opportunities for children outside school hours - a closer relationship between school & community
Additional Local Transport Plan funding - £1m for Ryde Tunnel strengthening and £270,000 for Ventnor Land Stability Study
Identification of Planning Service as 'fair' and with 'promising' prospects of improvement by Best Value inspectors
Defra has awarded the Council £107,000 funding for waste management initiatives. Part of a 3 year targeted project to commence in 2005-06 for improving Waste Performance and Efficiency.
Consumer Protections level of preparedness for regional launch of new government funded advice helpline "Consumer Direct" in April 2005, has been assessed as good, by the Department of Trade and Industry following a recent inspection

### 15.2 Areas to Watch and Proposed Action

This section of the report has been previously limited to identifying the Areas to Watch, the proposed action to be taken and then the quarterly updates, but now this has been extended to apply a risk score against each Area. Using the Councils Risk Management Framework a risk assessment score has now been applied to each issue, by the Head of Service. The intention is to use this information to identify and focus in on the **Strategic Areas to Watch** (those scoring over 9) enabling greater debate and dialogue and to better manage risk and improve the performance of the Council.

*Risk Assessment Score = Impact of the Area to Watch happening or continuing x Likelihood of the Area to Watch happening or continuing. Both the Impact and Likelihood are individually assessed with a score from 1-4. Scoring the Impact & Likelihood for each Area to Watch involves applying a value of between 1 and 4, with four representing the worst possible case. 1=low impact, 2 medium, 3 high and 4= very high. The highest score should be for those top level Areas to Watch likely to affect the future CPA score.*

For example – Insufficient Highway Maintenance Budget = Risk Score = 16 (impact =4 x likelihood=4)

QUARTER REPORTED	KEY AREAS TO WATCH	RISK ASSESSMENT
Q2/Q3/Q4 2003-04 Q1/Q2/Q3 2004-05	Insufficient Highway Maintenance budget.	Risk Score = 16 Impact 4 Likelihood 4
The Private Finance Initiative, Expression Of Interest has been put on hold until Government announces the bidding round timetable for PFI credits. Corporate Policy assisting with progress of the Private Finance Initiative.		
NEW Q3 2004-05	Homelessness Bed and Breakfast budget	Risk Score = 16 Impact 4 Likelihood 4

QUARTER REPORTED	KEY AREAS TO WATCH	RISK ASSESSMENT
To monitor closely and to work with senior management and internal audit to identify measures to reduce the amount of overspend.		
NEW Q3 2004-05	Night time economy – new licensing arrangements.	Risk Score = 16 Impact 4 Likelihood 4
Establishment of multi agency licensing forum. Closer Partnership working on delivery of licensing policy. A new Safer Communities 2005-2008 crime & drug strategy is currently being developed		
Q2/Q3 2004-05	Progress on E-Government	Risk Score = 12 Impact 4 Likelihood 3
Now top priority for Organisational Development but needs sustained political, managerial and staff support throughout 2005. Process owners identified for all processes. Statements of Success are being delivered. Additional staff recruited Implementation in progress. Business Process Re-engineering resources directed to enable E-Government agenda to be progressed.		
New Q3 2004/5	Reduced Local Transport Plan funding for integrated transport schemes.	Risk Score = 12 Impact 3 Likelihood 4
Investigate and secure funding through Transport Innovation Fund.		
Q4 2003-04 Q1/Q2/Q3 2004-05	The delivery of FAIRMaP within available/required resources (Fire & Rescue)	Risk Score = 12 Impact 3 Likelihood 4
Medium-Term Financial Plan is currently being developed.		
Q2/Q3 2004-05	Fire Service and the Retained Duty System Conditions of Service – Hours of duty	Risk Score = 12 Impact 4 Likelihood 3
Consultation is underway but not yet completed. Report to the Executive delayed pending completion of consultation.		
Q3/Q4 2003-04 Q1/Q2/Q3 2004-05	The Council's licence to hold public records is due for renewal, having previously been renewed on a temporary basis	Risk Score = 12 Impact 4 Likelihood 3
Advice is shortly to be procured on the scope of the facility needed and specification of the most ideal location for it.		

