

Island Strategic Partnership

Performance Management Framework for the Isle of Wight Local Area Agreement (2) 2008/11

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Local Area Agreement 2 Indicators – Performance Monitoring Framework

1. Introduction

The second Local Area Agreement for the Isle of Wight (Local Area Agreement 2) was signed off by the Secretary for State on 30 June 2008.

The Agreement comprises 35 ‘designated’ indicators drawn from the National Indicators Set (NIS). In addition are a further 25 supporting or ‘local’ indicators that have been selected to meet local needs and, as for every authority working to a Local Area Agreement, ten statutory indicators attributed to early learning and education standards.

The drivers for the Local Area Agreement are taken from the Sustainable Community Strategy reflected through four key themes:

- A thriving Island
- A healthy and supportive Island
- A safe and well-kept Island
- An inspiring Island

and identified in a series of 15 priorities:

1. Protect and enhance our Island’s natural beauty
2. Create wealth and reduce our carbon footprint at the same time
3. Produce as much of our energy as possible from renewable sources
4. Help all to share in the Island’s economic success
5. Reduce levels of obesity in all ages
6. Improve health, emotional well being and life expectancy across the Island
7. Support vulnerable people to live independent lives
8. Ensure people of all ages have places to live and things to do in their local area
9. Reduce crime and substance misuse
10. Reduce anti-social behaviour and disorder
11. Reduce the fear of crime and increase public confidence
12. Enhance how our local areas look and feel, now and in the future
13. Make sure our children achieve better than the national average at school and college
14. Reduce childhood inequalities, by tackling poverty, neglect and domestic violence
15. Support families and carers to provide a safe and positive environment for our young people

Each seeks to identify with an outcome that, if achieved, will deliver tangible improvements to the environment and life choices available to the Island’s Community.

This framework is intended to provide a structured approach to the monitoring and reporting of performance and risk management of the Local Area Agreement 2, support and develop partnership working and clarify ownership for delivery of improvement trends for the Island’s Community.

2. Isle of Wight Council Performance Management Framework

The IW Council has assumed the lead on performance management for the Island Strategic Partnership delivery of the Local Area Agreement, because it is the accountable body for the Island Strategic Partnership's financial arrangements. The Council performs this service for its partners by incorporating the approach taken and outlined in the Isle of Wight Council Performance Management Framework. In addition, the Council plays a lead role because many of the measures captured within the Council's Service and Team plans will have a direct link to elements contained in the Sustainable Community Strategy, on which the Local Area Agreement has been developed.

The approach taken and applied to performance monitoring of the Local Area Agreement will in turn have a direct influence on the potential score that the Council and its partners together, may expect to achieve for their annual Comprehensive Area Assessment (CAA) and their individual Organisational Assessments.

3. Local Area Agreement 2 Performance Management Framework

Partnership Involvement:

Integral to the application and successful outcome of activities for many of the indicators included in Local Area Agreement 2, is the need for the engagement and partnership working between ISP member organisations. Therefore, for every process or range of processes employed consideration to and provision for the potential engagement with, and input from, these groups needs to be applied.

Island Strategic Partnership (ISP):

The ISP operates at three specific levels: as a series of themed delivery vehicles (Partnership Boards); as a managing Executive; and as a governance function as a Board. Both the Partnership Boards and ISP Executive are answerable to the ISP Board.

The ISP Board, the main governing body, provides the strategic leadership required, is responsible for monitoring the progress achieved with Local Area Agreement and has ultimate ownership and responsibility for achieving the Local Area Agreement in conjunction with delivery of the Island's Sustainable Community Strategy "Eco Island". The Board comprises representation from all the Partnership Boards and key member agencies. This group receives the LAA performance report on a quarterly basis.

The ISP Executive manages the ISP's performance, being made up of Chief Officers tasked by the ISP Board with driving forward the delivery of the Sustainable Community Strategy and the LAA. The ISP Executive receives the LAA performance report on a quarterly basis.

