



# Quarterly Performance Management Report 2004-05

## Select Committee Report – Children’s Services

### Quarter 1 Report: April – June 2004

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## **Section 1 : Summary – Quarterly Performance Management Report 2004-05 Quarter 1 (April – June)**

### **1.1 Priority Improvement Areas**

Two new Priority Improvement Areas have been identified and will be reported in the forthcoming QPMR reports from Quarter 2, 2004-05, of these Education and in particular school performance is to be included.

## SECTION 2 : PERFORMANCE MANAGEMENT & ASSESSMENT – BY PORTFOLIO

*This section of the report shows the progress and achievements that have been made in each of the Portfolios of the Council. The report records and demonstrates:*

- *The key achievements for the Quarter*
- *The identified Areas to Watch and the agreed action to be taken*
- *Updates on the previously recorded Areas to Watch from 2003-04 Quarters 1, 2, 3 & 4*
- *Performance Management Information - updates on the Key Performance Indicators (KPI's) and PSA targets*

### **How are targets judged?**

#### Has the Target been achieved?

*The year end target has now been profiled across the four quarters. Each service area has assessed the projected performance and service targets accordingly. The comments box is used by services to explain the data and describe the actual performance.*

#### Level of performance against the quarterly target:

- *will be 'higher' if the level of performance meets or exceeds the quarterly target* ↗
- *will be 'level' if performance is just below the quarterly target (within 5% of the quarterly target)* →
- *will be 'lower' if the level of performance is lower than the quarterly target by more than 5%* ↘

### **Areas to Watch & risk assessment:**

*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. However, there are specific risks also attached to the Areas to Watch. Using the Council's Risk Management Framework a risk assessment score has now been applied to each issue. The intention is to use this information to identify and focus in on the strategic Areas to Watch for the Council, enable greater debate and dialogue and to better manage risk and improve the performance of the Council.*

*Heads of Service in identifying the Areas to Watch have also assessed the potential risk attached to the Areas to Watch (new and previously reported) that they supply to this report. This report presents the Risk Assessment Score. 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 (page 23) = Risk Score = 16 (impact =4 x likelihood=4)*

**2.1 PORTFOLIO: CHILDREN'S SERVICES**  
**CORPORATE OBJECTIVE: Raising education standards & promoting life long learning**

KEY ACHIEVEMENTS QUARTER 1 – 2004-05
School Organisation – Phase 1 formative consultation completed within agreed time parameters
Children's Services – planning in place for the formation of a Children's Services Directorate from September 2004
Successful appointment of Director of Children's Services, with clear commitment to integrated services for children, underpinned by multi agency Preventative strategy
Joint action plan developed and being implemented, following Ofsted and Children's services Inspection

AREAS TO WATCH QUARTER 1 – 2004-05		
Area to Watch	Action to be taken	Risk Assessment
Social Inclusion and diversity issues to be improved within Children's Services	Impact assessments have been undertaken and the service area is actively involved in awareness raising regarding diversity. Monthly reporting on ethnicity are now received at management group. Draft consultation strategy for involvement of young people has been developed and a contract with Advocacy services for young people has recently been completed.	Risk Score = 9
Education - Failure to complete statutory requirements	Monitor performance – statements in time show marked improvement	Risk Score = 6
Performance of front end services in terms of timeliness, quality of practice and team morale (Children & Family Services)	Have ensured that the Referral and Assessment Team are properly resourced and supported to undertake revised responsibilities. Improved management scrutiny in place and action plan reviewed, leading to refocused systems and processes	Risk Score = 6
Numbers of young people requiring high levels of support that entails special placements outside maintained settings.	Monitor and audit levels of demand and support and the associated resource implications	Risk Score = 4

AREAS TO WATCH – PREVIOUS QUARTERS – 2003-04				
Quarter Reported	Area to Watch	Action to be taken from last quarter	This quarters update	Risk Assessment
Q3/Q4 2003-04	Educational Performance of Looked After Children	Work is in hand to enhance performance in this regard through the Looked After Children Education Service; introduction of School Liaison Officer; focus on ensuring Personal Education Plans in place for all children and targeting support to individual children, especially at a younger age. There will be an ongoing review of performance in this area through the Development and Improvement Statement and the LPSA agreement.	Significant improvement in completion rates of Personal Education Plans [91%] Post of Education coordinator has been vacant for 3 months, but new appointment to start Sept, and will have a team of 5 to actively improve performance for targeted Looked After Children. The small cohort and high proportion with special educational needs impacts on performance	Risk Score = 12
Q4 2003-04	School performance at KS2,3 and 4 in Summer 2004	Review impact of school cluster initiative in Autumn 2004 following the first year of implementation. Revise actions accordingly	No new data at this stage- results available in unvalidated form at the end of August	Risk Score = 9
Q4 2003-04	Pressure on and the business processes of our “front door” services (Children’s Services)	Action plan in place which will form part of the forthcoming Inspection Action Plan.	Action plan reviewed. Business processes changing. Improvement in Initial Assessments competitive rates and timeliness of response. Weekly scrutiny of performance	Risk Score = 6
Q4 2003-04	Dealing with young people with challenging behaviour including those with Attention Deficit Hyperactivity Disorder	Services planned to enhance provision in this area will form part of the forthcoming Inspection Action Plan.	Implementation of the integrated action plan will improve services. Operational posts have been increased to ensure better quality services offered. Audit being undertaken of all children to develop clear profile of need.	Risk Score = 6
Q4 2003-04	GCSE performance of looked after children	Support Social Services Looked After Children Action Plan and implementation of individual student Personal Education Plans	This is a very small cohort with consequent volatile results. Personal education plans are now in place for more than 90% of children	Risk Score = 4

