

## REPORT TO THE CABINET

Date : 7 JUNE 2005

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

**REPORT OF THE CABINET MEMBER FOR RESOURCES, AUDIT,  
AN EFFICIENT COUNCIL AND CUSTOMER CHAMPION**

IMPLEMENTATION DATE : 20 June 2005

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### SUMMARY/PURPOSE

1. This report concerns the fourth Quarterly Performance Management Report for 2004-05. It allows the Cabinet 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.

### BACKGROUND

2. The Quarterly Performance Management Report has been produced since August 2003 as part of the Council's overall performance management framework. It seeks to give a snapshot of the Council's performance across all its services for the three months preceding the report and is aligned to the current Corporate Objectives.
3. The performance management framework consists of a hierarchy of plans known as the 'golden thread' that runs through the Council. This consists of the following:
  - Community Strategy-The vision of the Island with strategic outcomes for the Local Strategic Partnership to achieve
  - Corporate Plan-This sets out the Council's objectives which reflect those in the Community Strategy with specific targets to achieve to meet those objectives
  - Service Plans-Each Head of Service completes an annual Service Plan setting out what their services will achieve towards the Council's Corporate Objectives. It also sets out other information relating to the services including consultation, risk management and procurement activities

- Personal Development Plans-Every member of staff has a personal development review that includes the setting out of projects and tasks they will work on towards the activities in their Service Plan. This demonstrates a clear link from the Service Plan to individual development plans to achieve the Council's Corporate Objectives as set out in the Corporate Plan

The performance management framework also includes the Best Value Performance Plan. A nationally set basket of performance indicator data is collected annually and presented in a public plan in June each year. Some of this information is included in the QPMR along with locally set indicators.

4. The QPMR aims to celebrate achievement, highlight areas of poor performance and concern, and stimulate debate to ensure these areas are addressed and on track to improve.
5. The report is compiled with information from Heads of Service and their staff and discussed at Directorate Management Teams, Directors Group, the Cabinet and will inform the setting of agendas/work programmes for the policy Development Commissions and the Scrutiny Committee.
6. It includes updates from the four Priority Improvement Areas which are identified services that have performed below the national targets and so receive special corporate attention to help improve their performance.
7. This is the fourth Quarterly Performance Management Report(QPMR) for 2004-05 and covers the period 1<sup>st</sup> January to the 31<sup>st</sup> March 2005. The report format has been revised to reflect the Cabinet Structure and now also includes the summary of performance within the body of this report (paragraph 17, Page 5-10), 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
  - Progress towards the Council's Annual Action Statement
  - Corporate Parenting Performance Indicators – Appendix 1
  - Isle of Wight Economic Partnership, Managing Director's Report to March 2005 – Appendix 2
8. The basket of key performance indicators has been modified slightly with the inclusion of one new local indicator:
  - Children's Service, the number of racial incidents reported to the Local Education Authority by all schools. This indicator contributes to the diversity and equality set of indicators.
9. 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 quarterly 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 1 to this report.

There are two indicators that show improved performance:

- 100% of children on the Child protection Register are allocated to a qualified Social Worker
- 90% of looked after children (111/123) have a current Personal Education Plan

There are two indicators that show declining performance:

- The number of looked after children who have had three or more placement moves in the last year has increased to 26
- The number of looked after children who are excluded from school, or are receiving a part-time education, at the end of March there were 3 exclusions and 9 receiving a part-time education

10. Appendix 2 covers the activities of the IWEP as reported to the IWEP Board of Director's by the Managing Director in March 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.
11. Financial information has been excluded from this report and it is intended to report this in a different way in the future. This is because financial information has become historic when it has reached Members in the past due to the length of time it has taken to compile the QPMR, it therefore will be more up to date being presented to Members differently.