### 15.3 Performance Summary :- Performance Indicators

The summary provides information for all of the Key Performance Indicator Targets and Local Public Service Agreement (PSA) Targets by Portfolio for 2004-05. This table presents a summary of - 84 Performance Indicators by type and by Portfolio, as drawn from the:

- Key PI Quarterly Basket - 72 key performance indicators, 67 reported quarterly and 5 have no quarterly targets
- Public Service Agreement - 11 targets 2 of which are reported annually

#### Performance Indicators by Portfolio

PORTFOLIO	NUMBER INDICATORS	TARGET ACHIEVED	WITHIN 5% TARGET	TARGET NOT ACHIEVED	NO QUARTER TARGETS
ADULT & COMMUNITY SERVICES	11	9 = (82%)	0	2 = (18%)	0
CHILDREN'S SERVICES	4	2 = (50%)	1 = (25%)	1 = (25%)	
ECONOMIC DEVELOPMENT UK & EU REGIONAL ISSUES	3	2 = (67%)	0	1 = (33%)	0
FIRE, EMERGENCY PLANNING & CONSUMER PROTECTION *	9	3 = (33%)	4 = (44%)	1 = (11%)	1 = (11%)
	8 COMPARE QUARTERLY	38%	50%	12%	
TRANSPORT	4	3 = (75%)	1 = (25%)	0	0

<i>PORTFOLIO</i>	<b>NUMBER INDICATORS</b>	<b>TARGET ACHIEVED</b>	<b>WITHIN 5% TARGET</b>	<b>TARGET NOT ACHIEVED</b>	<b>NO QUARTER TARGETS</b>
SUSTAINABLE DEVELOPMENT, ENVIRONMENT & PLANNING POLICY*	15	7 = (47%)	1 = (6%)	3 = (20%)	4 = (27%)
	11 <i>COMPARE QUARTERLY</i>	64%	9%	27%	
TOURISM & LEISURE *	9	7 = (78%)	0	2 = (22%)	0
RESOURCES *	17	9 = (53%)	5 = (29%)	3 = (18%)	0
<b>TOTAL INDICATORS</b>	<b>72</b>	<b>42 (58%)</b>	<b>12 (17%)</b>	<b>13 (18%)</b>	<b>5 (7%)</b>
<b>QUARTER COMPARISON</b>	<b>67</b>	<b>42 (63%)</b>	<b>12 (18%)</b>	<b>13 (19%)</b>	

The bottom line figures show that there are 67 KPI's that have quarterly targets and can be tracked quarterly. Of the five indicators with no targets, the majority of these have no targets that can be applied or the targets have not yet been agreed and included.

Please note:

- Fire, Emergency Planning & Consumer Protection - has a new Performance Indicator for False Alarms
- Tourism & Leisure – has one less performance indicator Tourism Expenditure, deleted due to difficulties collecting data on a quarterly basis
- Sustainable Development, Environment & Planning Policy – has a new Performance Indicator for recycled paper use within the Council
- Resources – has three additional Performance Indicators relating to Customer Services

### **PSA Targets by Portfolio** **QUARTERLY ACHIEVEMENT OF TARGETS**

<i>PORTFOLIO</i>	<b>PSA TARGETS</b>	<b>TARGET ACHIEVED</b>	<b>WITHIN 5% TARGET</b>	<b>TARGET NOT ACHIEVED</b>	<b>NO INFO</b>
ADULT & COMMUNITY SERVICES	3	3 = (100%)	0	0	0
CHILDREN'S SERVICES	3	0	1 = (33%)	2 = (67%)	0
ECONOMIC DEVELOPMENT UK & EU REGIONAL ISSUES	2	1 = (50%)	0	1 = (50%)	0
FIRE, EMERGENCY PLANNING & CONSUMER PROTECTION	2	2 = (100%)	0	0	0
TRANSPORT	1	1 = (100%)	0	0	0
<b>TOTAL</b>	<b>11</b>	<b>7 (64%)</b>	<b>1 (9%)</b>	<b>3 (27%)</b>	<b>0</b>