- [Island Strategic Partnership – Constitution and Terms of Reference](#)

Partnership Boards:

Four Partnership Boards have been established, each of which can be aligned to one of the four key themes drawn from the Sustainable Community Strategy. Each combines representation from those partner organisations that hold an interest/involvement in

delivery of that theme's range of activities, notably the key public and third sector agencies active on the Island.

Each Board is responsible for delivery of any part of the Sustainable Community Strategy that relates to the theme, and related priorities, to which it is aligned. All Boards are also responsible for ensuring appropriate governance, management, delivery and monitoring is in place and processes are clear through terms of reference and strategic plans.

The Children's Trust and the Crime and Disorder Reduction Partnership are both statutory partnership boards and are supported by other delivery groups reporting back to them. Similarly the Environment and Economic and Health and Wellbeing Boards are also supported by delivery groups which report back to them (see Appendix E for Island Strategic Partnership Structure Diagram).

Partnership Board Co-ordinators' Group:

This is a group comprising representation from each of the four Partnership Boards, together with those principal Council officers involved with facilitating the delivery of the Local Area Agreement. Its initial involvement was to help with the development of the component elements of the Agreement, but has since extended to provide communication channels for issues that are cross-cutting, or require input from one or more of the Partnership Boards. It is this group which provides the cross-cutting linkages between the Partnership Boards at an operational level.

Scrutiny Committee:

The Isle of Wight Council Scrutiny Committee monitors the outcomes achieved within Local Area Agreement and as representatives for the broader community, challenges the ISP Board through engagement with its component Partnership Boards, should it consider the outcomes and explanations given warrant such investigation.

Government Office for the South East (GOSE):

Government Office for the South East acts as the liaison between central government and the ISP, both with monitoring and challenging the outcomes achieved and the approach taken towards the goals and targets included in the Local Area Agreement. A representative from Government Office for the South East is invited to attend Island Strategic Partnership Board meetings with full Observer status, thus having access to the papers provided, with additional half yearly reports to review performance and intended direction of travel.

IW Council Corporate Policy and Performance Team:

The IW Council's Corporate Policy and Performance Team acts as the principal facilitator for all information relating to the Local Area Agreement, including liaising with the Government Office for the South East (GOSE), the Partnership Board Co-ordinators' Group and Partnership Boards.

Responsibilities include management of the Council's performance management system (CorVu), to be used to collate and report on performance and monitoring, for promoting reporting on outcomes that provide a level of information on which informed decisions can be made and for ensuring that the data used in reporting on performance is accurate,

complete, timely, valid, reliable and relevant, whether it is sourced internally by the council, or through a partner organisation.

This team is responsible for producing all of the reports that are provided to the various groups involved with monitoring the performance of outcomes for the Local Area Agreement indicators.

Refer to Appendix B for a summary of how these bodies work together in delivering the Local Area Agreement.

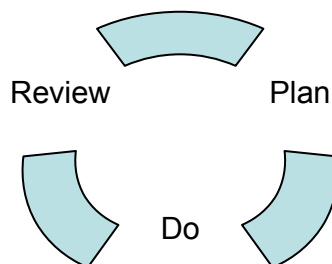
Approach to monitoring:

The principal drive for the Local Area Agreement 2 Framework is to collate data, monitor, and report on the outcomes associated with the performance targets that have been applied. Determination of these baselines and targets was undertaken during the development of the agreement and involved discussion and negotiation between the various indicator leads, indicator owners and their counterpart representatives within GOSE. Where agreement was not possible, the opportunity to revisit baselines and targets is provided as part of a 'refresh' to the document, the first of these took place between February and March 2009.

The significance to these performance outcomes is three-fold:

- The receipt of potential financial reward from central government based on levels of performance achieved;
- Reflective consideration by the Audit Commission to the approach applied and outcomes achieved translated in to the Comprehensive Area Assessment determination and finally,
- The potential for tangible improvements for the Island community that is served.