## STRATEGIC CONTEXT

12. 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.
13. **Performance Indicators** - progress is being made to improve performance within the basket of performance indicators, of those performance indicators that can be calculated quarterly 38 out of 66 (57.5%) have achieved or exceeded quarterly targets, this performance is fractionally up on the previous quarter when 38 out of 67 (56.7%) exceeded their quarterly targets. **Over the past year 43 out of 68 indicators, that have targets (63.2%) achieved or exceeded annual targets.**

14. However, 23 out of 66 (35%) indicators are below their quarterly targets by more than 5%, last quarter 13 out of 67 indicators (19%) were below quarterly targets. Of these 23 indicators the following 10 are identified for particular attention as they have also missed annual targets as well:
- **Care, Health & Housing KPI-2.** Housing - The number of social housing properties let this quarter. Both the quarterly target and the annual target were missed, only 44.2% of the quarterly target and 18.2% of the annual target were met.
  - **Care, Health & Housing KPI-4.** Adult Services - 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 54 less people choosing to use the Direct Payments Scheme than had been forecasted this quarter, a shortfall of 30.9%.
  - **Care, Health & Housing KPI-7.** Community Services - Number of users of the Mobile Library Service, for the fourth quarter in a row the target has not been achieved. There were 1,193 less users than had been forecasted, a shortfall of 29% this quarter. Over the year the annual target has been missed by 4,487 less users (27%) down on what was expected.
  - **Children's Services KPI-2.** The percentage of half days missed this quarter due to total absence in secondary schools, there has been a sharp rise in the number of absences, authorised and unauthorised – the percentage of absences has increased to 8.78% missing the target by 1.78%.
  - **Island's Economy, Regeneration, Tourism & Leisure KPI-1b.** Economy - The total number of youth claimants (Job Seekers Allowance) aged 18-24 years this quarter. Over the past two quarters the number of youth claimants has been rising above the forecast figure. There were 469 additional youth claimants that had been forecast, an increase of 36.2%.
  - **Environment, Transport & Planning Policy KPI-3a and 3b.** Planning - The percentage of major and minor planning applications determined within the national standards (13 weeks for major and 8 weeks for minor). The service performance missed quarterly target by 12% for major applications and missed the quarterly target for minor applications by 7.1%.
  - **Resources, Auditing & Council Efficiency and Customer Champion KPI-6.** The 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 now showing 15.9% compliance, a shortfall of 44.1% on the quarterly target.

- **Resources, Auditing & Council Efficiency and Customer Champion KPIs 11-12- Benefits.** Indicator 11 – average calendar days this quarter to process a new housing benefit claim increased from 30.84 days in quarter 3 to 41.78 in quarter 4, exceeding the quarterly target forecast of 36 days. Indicator 12 – average calendar days this quarter to process changes in circumstances has increased from 9.1 days in quarter 3 to 14.47 days in quarter 4 exceeding the quarterly target forecast of 9 working days.
15. The disappointing performance of these key performance indicators could be due to:
- The indicators and targets not being relevant for the Corporate Priority, or the linkage not being understood
  - The target setting process not being sufficiently robust enough
  - Unforeseen circumstances occurring for that particular service through the year
  - Lack of ownership and commitment on achieving the targets
  - A lack of resources or priority relating to the indicator and targets
16. **Local Public Service Agreement (PSA) Targets** – progress on the PSA targets is being sustained, with 6 out of the 10 (60%) targets having reported favourable outturn results for quarter four. Two of the targets have exceeded their stretched targets – PSA 7 (increase the number of young people who are getting treatment for drug or alcohol dependency) has achieved 131% required for the 31<sup>st</sup> March 2006. To date 1,116 young people have received treatment over the past two years. PSA 3a and b (create 400 new jobs and establish/assist 21 new businesses by 31 March 2006) has achieved 101% of new jobs with 405 created since 1<sup>st</sup> April 2003 and 300% of new business created/assisted with 63 created/assisted since 1<sup>st</sup> April 2003 by the Isle of Wight Economic Partnership.
17. However, three of the PSA targets have not achieved targets, including:
- **PSA 1 Children’s Services** – Key Stage 3; raise the education achievement levels by 2% above the targets in the Development Plan. The results at Key Stage 3 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. This PSA has not achieved the annual target. The proportion of looked after children obtaining 5 GCSE’s at A\*-C achieved, 32.5% of the 52% target figure.
  - **PSA 4 Care, Health & Housing** – Housing, reduce the number of families with children and other householders in B&B accommodation. For the first time the quarterly figure has exceeded the target and as a consequence the annual target has not been met.