## 15.4 Priority Improvement Areas

- **Engineering Services (Highways)** The Private Finance Initiative is being progressed. The submission of an Expression of Interest to the Department of Transport is due to be submitted in May 2005. The move to Enterprise House is now complete bringing most staff into one location. A Public Relations Strategy for the PFI is currently being developed.
- **Planning Services** - The next meeting of the PIA Group will consider the remodelling of the Improvement Plan following the receipt of the Inspector's report in December 2004.
- **School Performance** - Action plans for improved GCSE performance now agreed and in place with each High school. Article to draw the relationship of attendance and achievement published in December 2004 Wight Insight, well received. Partnership mathematics project with University College Chichester is being implemented in each High school. 2005 indicative target ranges for each High school have been agreed for GCSE results. As a minimum this would give 52% 5\*A-C across the Island and maximum of 60% 5\*A-C passes.
- **Fire & Rescue** - To date the work of the Priority Improvement Area (PIA) is developing in conjunction with the Fire Modernisation Team and the Round Table to take forward the Modernisation Agenda and in particular to address the immediate requirements of Peer Challenge and the forthcoming Corporate Performance Assessment (CPA) Inspection in April.  
The main work to date has been the compilation of the Self Assessment, which as a draft will feature in the Peer Challenge and will be further developed as the Authority's Fire CPA Self Assessment, which has to be completed for submission in early March. Over the next 3 months the PIA will be focussing on preparations for the CPA, which will include discreet pieces of work on Modernisation issues.

## 15.5 Best Value Reviews

- **Planning Services** - The Best Value Inspection Report was received and made public in early December. The report concluded that the Planning Service was rated as a Fair Service with promising prospects for improvement.
- **Transport** - A shared vision for Transport on the Island is nearing completion. It will be discussed with a wider range of Members in the New Year prior to more consultation with specific stakeholders and the general public. Work has begun on a major piece of research into current travel habits on the Island. This will involve Islanders, visitors, and business travel. Meetings have been held with transport providers to explore the possibility of future partnership working.

## CONSULTATION

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

## FINANCIAL/BUDGET IMPLICATIONS

17. The report itself does not have any budget implications. However, if Members make any decisions regarding services identified in the report, these may have financial implications.

## LEGAL IMPLICATIONS

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

## OPTIONS

19. **Option 1** - That the third Quarterly Performance Management Report of 2004-05 including the appendices, is approved subject to any amendments or comments made by the Executive.

**Option 2** – To agree the actions being taken to address the Areas to Watch as detailed in the Performance Summary paragraph 15.2 of this report and within the Portfolio Sections 2.1-2.8 of the full QPMR.

**Option 3** – To request the Portfolio Holders and appropriate Select Committees to investigate the eight performance indicators (paragraph 8) that have fallen short of their targets and identify what action should be taken to get the indicators back on target.

**Option 4** – To request the Portfolio Holders and appropriate Select Committees investigate the three PSA Targets (paragraph 12) that have fallen short of their targets and report back with action plans to the Executive.

## EVALUATION/RISK MANAGEMENT

20. The report is long, reflecting the Council's wide-ranging responsibilities. The main risk associated with the above options is that if quarterly reporting fails to achieve ownership amongst Members and staff, progressing performance management will fail to be recognised as the way to improve services and achieve our Corporate Objectives. Improving the performance of the Council is a key component of the Comprehensive Performance Assessment (CPA) and has been identified in the recent Peer Review (September 2004)

## RECOMMENDATIONS

21. To approve the four options 1-4 identified in paragraph 19.

## 22. BACKGROUND PAPERS

Annual Action Statement 2004/05  
Public Service Agreements – Round 1

Previous Quarterly Performance Management Reports quarter 1-2 2004-05 and 2003-04, quarters 1-4

23. ADDITIONAL INFORMATION

Appendices

- Appendix 1 - Financial Performance Summary: Revenue & Capital Expenditure
- Appendix 2 - Corporate Parenting Indicators
- Appendix 3 - IWEF Managing Director's Report – January 2005

Contact Point: Ian Lacey, Policy Officer, Corporate Policy and Communications.  
☎ 823242 email [ian.lacey@iow.gov.uk](mailto:ian.lacey@iow.gov.uk)

JOHN BENTLEY  
Head of Corporate Policy and  
Communications

PETER HARRIS  
Deputy Leader

**Financial Performance Summary**

**1. Revenue Expenditure Budget Monitor by Portfolio – to the end of December 2004  
Portfolio Holder Summary Report - Revenue (Revised) + Commitments**