The proposed approach to performance monitoring provides a structured format that links together planned activities, regular reporting of progress with reflection on annual outcomes and implementation of revisions towards a successful outcome. This approach applies what is referred to as the '*performance management cycle*' comprising three core elements (refer Appendix A):



In order to help achieve the range of measures that have been included in the Local Area Agreement, this framework seeks to:

- Establish the actions and activities needing to be taken over the three year life of the Agreement and which are focussed on a level of outcome that fulfils the measure description and satisfies the annual targets that have been set.
- Implement a programme of regular reporting that outlines both the activities and progress that has been achieved and incorporate comparison between target and actual performance at the earliest available frequency.

- Direct reports to those key groups that have the responsibility and authority to influence and change the outcomes being achieved with the intention of delivering improvement.
- Ensure that decisions taken using the performance information provided are as informed as possible by making sure the data involved is of good quality.
- Consider the associated risks attached both at a Corporate/Partnership level, Priority level and at Activity level. This would need to include any that might be associated with the finance and resource required to fulfil those desired outcomes.
- Highlight where there are issues of resource that may impinge on the attainment of performance targets and attainment of indicators and related priorities.
- Undertake a review of performance at each year end and seek to introduce adjustments targets, activities, risk and resource that are aimed at compensating for external influences and areas of underperformance.

An outline of the process is provided at Appendix B.

4. Components of the Local Area Agreement 2 Performance Management Framework

The Local Area Agreement:

The matrix displaying the [Local Area Agreement](#) was the culmination of several months work that involved input from individuals and teams from across the various partner organisations within the ISP.

The document defines the links that are held between the various indicators and the priorities and themes they are associated with. Where it has been possible to establish a baseline and to assign an annual target, these have been included together with any caveats required.

Where it was not possible to establish targets at the time of submission for sign-off a 'Refresh' of the document took place between February and March 2009. (See comments below: Annual Review and Revision).

National Indicator Set (NIS) Definitions:

Each of the indicators included under Local Area Agreement 2 have, (with the exception of four 'Rate of Criminal Damage' NI 70a, NI 113a and 191a), been drawn from the full National Indicator Set (NIS) of 188 indicators.

For the NIS the government has produced a detailed set of guidance definitions that outline the nature of the measure and provides specific guidance to how the outcomes are to be calculated.

The current set of definitions is available from the Department for Communities and Local Government website, as are any supplementary comments and updates to these definitions as they become available and can be found at:

<http://www.communities.gov.uk/publications/localgovernment/finalnationalindicators>

As with other performance measures, each indicator should have a Data Quality pro-forma showing who is responsible for the measure and how it is sourced, calculated and stored.

Delivery Planning:

In order to help provide a focus towards delivery of the outcomes and performance targets assigned to each indicator, delivery plans will be developed for each indicator via the respective Lead Officer.

Primarily this is intended to capture the 35 'designated' targets. However, good practice would suggest this be extended to include the 25 local indicators, since the latter are seen to support the former and may offer overlaps in the nature of groups and individuals involved and potential relationships in the range and nature of the activities undertaken.

It is anticipated that completion of these plans should be viewed as a partnership activity, that seeks to include input from all those groups and individuals that are involved in delivering outcomes, against which overall performance is due to be measured. A copy of the template is attached at Appendix C.

The content of each plan is intended to clarify where there is partnership involvement, together with a breakdown of the range of activities, initiatives and tasks that are involved and invites inclusion of defined milestones against each activity against which progress and achievement may be measured and reported on as a part of the quarterly reporting cycle. In addition, consideration to the associated risks attached to these activities and the level of resource required.

Potentially, these plans can also be used as tools within a partner organisation to allocate resource and initiate activities within their own structures. The additional information may also provide a more incisive understanding to the issues/barriers involved thereby strengthening the decision making process undertaken at both Delivery Partnership and Strategic Partnership levels.

Surveys:

For a number of the indicators that have been selected and included in the Agreement, the targets applied are to be measured against the views held by Island residents. In order to capture these views a range of surveys are intended to be employed:

- 'Place Survey' will be undertaken on a biannual basis, relating to three indicators (designated NI 4 and 17, local NI 5)
- 'Tell Us' Survey will be undertaken that seeks to capture the views, opinions and perceptions of young people and refers to three indicators (designated NI 50 and 115, local NI 69).
- 'The Active People Survey' undertaken by Sports England relates to two indicators (designated NI 8 and local NI 9)
- 'Third Sector Survey' (CLG) relates to one indicator (designated NI 7).