**PSA Target 12 Cost Effectiveness** of the Isle of Wight Council, is an annual performance result, calculated during quarter one (April-June). The Chief Finance Officer has commented that the methodology used to calculate this PSA target is unsound as a measure of efficiency and is un-deliverable. It is therefore proposed not to report on this PSA Target in the future.

**PSA Target 11 Unemployment**, the stretched target and the pool of appropriate unemployed over 50 year olds has restricted the attainment of this target. For this reason it is proposed not to pursue this target.

18. **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, please refer to paragraph 20.2 of this report. With the inclusion of the risk scoring assessment, those Areas to Watch with risk scores over twelve have been included in the summary (Risk Scores rank from 1 which is low to 16 very high). This report identifies 8 Areas to Watch of which 4 have the highest risk score 16. Action is required to address the high scoring areas to watch, reduce the risk scores and the length of time that they have been recorded in the report.

19. **Summary – QPMR 2004-05 Quarter 4 (1<sup>st</sup> January – 31<sup>st</sup> March)**

The QPMR summary should be read in conjunction with the full QPMR report that has been emailed separately. The summary gives an overview of performance and includes the following:

- Key Achievements – section 20.1
- Key Areas to Watch – section 20.2 (those scoring 12 or above)
- Performance Indicator quarterly and annual target performance – section 20.3.1
- Local Public Service Agreement Targets, quarterly and annual performance – section 20.3.2
- Corporate Actions – Annual Action Statement progress – section 20.4
- Priority Improvement Areas updates – section 20.5
- Best Value Review statements – section 20.6

**20.1 Key Achievements**

CABINET MEMBER	KEY ACHIEVEMENTS
CARE, HEALTH & HOUSING	The Council has been able to maintain its record of making no payments for delayed transfer of care from acute hospital beds. The joint arrangements set up with the IW Healthcare Trust and Primary Care Trust are continue to ensure that people who need to leave vital hospital beds are provided with care that meets their needs at home or in residential care.
	Carnival Learning Programme delivered by the ACL/Arts teams highly commended in the Local Government Chronicle 2005 National Awards for Sustainable Communities.
	Isle of Wight Cultural Portal launched. This provides enhanced online access to IWC cultural services and also a signposting service to cultural partners' websites. <a href="http://www.culture.iwight.com">www.culture.iwight.com</a>

CABINET MEMBER	KEY ACHIEVEMENTS
CHILDREN'S SERVICES	Godshill Primary School and Niton Primary School mentioned in the annual report of Her Majesty's Chief Inspector (HMCI) as particularly successful schools.
ISLAND'S ECONOMY, REGENERATION, TOURISM & LEISURE	The first Area Investment Framework projects have been delivered using SEEDA's devolved funding of £800,000
SAFER COMMUNITIES	Fire CPA Review undertaken - positive feedback on progress and plans. Report due 23 May '05.
ENVIRONMENT, TRANSPORT & PLANNING POLICY	By significantly exceeding local and national recycling targets, this has led not only to reduced volumes of waste going to landfill but has reduced the expenditure on landfill tax, thereby making budget savings
	Seaview Duver Coast Protection Scheme won the prestigious Association of Consulting Engineers/New Civil Engineer Outstanding Achievement Award.
	Appointment of architects for Ryde Esplanade Transport Interchange along with public consultation on the scheme.
	Completion of the Highways Private Finance Initiative Expression of Interest.
	Awarding of further planning delivery grant for (2005/06) £240,000
	The Isle of Wight Council Trees On-line has been cited as an example of Local Authority 'best practice' in research commissioned by the Office of the Deputy Prime Minister. Following the digitisation of the Tree Section records it is now possible to see the extent of tree protection (under TPO legislation) over the whole Island.
RESOURCES, AUDITING AND COUNCIL EFFICIENCY AND CUSTOMER CHAMPION	The Isle of Wight Council website iwight.com recorded the most number of hits during March, in a month since the site was created in 2001. There were 1,041,335 hits in total with libraries, the Council a-Z of services, the moderated forum pages and the Island Visiting section receiving the most visits
	Conservation Award for Newchurch Primary School
	Successful Bid for £100,000 from IDEA for E-Government improvements