		<b>Revised Budget</b>	<b>Spend To Period</b>	<b>Committed</b>	<b>Left</b>
<b>8A</b>	Children's Services	£85,946,479	£54,682,908	£143,952	£31,119,620
<b>8B</b>	Adult and Community Services	£34,250,883	£23,115,537	£457,789	£10,677,556
<b>8C</b>	Fire, Emergency Planning & Consumer Protection	£9,768,057	£6,442,702	£272,436	£3,052,919
<b>8D</b>	Tourism and Leisure	£5,553,235	£2,329,131	£655,589	£2,568,515
<b>8E</b>	Economic Development	£293,577	£265,755	£0	£27,822
<b>8F</b>	Transport	£8,965,943	£2,640,739	£835,482	£5,489,722
<b>8I</b>	Sustainable Development, Environment, Planning	£12,546,623	£6,063,386	£2,844,943	£3,638,294
<b>8Z</b>	Resources	£7,688,448	£11,311,169	£392,618	£-4,015,338
		£165,013,245	£106,851,327	£5,602,808	£52,559,109

**Notes**

- 1) Budgets revised from original to take account of carry forwards from previous year, additional grants etc
- 2) Spend to date represents 64.8% of approved budget and includes expenditure incurred to 31 December 2004
- 3) Spend and commitments represent 68.2% of approved budget
- 4) Spend to date excludes capital financing charges, support service charges and other adjustments and recharges
- 5) Spend to date on Resources Portfolio service areas includes gross expenditure on support services prior to recharges being made
- 6) Spend to date on Resources Portfolio also includes expenditure incurred on Housing Benefits pending receipt of Government grant
- 7) Total figures may not add up exactly due to rounding
- 8) Staff costs account for approximately 73% of the Children's Services budget. The committed figure shown above relates to the purchase of supplies and services only. It is estimated that a further £18m is committed for staff costs from January until the end of the financial year

**2. Capital Expenditure Budget Monitor by Portfolio – to the end of December 2004**  
**Portfolio Holder Summary Report - Capital + Commitments**

		<b>Revised Budget</b>	<b>Spend To Period</b>	<b>Spend To Committed</b>	<b>Left</b>
<b>8A</b>	Children's Services	£10,766,403	£7,011,329	£4,226,203	–£471,129
<b>8B</b>	Adult and Community Services	£5,388,447	£1,679,097	£172,309	£3,537,041
<b>8C</b>	Fire, Emergency Planning & Consumer Protection	£290,702	£69,183	£37,820	£183,699
<b>8D</b>	Tourism and Leisure	£243,333	£66,635	£20,079	£156,619
<b>8F</b>	Transport	£7,898,173	£3,194,641	£558,574	£4,144,958
<b>8I</b>	Sustainable Development, Environment, Planning	£3,360,943	£2,657,264	£22,272	£681,407
<b>8Z</b>	Resources	£1,364,082	£944,636	£454,113	–£34,667
		£29,312,083	£15,622,785	£5,491,370	£8,197,928

**Notes**

- 1) Spend to date represents 53.3% of approved budget and includes expenditure incurred to 31 December 2004
- 2) Spend and commitments represent 72.0% of approved budget (see note 3 below)
- 3) The apparent over-commitment on Children's Services relates to committed expenditure which will not be incurred until next financial year
- 4) Total figures may not add up exactly due to rounding