A level of caution will need to be employed with the outcomes determined through use of this form of data capture due to the nature of application, restrictions and make up of the sample group employed, etc.

Risk Management of the Local Area Agreement:

It is recognised that Risk Management is as much about exploiting opportunities as it is about managing threats, a certain amount of risk taking is inevitable and essential if the LAA is to achieve its objectives. Risk needs to be managed rather than avoided and consideration of risk should not stifle innovation. In the case of Local Area Agreement 2 the principal approach is to risk aversion and identification of potential issues that threaten delivery of both the Local Area Agreement and Sustainable Community Strategy. This is intended to be undertaken at two levels:

- Through the delivery plan process at activity level by applying a scoring system to rate the 'exposure' to risk and, where a score of six or above is attained, recommended a review of the action be made. This may offer the potential for an improved outcome, or one that is more efficient and provides better value for money. (Determination of a level of six or above is equivalent to an outcome that would be amber or red in the matrix applied by Isle of Wight Council. Here again, the Council's risk management framework is applied, in line with its role as accountable body for the ISP's financial arrangements. Refer to Risk element of Delivery Plan template Appendix C).
- At a strategic level through a high level overarching risk register held at ISP level.

Financial Management:

The resources needed to support the range of activities to be undertaken in association with Local Area Agreement 2 will need to come from a variety of sources, either pooled or aligned by the partner organisations responsible for delivery. Such resource contributions need not be purely financial contributions, but it is key to the effective delivery of the targets that the resources used in their delivery are identified.

In the case of Isle of Wight Council, a part of this resource funding may well be contributed from the Area Based Grant (ABG) particularly if the underlying grant streams built into the ABG can be linked to achievement of LAA targets. This grant was introduced as a part of the Comprehensive Spending Review (CSR07) coming into effect in 2008, incorporating a number of the existing specific grants the authority received but with the ring fencing previously associated with many of the grants being removed. This allows greater flexibility in the use of these resources in order to support the wider delivery of priorities at local, regional and national level.

This increased flexibility is enhanced further by the grant settlements being allocated on a three year basis, intended to maximise stability and certainty to the funds available and there is now the opportunity to carry forward any unspent grant from one year to the next. However, there remains the potential for the range of grants that make up the Area Based Grant to be revised and changed year on year.

Area Based Grant General Guidance 2008 (Communities and Local Government)

<http://www.communities.gov.uk/publications/localgovernment/areabasedgrantguidance>

The Council and its partner organisations retain a responsibility for working towards delivery of Local Area Agreement 2 and the overarching NIS. It is the government's intention for the Audit Commission to test, as a part of its Comprehensive Area Assessment evaluation, the effectiveness with which resources have been utilised in

delivery of these targets, together with an emphasis on the level with which efficiency and value for money has been offered.

To meet this potential challenge, the performance management framework needs to provide a level of challenge to, and monitoring of, the use of resource, while employing a robust assessment that both scrutinises progress achieved against individual priorities and the effectiveness with which resource has been used to achieve this. A key factor will be the maximisation of the combined resources either pooled or aligned by the partners to the agreement to deliver local priorities effectively and efficiently.

As the ISP's Accountable Body, Isle of Wight Council has a responsibility for ensuring that there are defined leads assigned for each Local area Agreement measure and that sufficient resources are being made available both from within the authority and its associated partners, towards securing improvement and delivery of the performance targets,.

As the body responsible for ownership and delivery of the Local Area Agreement, the Island Strategic Partnership too will need to oversee the use of resources applied, in order to ensure that these are being used effectively towards meeting its priorities and attainment of performance targets. To support this process, there will be the need to provide a suitable frequency of reporting on the use of resource to both Partnership and Island Strategic Partnership Board levels.

Reporting:

For the purpose of collating, recording and reporting performance outcomes across Local Area Agreement 2, the Isle of Wight Council's CorStrategy (performance management) system will be used.