## 20.2 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
Q3/Q4 2004-05	HOUSING - Homelessness Bed and Breakfast budget	Risk Score = 16 Impact 4 Likelihood 4
To monitor closely and to work with senior management and internal audit to identify measures to reduce the amount of overspend. Currently awaiting the year end figures from finance colleagues. An Investigation into homelessness spend has been completed & private sector leased units has been confirmed as a more cost effective form of temporary accommodation than b&b. Review of b&b booking arrangements is also underway. Further reductions will depend on an increased rate of social housing completions		
Q2/Q3/Q4 2003-04 Q1/Q2/Q3/Q4 2004-05	TRANSPORT - Insufficient Highway Maintenance budget.	Risk Score = 16 Impact 4 Likelihood 4
The Private Finance Initiative (PFI) Expression Of Interest has been completed and approved by Executive now awaiting invitation to submit by Government.		
Q4 2003-04 Q1/Q2/Q3/Q4 2004-05	FIRE & RESCUE - Retention of Fire Control Staff during transitional period.	Risk Score = 16 Impact 4 Likelihood 4
No decision has yet been taken by the Regional Management Board.		
Q3/Q4 2004-05	ADULT SERVICES - The Learning Disability service provided by the council and its partners will be subject to inspection by the Commission for Social care Inspection during 2005. The inspection will have a bearing on the future performance assessment of adult services.	Risk Score = 16 Impact 4 Likelihood 4
The Commission for Social Care Inspection has indicated that inspection will take place in September. Inter-agency preparation has taken begun.		
NEW Q4 2004-05	ADULT SERVICES - The financial state of the IW Healthcare Trust & the Primary Care Trust may result in considerable dis-investment in services, in particular those for people with mental illness. Social care services for mental illness are provided on the council's behalf by the IW Healthcare Trust.	Risk Score = 12 Impact 4 Likelihood 3
The Council will monitor the consequences of these events very carefully and attempt to influence Health Service plans and decisions. Dis-investment will reduce access to services and are likely to result in a risk of failure to reach targets which the council shares accountability for delivering. This will affect the council's overall social care star-rating and CPA		
Q1/Q2/Q3/Q4 2004-05	FIRE & RESCUE - Fire Service Pay & Conditions Agreement. Local verification report phase 2	Risk Score = 12 Impact 4 Likelihood 3
Consultation is underway but not yet completed. Report to the Cabinet delayed pending completion of consultation.		
Q3/Q4 2003-04 Q1/Q2/Q3/Q4 2004-05	COMMUNITY SERVICES - 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
WS Atkins consultants have produced a management options report. This details the likely costs of the different options that Members wished to see. This report will come to Members Working Group, and then to Scrutiny. Preparations underway for bid to the Heritage Lottery Fund for a "Project Planning Grant" – a prerequisite to any large-scale funding bid.		
Q3/Q4 2004/5	TRANSPORT - Reduced Local Transport Plan funding for integrated transport schemes.	Risk Score = 12 Impact 4 Likelihood 3
Investigate and attempt to secure funding through the Transport Innovation Fund.		