## KEY PERFORMANCE AREAS

LOOKED AFTER CHILDREN	A	M	J	J	A	S	O	N	D	J	F	M
<b>The number of children looked after by the IOW Council</b>	159	158	152	165	160	154	155	161	160			
These are the actual numbers of looked after children												
<b>1. The number of looked after children who have had 3 or more placement moves in the last year. (Performance 02/03 PAF A1 ●●●●●)</b>	25	21	23	23 -	18 -	19 -	20 -	17 -	17 -			
The first three figures (A M J) and the top two next figures (J A) are cumulative and apply to the preceding 12 months i.e. August figure of 18 = 18 children have had more than 3 placement moves from August 03 – August 04. The bottom figure is the number having 3 or more placement moves since 1.04.04.												
<b>The number of children looked after who are excluded from school (E) or are receiving a part-time education (PT) (E/PT) – Temp exclusions does not include schools figures.</b>	3E 5PT	2E/ 7PT	4E/ 16PT	2E 5PT	School Holiday	6E 5PT	4E 6PT	6E 9PT	3E 9PT			
E = fixed term exclusions that the LEA know about, this does not include permanent exclusions. PT includes education provision at Thompson House. The drop from June to July was because 11 of the children became 16 and are considered as school leavers and as such, are not then included in the total.												
<b>The number of children looked after who have a current Personal Education Plan in place.</b>			119/ 130 92%	90/ 130 69%	91/ 128 71%	82/ 125 65%	109 /120 90%	109 /118 92%	101/121 83%			
Top number (numerator) is those who have a PEP bottom number (denominator) the number of looked after children who are of school age												
<b>2. The annual looked after children GCSE results as a % of the year cohort: 1) 1 GCSE A-G (2) 5 GCSE A-C</b>						55.5% -						
<b>3. The number of children looked after who have had a health assessment in the last year collected once @ year (Performance 02/03 PAF C19 ●●●●●)</b>		137										
<b>4. The number of looked after children who have been looked after for four years plus and have been in the same placement for the last two years (Performance 02/03 PAF D35 ●●●●)</b>			46%	28 -	30 -	39 -	39 -	43 -	43 -			
For July and August we have broken down into numerator the no of LAC who have been in the same placement for 2 years plus, against the denominator which is all children in our looked after system who have been looked after for 4 or more years. Bottom number the %.												

<b>CARE LEAVERS</b>	<b>A</b>	<b>M</b>	<b>J</b>	<b>J</b>	<b>A</b>	<b>S</b>	<b>O</b>	<b>N</b>	<b>D</b>	<b>J</b>	<b>F</b>	<b>M</b>
<b>5. The number of care leavers in higher education, training and employment(Performance 02/03 PAF A4 ●●● ) on their 19<sup>th</sup> birthday.</b>	1/2 50%	1/4 25%	2/6 33%	4/9 44%	5/10 50%	6/13 46%	6/14 43%	7/15 47%	7/15 47%			

<b>SAFEGUARDING CHILDREN (CHILD PROTECTION)</b>	<b>A</b>	<b>M</b>	<b>J</b>	<b>J</b>	<b>A</b>	<b>S</b>	<b>O</b>	<b>N</b>	<b>D</b>	<b>J</b>	<b>F</b>	<b>M</b>
<b>Numbers of children on the Child Protection Register</b>	49	45	53	44	46	41	41	48	49			
<b>6. Numbers of children that are re-registered on the Child Protection register in the last year (Performance 02/03 PAF A3 ●●)</b>	2	2	2	2	2	4	4	7	3			
<b>Numbers of children on the Child Protection Register that are allocated to a qualified social worker</b>	49 100%	45 100%	53 100%	44 100%	46 100%	41	41	48	49			
<b>CHILDREN WITH DISABILITIES</b>	<b>A</b>	<b>M</b>	<b>J</b>	<b>J</b>	<b>A</b>	<b>S</b>	<b>O</b>	<b>N</b>	<b>D</b>	<b>J</b>	<b>F</b>	<b>M</b>
<b>Numbers of children receiving direct payments</b>	10	11	11	21	21		21	24	28			
<b>WORKFORCE &amp; WORKOLAD ISSUES</b>	<b>A</b>	<b>M</b>	<b>J</b>	<b>J</b>	<b>A</b>	<b>S</b>	<b>O</b>	<b>N</b>	<b>D</b>	<b>J</b>	<b>F</b>	<b>M</b>
<b>No of social worker vacancies</b>	1 1.5%	3 3%	4 6%	4 6%	5.5 3.4	18.5 26%	13.5 13.5%	10.5 14.7%	8.5 11.8%			
<b>% change in August as we have created new posts.</b>												
<b>Average workload per Social Worker of children looked after</b>	15	14	14	14	14	14	13	12	10			

**The Island's Relative Performance based on the Spring Delivery & Improvement Statement**  
**Against 19 Government Key Performance Indicators, benchmarked in our "basket of 16 LAs"**