Quarterly Reporting -

For a number of the indicators, performance outcomes may only be determined annually, while for others it may be possible to provide outcomes on a quarterly or more frequent basis. For the purpose of Local Area Agreement 2 it has been proposed to undertake a quarterly reporting cycle at all levels and for this to include some level of commentary for all indicators, whether or not this may be accompanied by a measured outcome.

The use of a quarterly reporting cycle is intended to offer closer scrutiny of performance/progress achieved at more frequent intervals and enable more pro-active risk and financial management to be applied. This will offer the opportunity to introduce any intervention required at the earliest opportunity, either at Partnership or Island Strategic Partnership Board level. (Reporting Timetable – refer section 9)

Use of this approach is intended to help improve attainment of targets for a broader range of indicators, across the full three years of Local Area Agreement 2.

The process for reporting has been developed to capture each of the Partnership Boards in each cycle, before being presented to both the Island Strategic Partnership Executive and subsequently its Board. The reports produced and provided to each of the Partnership Boards not only deal with those indicators which are specific to that theme, but are

intended to identify and include any of the indicators included in Local Area Agreement 2 where there are joint responsibilities and ownership to outcomes achieved (cross-cutting).

At the completion of each quarter's reporting cycle, the papers, including the reports and minutes prepared, that are discussed by the ISP are made available via the Island Strategic Partnership website.

- <http://www.islandstrategicpartnership.co.uk/>

Ownership for Reporting -

Responsibility for the comments given and recording of outcomes will fall to individual Indicator Owners and Updaters. In the majority, these individuals are situated in business areas involved with undertaking the activities associated with that indicator, or with the associated management and monitoring for those business areas.

The Corporate Policy and Performance Team will be responsible for monitoring the completeness of reporting: inclusion of performance outcomes; level of recording and to promote the inclusion of a contextual commentary where a performance outcome is unavailable.

They will also be responsible for moderating any comments given, seeking to ensure the content can be understood, is written in 'plain English' with the limited use of acronyms and abbreviations.

Delivery Plans -

The incorporation of delivery plans provides for clarity of understanding to the processes being used to achieve each year's targets, through an illustration of the range of activities and initiatives to be employed and who (which service/partner organisation) is responsible.

A more incisive understanding of the issues involved with delivery of these activities, helps to strengthen the decision making process which is supported by an awareness to what processes have been applied, the effectiveness of their employment, levels of resource devoted and how well risks have been managed.

Action Plans:

In conjunction with the quarterly reporting process, it is intended for each of the Partnership Boards, to develop an Action Plan based on the performance outcomes reported for that quarter.

These Plans are intended to consolidate any guidance, direction or intervention that the Board can offer to help resolve the issues that have been identified. In turn such Plans would also be used to demonstrate that due process has been applied and to notify and inform the Island Strategic Partnership Board, as the Governing Body, of the proposed corrective actions identified.

A template for this form of Action Plan is provided at Appendix D.

Annual Review and Revision:

It is the government's view that an annual review should be undertaken of all Local Area Agreements in each autumn/winter of the three years they are applied.

Guidance is available via the Communities and Local Government website:

<http://www.communities.gov.uk/publications/localgovernment/laaannualreview200809>

It has been identified that the first of these reviews will commence within six months of Local Area Agreement 2 commencing and without the input of the new Comprehensive Area Assessment. Subsequently the format and approach taken on this occasion might need to be tailored slightly differently to subsequent reviews.

The purpose for these reviews is to provide an opportunity for reflection to be given to any issues identified around delivery of the agreement, a review of any associated risks attached to delivery of the Agreement and to benchmark progress achieved over the three years. There may also be some *limited opportunity* to revise targets to reflect any identified changes in local circumstances or national priorities.

5. Monitoring of the Framework

As the framework begins to be applied it will be necessary to review the effectiveness of the various component elements in order to test the impact they bring to the overall process, e.g., the format for reporting.

It would also be anticipated that over the course of the three year life span of the Local Area Agreement 2, a range of influences from government and other parties may impact on the approach to governance needing to be applied by both the IW Council and the principal partner organisations.