### 20.3.1 Performance Summary :- Performance Indicators

The summary provides information for all of the Key Performance Indicator Targets and Local Public Service Agreement (PSA) Targets by Cabinet Responsibility for 2004-05. This table presents a summary of - 83 Performance Indicators by type and by Cabinet Responsibility, as drawn from the:

- Key PI Quarterly Basket - 73 key performance indicators, 67 reported quarterly and 5 have no quarterly targets
- Public Service Agreement - 10 targets

#### Performance Indicators by Cabinet Responsibility

CABINET MEMBER	NUMBER INDICATORS	QUARTER 4 TARGET PERFORMANCE				ANNUAL TARGET PERFORMANCE		
		TARGET NOT ACHIEVED ⬇	WITHIN 5% TARGET ➔	TARGET ACHIEVED ⬆	NO QUARTERLY TARGETS	ANNUAL NOT ACHIEVED ☹	ANNUAL WITHIN 5% ☺	ANNUAL ACHIEVED 😊
CARE, HEALTH & HOUSING	11	5 (45.5%)	-	6 (54.5%)	-	4 (36.4%)	1 (9.1%)	6 (54.5%)
CHILDREN	5	2 (40%)	1 (20%)	0	2	3 (60% *)	1 (20%)	-
	3 COMPARE QUARTERLY	2 (66.7%)	1 (33.3%)	-	-			
ISLAND'S ECONOMY, REGENERATION, TOURISM & LEISURE	13	6 (46.2%)	-	7 (53.8%)	-	2 (15.4%)	2 (15.4%)	9 (69.2%)
SAFER COMMUNITIES	9	-	1 (11.1%)	7 (77.8%)	1	1 (11.1%)	-	8 (88.9%)
	8 COMPARE QUARTERLY	-	1 (12.5%)	7 (87.5%)	-			
ENVIRONMENT, TRANSPORT & PLANNING POLICY	18	3 (16.7%)	2 (11.1%)	9 (50%)	4-	3 (16.7%)	2 (11.1%)	9 (50%)
RESOURCES, AUDITING & COUNCIL EFFICIENCY AND CUSTOMER CHAMPION	17	7 (41.2%)	1 (5.9%)	9 (52.9%)	-	5 (29.4%)	1 (5.9%)	11 (64.7%)
<b>TOTAL INDICATORS</b>	<b>73</b>	<b>23 31.5%</b>	<b>5 6.8%</b>	<b>38 52.1%</b>	<b>7 9.6%</b>	<b>18 * 26.5%</b>	<b>7 10.3%</b>	<b>43 63.2%</b>
<b>QUARTER COMPARISON</b>	<b>66</b>	<b>23 35%</b>	<b>5 7.5%</b>	<b>38 57.5%</b>				

The bottom line figures show that there are 66 KPI's that have quarterly targets and can be tracked on a quarterly basis. The 7 other indicators either have no targets and therefore demonstrate overall trends, or are annual indicators as in the case of the one indicator for Children's Services (\*) and Fire Emergency Planning and Consumer protection, which means that there are now 68 indicators for annual comparison.

## 20.3.2 PSA Targets by Cabinet Responsibility

CABINET MEMBER	PSA TARGETS	QUARTER 4 TARGET PERFORMANCE			ANNUAL TARGET PERFORMANCE		
		TARGET NOT ACHIEVED	WITHIN 5% TARGET	TARGET ACHIEVED	ANNUAL NOT ACHIEVED	ANNUAL WITHIN 5%	ANNUAL ACHIEVED
		⬇	➔	⬆	☹	☺	☺
CARE, HEALTH & HOUSING	3	1 (33.3%)	-	2 (66.7%)	1 (33.3%)	-	2 (66.7%)
CHILDREN	3	2 (66.7%)	1 (33.3%)	-	2 (66.7%)	1 (33.3%)	-
ISLAND'S ECONOMY, REGENERATION, TOURISM & LEISURE	1	-	-	1 (100%)	-	-	1 (100%)
SAFER COMMUNITIES	2	-	-	2 (100%)	-	-	2 (100%)
ENVIRONMENT, TRANSPORT & PLANNING POLICY	1	-	-	1 = (100%)	-	-	1 = (100%)
<b>TOTAL</b>	<b>10</b>	<b>3 (30%)</b>	<b>1 (10%)</b>	<b>6 (60%)</b>	<b>3 (30%)</b>	<b>1 (10%)</b>	<b>6 (60%)</b>

## 20.4 Corporate Actions

Annual Action Statement Actions are reported in the QPMR on a six monthly basis in quarters two and four. Updates are current to the 31<sup>st</sup> March 2005.