KPIs	Assessed performance	Value	Benchmark position*
<b>LOOKED AFTER CHILDREN</b>			
<b>1. Stability of placements</b> % of children with 3 or more placement moves. National target for every council to have a value of 16% or less	<b>EXCELLENT</b> ● ● ● ● ●	14.4%	4 <sup>th</sup> of 16
<b>In Foster care or placed for adoption</b> % of children	<b>EXCELLENT</b> ● ● ● ● ●	87%	5 <sup>th</sup>
<b>Young children in foster placements or placed for adoption</b> % of all LAC under the age of 10	<b>GOOD</b> ● ● ● ● ●	97.8%	12 <sup>th</sup>
<b>4. Long term stability</b> % of children who have been looked after continuously for at least 4 years, who have spent the last 2 years in the same placement	<b>GOOD</b> ● ● ● ● ●	62%	3 <sup>rd</sup>
<b>Offending</b> % of children over 10 looked after for over 12 months who have received a final warning, reprimand or conviction, as a % of all children in the police force area. National target 7.2%	<b>FAIR</b> ● ● ●	2.7%	5 <sup>th</sup>
<b>Adoptions</b> No of children adopted as a % of all looked after children	<b>POOR</b> ● ●	3.3%	14 <sup>th</sup>
<b>3. Health</b> Average % looked after for 12 months who have had their teeth checked and an annual health assessment	<b>EXCELLENT</b> ● ● ● ● ●	90%	1 <sup>st</sup>
<b>Absence from Education</b> % of children who had been looked after for 12 months who missed 25 days of schooling	<b>GOOD</b> ● ● ● ● ●	7.1%	1 <sup>st</sup>
<b>Cost of LAC services</b> Average gross weekly expenditure in foster or residential care	<b>GOOD</b> ● ● ● ● ●	£509	5 <sup>th</sup>
<b>Unit cost of residential care</b> Average gross weekly expenditure for residential care	<b>FAIR</b> ● ● ●	£2,030	9 <sup>th</sup>
<b>Unit cost of foster care</b> Average gross weekly expenditure for foster care	<b>POOR</b> ● ●	£352	12 <sup>th</sup>



KPIs	Assessed performance	Value	Benchmark position*
<b>CARE LEAVERS</b>			
<b>2. Educational achievement</b> % of children leaving care aged 16+ with 1 GCSE (2003). National target 75%	<b>WEAK</b> ●	16.6%	16 <sup>th</sup> of 16
<b>5. Employment, education &amp; training for care leavers</b> % of YP who were in care on their in their 17 <sup>th</sup> year who are in education, training and employment at age 19. National target 60%	<b>FAIR</b> ● ● ●	53%	14 <sup>th</sup>
<b>CHILDREN AT RISK - CHILD PROTECTION</b>			
<b>Re-registration on the Child Protection Register</b> % of children registered during the year, who had been previously registered	<b>POOR</b> ● ●	4.6	14 <sup>th</sup> (too low)
<b>Reviews of child protection cases</b> % of cases which should have been reviewed which were reviewed.	<b>EXCELLENT</b> ● ● ● ● ●	100%	=1 <sup>st</sup> (8 others)
<b>Duration on the Child Protection Register</b> % of children deregistered during the year that had been on the Register continuously for 2 years or more.	<b>POOR</b> ● ●	15.7%	15 <sup>th</sup>
<b>CHILDREN IN NEED</b>			
<b>Relative spend on family support</b> Gross expenditure on children in need as a % of the gross expenditure on all children's services.	<b>GOOD</b> ● ● ● ●	33%	7 <sup>th</sup>
<b>Ethnicity of children in need</b> The ratio of the % of CIN were from minority ethnic groups to the % of the local population	<b>FAIR</b> ● ● ●	1.7%	4 <sup>th</sup>

\*

Comparator group is from the Institute of Public Finance. The group has 16 members comprising: Calderdale, Blackpool, Darlington, North Tyneside, Bath & NE Somerset, North Somerset, Bournemouth, York, Wirral, Sefton, Herefordshire, East Ridings of Yorkshire, Torbay, Southend on Sea, Poole and the Island. Our average ranking with no weighting is: 7<sup>th</sup>

SPRING 2004 PERFORMANCE				
<b>WEAK</b>	<b>POOR</b>	<b>FAIR</b>	<b>GOOD</b>	<b>EXCELLENT</b>
1 BLOB	2 BLOBS	3 BLOBS	4 BLOBS	5 BLOBS
1	4	5	5	4

# Managing Director's Report

## January 2005

### **Introduction:**

The Company has continued with the re-alignment of processes and the integration of the new SEEDA AIF procedures and appraisal criteria. Whilst attempting to streamline our systems with regard to the grant funding streams this has proved increasingly difficult due to the increase in procedures and general bureaucracy stipulated by the Office of the Deputy Prime Minister.