## PERFORMANCE MANAGEMENT INFORMATION – KEY PERFORMANCE INDICATORS

Please note that the figures in brackets are the quarterly target profile figures for each of the Indicators

Corporate Priority (Corporate Plan 2002-05)	KPI Description	Q1 - 2004 Apr- June (profile)	Q2 - 2004 July-Sept (profile)	Q3 - 2004 Oct-Dec (profile)	Q4 - 2005 Jan-Mar (profile)	Target 2004-05	Comments
		Performance Assessment Actual Against Profile				↗→↘	
Raising achievement levels	1. Percentage of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A*-C or equivalent.. (BVPI 38)					51%	This is an annual performance indicator. New results will be published in the quarter 2 report. Educational achievement is a new PIA and an Action Plan will be developed in due course
						44.8%	
	2. Percentage of half days missed this quarter due to total absence in secondary schools maintained by the local education authority (BVPI 45)	7.66% (7%)	(7%)	(7%)	(7%)	7%	Quarterly target has not been achieved, the figure is slightly higher because of the number of family holidays being taken in term-time. The implementation of a 6 term year from September may reduce absence.
	↘				7.9%		
Protecting and providing for vulnerable adults & children	3. The number of looked after children per 10,000 less than 18yrs at end of quarter (Local Indicator)	58.7 (60)	(59)	(58)	(57)	57	With the rise in placements with family and children awaiting adoption this figure is expected to reduce throughout 2004/05.
		↗				58.8	
	4. The number of looked after foster care children placed on the mainland (Local Indicator)	18 (13)	(13)	(12)	(11)	11	Investment in Foster Care recruitment and retention, and the Intensive Support Service aims to increase and sustain island based provision and reduce the need for mainland placements.
		↘				22	

## PERFORMANCE MANAGEMENT INFORMATION – LOCAL PUBLIC SERVICE AGREEMENT TARGETS

Please note that the figures in brackets are the quarterly target profile figures for each of the Indicators

Corporate Objective	PSA Target & Summary	Q1 - 2004 Apr- June	Q2 - 2004 July-Sept	Q3 - 2004 Oct-Dec	Q4 - 2005 Jan-Mar	Target 2004-05	Comments	
		(profile)	(profile)	(profile)	(profile)	Actual 2003-04		
Raising Education Standards & Promoting Lifelong Learning	1. Education Key Stage 3 – raise achievement levels by 2% above target in the Development Plan by 2006						English 65% Maths 68% Science 69% ICT 72%	This is an annual performance indicator. Exam results for 2004 will be available from quarter 2. Education Performance is now a Priority Improvement Area, and an action plan will be developed following meetings due to start in September.
	2. Education Number of adults participating in and obtaining skills to raise achievement of 7 & 11 year olds by 2% in schools of significant disadvantage by providing family literacy support & improving adults basic skills	No.s = 148 Gaining skills = 83					No.s = 148 Gaining skills = 83	This is an annual performance indicator. Figures will be updated in the second quarterly report. Education Performance is now a Priority Improvement Area, and an action plan will be developed following meetings due to start in September
	6. Improve the education & employment outcomes of care leavers aged 19yrs	A4 – 53% QP8 – 0% (A4 – 58%) (QP8 – 52%)	(A4 – 58%) (QP8 – 52%)	(A4 – 58%) (QP8 – 52%)	(A4 – 58%) (QP8 – 52%)	(A4 – 58%) (QP8 – 52%)	A4 – 58% QP8 – 52%	Both indicators are below the targets that have been set. QP8 has returned a nil return because it is based on GCSE results and these are due out next quarter
		↓						

## SECTION 3 : FINANCE REPORT

### 3.1 : Revenue Budget Monitor by Portfolio – to the end of June 2004

(Please note that the Portfolio structure has not been updated to reflect the new staff structure)

<b>SOCIAL SERVICES &amp; HOUSING</b>	
Social Services	Currently projecting an underspend at year end of approximately £97,000. This is presently being used to offset a projected overspend within the housing service of the Directorate (see below).
<b>EDUCATION &amp; COMMUNITY DEVELOPMENT</b>	
Education	Net expenditure is in line with forecast.