	ACTIONS TO BE ACHIEVED BY 31 <sup>ST</sup> March 2005	ACTIONS ACHIEVED	ACTIONS ON-GOING INTO 2005-06	NO UPDATE PROVIDED
<i>Annual Action Statement Actions</i>	<b>108</b>	28 26%	67 62%	13 12%

## 20.5 Priority Improvement Areas

- **Engineering Services (Highways)** With the Highway Asset Management PFI the only possible solution to improving the service the Expression of Interest has been completed and approved by the Executive. A decision is awaited from Government as to when this case can be submitted, probably as part of a bidding round open to all highway authorities.
- **Planning Services** - It has now been agreed that the PIA will focus solely on Development Control. An Interim Development Control Manager has now been appointed. His remit centres on improving the throughput of applications and clearing the backlog.
- **School Performance** - Easter school programme to support GCSE achievement successfully completed with high schools. Article to draw the relationship of attendance and achievement published in December 2004 Wight Insight, well received. Partnership mathematics project with University College Chichester now implemented in each high school.
- **Fire & Rescue** - Following the CPA Review the Service is preparing an Improvement Plan based on the CPA Team's recommended 'Areas for Improvement'. Priorities are:

- Finance – Preparation of the Medium Term Financial Plan
- Communication and HR issues
- Structure review - capacity
- Re-alignment of processes to achieve outcomes
- Review of community risk needs for prevention and response
- Review of Integrated Risk Management Plan

## 20.6 Best Value Reviews

- **Transport** - The shared Island Transport Vision has been approved by the Local Strategic Partnership and is recommended for approval by the full council. It can then be used in the Local Transport Plan 2 and contribute to the Local Development Framework, the Tourism Development Plan, the new Economic Development Strategy and the developing 2020 vision.

Strategies for a range of practical transport improvements are under consideration, and will be presented to the new Council.

### CONSULTATION

21. 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

22. 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

- 23 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

24. **Option 1** – That Cabinet Members commit to addressing with senior officers the performance issues identified.
- Option 2** – To request that the Commissioner and the Scrutiny Committee consider the under-performing areas when setting their priorities

### EVALUATION/RISK MANAGEMENT

25. 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

26. To approve the two options identified in paragraph 24.

## BACKGROUND PAPERS

Annual Action Statement 2004/05  
Public Service Agreements – Round 1  
Previous Quarterly Performance Management Reports quarter 1, 2, 3 2004-05 and 2003-04, quarters 1-4

## ADDITIONAL INFORMATION

### Appendices

- Appendix 1 - Corporate Parenting Indicators
- Appendix 2 - IWEP Managing Director's Report – March 2005

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## APPENDIX 1 – CORPORATE PARENTING INDICATORS



### Corporate Parenting KEY PERFORMANCE AREAS

#### Performance Commentary:

Indicator 1 – page 2. Although we have had a gradual increase in our numbers of looked after children, it is likely this will begin to plateau when some children, who have been looked after with parents or grandparents, exit the system.

Indicator 2 – page 2. The number of looked after children who have had 3 or more placement moves in the last year. The increase in placement moves is likely to be due to tighter management scrutiny of the database, and more accurate recording of each move. This has to be considered alongside indicator four where we have good practice for looked after children in same placement for two years plus. We are still performing within the higher performance bracket in comparison with other authorities.

Indicator 4 – page 2. The number of looked after children who have a current Personal Education Plan (PEPs). Performance of PEPs is generally improving qualitatively, and will be audited 6 monthly. The fluctuation in completion rates' is linked to term times.

Indicator 10 – page 3. Numbers of children that are re-registered on the Child Protection register in the last year. The numbers of children re-registered on the Child Protection Register remains a volatile indicator. It is analysed regularly, to determine whether re-registration was avoidable. It usually is not, in so far as the reason for re-registration does not equate with the original reason.