Our AIF contract was signed in mid December, however all monies need to be spent prior to the end of March. We therefore need to deliver 12 months work in 3 months. This has put considerable strain on a number of members of staff and our general operations; we are therefore being very selective with regard to our daily activities.

### **Investors in People:**

With all of our recent activity I am very pleased to announce that after our review we have maintained our IIP status. This is particularly pleasing considering we are going through a re-structure which by its nature is a very unsettling time for people.

### **Enterprise House:**

The Council on behalf of their Highways Department has taken over the lease for Enterprise House. The Partnership's responsibility for Enterprise House has now passed to the Council.

### **Innovation Centre:**

We have attracted two new tenants and one Virtual tenant to the Centre and are expect two further tenants during the first quarter.

Our rent review is now complete with the payments now being, £160k, £165k and £170k respectively for the next three years. The Board may now wish to consider moving forward with the six point plan approved some months ago.

### **Company Re-structure:**

We will have the new senior management team and the new structure in place by the end of January. This is 2-3 months later than I anticipated, however we are now in phase 2 of the overall re-structure plan. An important element of phase 2 is the need to clarify roles and responsibilities and a 'new' way of working in line with the AIF.

### **AIF:**

The Island's AIF contract was signed in mid December allowing us to access up to £800,000. The projects selected by the LSP and the Island Futures Support Group are;

- IW Branding
- Composites Training Facility
- Medina Valley Environmental Study
- Cowes Parade Feasibility Study
- East Cowes Marine Infrastructure.

### **SEEDA- IWEP Agreement 2004-2005:**

This contract with SEEDA is for the IWEP to act as the economic partnership for the Isle of Wight and provide regional representation for the Isle of Wight on a regional basis. The contract is now signed and the money received.

### **SEEDA Performance Plan 2005-2008**

Our plan for the next 3 years AIF funding needs to be with SEEDA in draft form by the end of January. The Island's allocation is for £2.8m over 3 years. We are awaiting approval by LSP/IFSG on the projects going forward to meet our investment priorities. A number of projects such as Branding, Cowes Celebration Centre etc will continue to be delivered over the next few years.

### **Enterprise Hub 2004-2007**

We are still awaiting signature of this contract to continue to deliver SEEDA's Enterprise Hub initiative on the Island. I understand this is just a formality; however we now have two quarters to claim and are therefore keen to have this resolved.

### **Cowes Waterfront:**

The master-plan for the East Cowes project will be announced during January and February.

The meeting schedule is as follows:

21 <sup>st</sup> Jan	East Cowes Town Council
15 <sup>th</sup> Feb	Stakeholders (including IWEP)
24,25,26 <sup>th</sup> Feb	Public exhibition

### **PSA Targets. 3&11:**

PSA 3, job creation remains on target.

PSA 11, jobs for the over 50s, remains below target.

We have contacted the Office of the Deputy Prime Minister to seek either a change to the criteria or an extension. We do not anticipate a positive outcome. We are therefore continuing to deliver the programme in the knowledge that the final target will be very difficult to achieve. As the trigger point to receive any reward is 60% of target we may not qualify.

The reward for being 100% of target for each PSA is in the order of £250k each. Due to the issues over PSA11, I will only be forecasting the reward for PSA 3.

### **IW Branding & INSPIRE programme:**

Due to the approval process we have now split this into two projects, IW Branding and the INSPIRE programme. The branding aspect will provide all of the ground work needed including the brand, the brand values and any artwork. The INSPIRE programme will be the delivery of the brand over the next 4-5 years.

We have now established the Branding Group made up of key marketers on the Island and have written the brief for the work to be completed by the end of March. Six companies have responded (three from the Isle of Wight). The work schedule is extremely tight but unavoidable, as the money has to be spent by the end of March.

### **Small Rural Towns Programme:**

Members of the team have just completed their training on the delivery of this programme, which comes into being from April 1<sup>st</sup>.

### **Other Grant Programmes:**

All other grant programmes are running according to plan