### 3.2 : Revenue Expenditure Budget Monitor by Portfolio – to the end of June 2004

		<b>Original Budget</b>	<b>Spend To Date</b>	<b>Left</b>
<b>8A</b>	Education and Community Development	£78,132,887	£11,995,353	£66,415,503
<b>8B</b>	Social Services and Housing	£40,259,119	£6,984,507	£33,598,581
<b>8C</b>	Fire, Emergency Planning & Consumer Protection	£9,971,502	£2,010,811	£8,135,338
<b>8D</b>	Tourism and Leisure	£4,931,021	£660,789	£4,550,145
<b>8E</b>	Economic Development	£223,594	£22,219	£206,095
<b>8F</b>	Transport	£8,052,677	£579,281	£7,568,390
<b>8I</b>	Sustainable Development, Environment, Planning	£11,936,487	£496,290	£11,532,538
<b>8Z</b>	Resources	£6,271,079	£3,317,895	£3,448,100
	<b>Totals</b>	£159,778,366	£26,067,146	£135,454,689

### Capital Expenditure Budget Monitor by Portfolio – to the end of June 2004

		<b>Revised Budget</b>	<b>Spend To Date</b>	<b>Left</b>
<b>8A</b>	Education and Community Development	£7,932,838	£1,429,030	£6,503,808
<b>8B</b>	Social Services and Housing	£5,028,637	£546,875	£4,481,762
<b>8C</b>	Fire, Emergency Planning & Consumer Protection	£290,702	£46,901	£243,801
<b>8D</b>	Tourism and Leisure	£243,333	£0	£243,333
<b>8F</b>	Transport	£7,898,173	£719,627	£7,178,546
<b>8I</b>	Sustainable Development, Environment, Planning	£3,267,998	£756,521	£2,511,477
<b>8Z</b>	Resources	£736,366	£289,608	£446,758
	<b>Totals</b>	£25,398,047	£3,788,562	£21,609,485

(Please note that the Portfolio structure has not been updated to reflect the new structure)

## APPENDIX 2

### BVPI - USER SATISFACTION SURVEY (NOVEMBER 2003)

#### Current Survey Results:

- 1 Of those Islanders surveyed, the following five factors were seen as making the Island a good place to live: -
- Health service provision (64%)
  - Low level of crime (62%)
  - Affordable decent housing (39%)
  - Clean streets (30%)
  - Public transport (29%)

The following five factors were seen as being those in most need of improvement: -

- Road and pavement repairs (53%)
- Wage levels and cost of living (43%)
- Health services (34%)
- Public transport (34%)
- Affordable decent housing (32%)

- 2 Areas of improvement and decline

The following tables, listed by portfolio, provide a summary of results highlighting areas of improvement with an upward trend (>10% increase), based on respondents being fairly or very satisfied, and those areas seen as declining (>10% decrease), where respondents are fairly or very dissatisfied. It can be seen that the majority of results show improvement. However, it should be noted that, where there is decline, it is at a significant level and corrective action is called for.

The tables also report on the number of respondents who have made a complaint to the Council. In total 17% of respondents had made a complaint and of those 36% were satisfied with the way in which their complaint had been handled. However, and of concern, an equal 36% were dissatisfied.

### EDUCATION & COMMUNITY DEVELOPMENT

Areas of significant improvement with an upward trend

Subject	2000	2003
<b>Complaints to Directorate</b>		
Number of respondents who made a complaint to Education Services	11	4

Areas of significant decline with a downward trend

Subject	2000	2003
Nil		

Note:

The groupings in this report reflect the Directorate service arrangements at the end of 2003

## APPENDIX 2a

### Sound of Thunder SUMMARY OF RESULTS

	ODPM National Results 2003/4 (Very or Fairly Satisfied)	IWC 2000/1 Results	IWC 2003/4 Results	Up or down on last Survey	Up or Down on National Average 2003/4
Overall service provided by the Local Authority	55% (Decline of 10%)	60%	52%	↓	↓
Handling of Complaints	33% (Decline of 7%)	37%	36%	↓	↑
Cleanliness standard in their area	60% (Decline of 3%)	64%	79%	↑	↑
Household waste collection	84% (Decline of 2%)	87%	90%	↑	↑
Waste recycling (local facilities)	68% (Improvement of 2%)	73%	78%	↑	↑
Waste disposal (local tips)	75% (Improvement of 4%)	86%	95%	↑	↑
Local transport information	50% (Improvement of 3%)	53%	55%	↑	↑
Local bus services	54% (Improvement of 4%)	46%	56%	↑	↑
Sports and leisure facilities	54% (Improvement of 1%)	59%	65%	↑	↑
Libraries	67% (Decline of 3%)	73%	77%	↑	↑
Museums and galleries	42% (Decline of 7%)	45%	49%	↑	↑
Theatres and concert halls	47% (Decline of 5%)	56%	56%	no change	↑
Parks and open spaces	75% (Improvement of 8%)	67%	85%	↑	↑