- The size of sibling group's impacts on this indicator. Of 17 children re-registered, there were 9 children from 5 families (53%) who were re-registered after periods between 4 and 8 ½ years. In all cases the categories of registration were different to previous registrations.
- Six cases reflect either technical re-registration e.g. moving to another area, being registered on their register and then returning to the Island, or unpredictable decline in circumstances, that led to re-registration.

Indicator 13 – page 3. Number of social worker vacancies. The Social Worker vacancy rate is linked to the creation of new posts, rather than reflecting retention problems. A successful recruitment campaign will bring this figure down.

LOOKED AFTER CHILDREN	A	M	J	J	A	S	O	N	D	J	F	M
<b>1. The number of children looked after by the IOW Council</b>	159	158	152	165	160	154	155	161	160	161	164	166
These are the actual numbers of looked after children												
<b>2. 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 - 9	18 - 10	19 - 12	20 - 15	17 - 15	17 - 17	19 - 18	23 - 21	26 - 26
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>3. 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	2E 8PT	2E 8PT	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>4. 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%	112 /121 93%	113 /121 93%	111 123/ 90%
Top number (numerator) is those who have a PEP bottom number (denominator) the number of looked after children who are of school age												
<b>5. The annual looked after children GCSE results as a % of the year cohort:</b> 1) 1 GCSE A-G 2) 5 GCSE A-C						55.5 - 11%						
<b>6. 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>7. 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 - 52 57%	30 - 53 57%	39 - 61 64%	39 - 59 66%	43 - 63 68%	43 - 63 68%	42 - 64 66%	42 - 66 64%	40 - 67 60%
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 %.												

CARE LEAVERS	A	M	J	J	A	S	O	N	D	J	F	M
<b>8. 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%	7/15 46%	7/17 41%	9/21 43%

<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>9. Numbers of children on the Child Protection Register</b>	49	45	53	44	46	41	41	48	49	48	57	53
<b>10. 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	0	3	4
<b>11. 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%	41 100%	41 100%	48 100%	49 100%	48 100%	57 100%	53 100%
<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>12. Numbers of children receiving direct payments</b>	10	11	11	21	21		21	24	28	25	27	25
<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>13. 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%	6 10.2%	5.5 8.8%	10 6.8%
<i>% change in August as we have created new posts.</i>												
<b>14. Average workload per Social Worker of children looked after</b>	15	14	14	14	14	14	13	12	10	11	12	12

**APPENDIX 2**  
**REPORT OF THE ISLE OF WIGHT ECONOMIC PARTNERSHIP**

**Managing Director's Report**  
**March 2005**

**Introduction:**

This quarter has been an especially busy period for all members of staff with the final quarterly claims for the year coupled with the appraisal, development and delivery of the first Area Investment Framework projects using SEEDA's devolved funding.

The Company has also been audited by both SEEDA and the Audit Commission, with the official written outcome due shortly. We understand however, that whilst there are a few minor concerns regarding process, we have been given a clean bill of health.

**NB. Subsequent to the IWEP Board, SEEDA informed me that the audit of SRB has raised serious concerns with the strategic direction of the Regeneration Sub-Group. I have therefore instigated a review of the Funding Approval structure. The IWEP now has to write a report showing the changes we are putting into place to rectify the situation. The report is required immediately in order for the 05/06 Delivery Plan to be signed off.**

**Innovation Centre:**

The Centre is now full with a pipeline of potential tenants developing for the first time. Having just had our rateable value re-adjusted and lowered, the new business rate has been announced and ours has increased substantially. We will now be appointing an agent to put our case together to have our rateable value re-adjusted again.

**Company Re-structure:**

We have now appointed a new Senior Management Team, they are:

Ken Dueck	Economic Development Manager
Pippa Phillips	Marketing and Communications Manager
Arthur Williams	Finance and Monitoring Manager

The team has been in post since the end of January and we are already seeing the benefits from a clearer focus and direction for the Company.

One member of the Finance and Monitoring team, Norma Savage, retired prior to Easter. We will be seeking a replacement shortly.

**Area Investment Framework:**

This quarter has seen the delivery of the first AIF projects utilising SEEDA's devolved funding to the Island of £800,000.

One of the previously agreed projects, East Cowes Marine Infrastructure, has been replaced due to the tight delivery timescale. We have replaced this with a project centred on Gipsy Moth, Sir Francis Chichester's ground breaking yacht. The project has three phases:

- refurbishment
- 22 month global tour
- centrepiece of the planned marine museum in East Cowes



and will deliver the following:

- 120 people trained on ICT, life skills, teambuilding and technical skills around sailing
- 3-4 people on five legs of the global tour
- Education packs into all Isle of Wight Schools, covering, history, geography, ICT, economics and Science & technology
- IW branding on all merchandise and marketing materials
- Marketing opportunities throughout the tour, Cowes Week, Sea Britain etc.
- Three year worldwide PR, with a possible value of £1m. e.g. CNN, Discovery, Yachting Monthly etc.

#### **SEEDA performance plan 2005-08:**

Our final draft will be submitted shortly, we anticipate the contract will be signed during May with projects being able to draw money from June – July at the earliest.

The Island has been allocated £2.8m over the three years of the plan. The Local Strategic Partnership has ‘signed off’ 13 projects in total, 10 of which can attract SEEDA funding. We will now assist in the development of the projects and enter them into the appraisal and approval process. If all of the projects receive their required levels of funding this will utilise all of the allocated £2.8m.

#### **IW Council Service Level Agreement 2004-05:**

We have just received the signed SLA from the Council. I have agreed with Derek Rowell to extend our agreement for approximately 6 months, to allow us to put a 3-5 year plan together.

#### **Enterprise Hub 2004-07:**

Whilst still awaiting a signed contract from SEEDA, we have been able to claim the previous two quarters. We are now chasing the paperwork to ensure we have a signed contract on file.

#### **Cowes Waterfront:**

Recent activity has centred on the master-plan for East Cowes. There is growing concern over the possible re-location of the Red Funnel car ferry; however the master-plan can be adapted to take this into account. SEEDA plan to submit an outline planning application during the 3<sup>rd</sup> quarter 2005, which will concentrate on the town and will NOT include the marina or the car ferry terminal.

#### **PSA targets:**

PSA 3 remains on target and will be further supplemented by our recent work with Vestas wind turbines.

You will be aware that we were writing to the Office of the Deputy Prime Minister to seek approval for a re-evaluation of the PSA 11 target. In parallel, the IWEP has been investigating the ‘size of the market’.

The ODPM has written back to say they are unwilling to renegotiate the target. During our own review, Job Centre Plus has informed us that there are now only 60 people who fit the criteria. As we still need to attract approx 100 people to fulfil our target, we have agreed with the Council to withdraw from the target.

#### **IW Branding:**

As the lead agency on the new Island Brand the IWEP has established an IW Branding Group made up of key marketers from the Island. After receiving expressions of interest from several companies the group selected a London based company, Corporate Edge. We have been working very closely with them over the last 2-3 months and have got to the stage of honing the project down to a single option for the new identity. The outcome of this piece of work is:

- initial research on perceptions
- public consultation, in particular with young people
- refinement of our brand values
- a new identity
- a new logo
- 'how to use' guidelines
- branding toolkits
- trade-marking and copyright

**Grant Programmes:**

SRB VI in Ryde now has one year to run and is concentrating on the redevelopment of the upper high street and delivery of the public realm strategy. This is further supplemented by the development of a new transport interchange and delivery of the heritage strategy utilising £750,000 from English Heritage.

Leader+ is currently under review to ensure it delivers in line with the Area Investment Framework and the wishes of the Local Strategic Partnership. We have just signed a new contract covering the period 2005-08. We will shortly be making the decision as to whether to go for further funding on this scheme beyond 2008.

East Cowes and Wootton are now working up their projects under the Small Rural Towns programme.