In addition, with the introduction of an annual audit linked to the Comprehensive Area Assessment outcome applied to the Local Authority, and through similar audit boards for other partner organisations, which it would be anticipated will also be influenced by performance achieved with Local Area Agreement 2, there may be a range of actions and recommendations given that may need to be introduced in to future versions of the framework.

Following annual review of the framework the commitment and agreement to the approach proposed will be passed to each Partnership Board and as a minimum the Island Strategic Partnership Executive for ratification of agreement.

6. Data Quality

The information provided to Partnership Boards and the Island Strategic Partnership will support the decisions and prioritisation of actions that are made. Should the reports supplied hold inaccuracies or inconsistencies in its determination, it impacts on the credibility with which that report is received and then acted upon. The approach taken:

- As identified in the Isle of Wight Council Performance Management Framework, for Local Area Agreement 2 to prove effective, both in its delivery of the performance targets set and in the achievement of the priority areas associated with the Community Strategy, there is the need for information that is accurate, reliable, complete and relevant.
- The Isle of Wight Council recognises the importance of reliable information for its performance management processes and has both a Data Quality Policy and Data Quality Strategy that have been prepared and applied.
- As an internal control Data Quality pro-formas will be completed to establish ownership for the process applied to data collection, the process and protocols applied to the collected data and calculation of outcomes given. These will be prepared for each of the measures managed by the council and form a part of the Authority's Data Register.
- While the Data Quality pro-forma can be completed within the Authority and processes can be aligned to these to validate the data produced, the extent to which the validity of data provided by partner organisations can be qualified is limited. To

assist with providing some level of assurance to the validity, appropriateness and consistency of reporting provided, the application of some form of Partnership Agreement regarding data provision will be applied, that includes a statement offering assurance to the validation of the data provided and which is signed by an authorised person on behalf of that partner organisation.

7. Communications Framework

While a range of exercises were undertaken during the lead up to the introduction of Local Area Agreement 2, there is a need to maintain an on-going wider dialogue that keeps staff within the authority and its partners aware of progress and any changes or amendments that may arise as follows:

Frequency	Forum	Audience	Information / Communication
As required	Presentation	Members, Service Heads, Team Managers Partner Organisations	<ul style="list-style-type: none"> ○ Initial presentation by Government Office for the South East and Finance to explain key aspects of new Local Area Agreement. ○ Updates as required.
Ongoing	Web pages	Isle of Wight Council Staff Partner Organisation Staff General Public Other Parties	<ul style="list-style-type: none"> ○ Core Information to the development and content of the Local Area Agreement ○ Copies of Minutes and reports for Island Strategic Partnership meetings ○ Links to related web sites <p>Via Isle of Wight Council Intranet (Dept. web pages) and Internet (Island Strategic Partnership web site)</p> <p>http://www.eco-island.org.uk/our_place/themes_and_actions/laaintro.aspx</p>
Half Yearly	Local Area Agreement Measure Owner Updates	Local Area Agreement Measure Owners LAA Officer Data Quality Project Officer	<ul style="list-style-type: none"> ○ Update and discussion on issues relating to Local Area Agreement / National Indicator Set measures. ○ Overview to Data Quality issues ○ Opportunity to drive up understanding of the significance of the Local Area Agreement and acceptance to ownership of measures.
Quarterly	Partnership Board Lead Meetings	Partnership Leads LAA Officer Strategic Manager Partnerships	<ul style="list-style-type: none"> ○ Performance and Delivery issues discussed. ○ Cross cutting measures reviewed

Frequency	Forum	Audience	Information / Communication
Quarterly	Meeting with GOSE liaison	GOSE Area Lead LAA Officer Strategic Manager Corporate Policy and Performance Strategic Manager Partnerships	<ul style="list-style-type: none"> ○ Information / Communication ○ Overview and opportunity to discuss issues arising with delivery of Local Area Agreement on Island. ○ Appraisal and update on developments associated with Local Area Agreement as advised by Communities and Local Government.
Quarterly	Key Development Partnerships Island Strategic Partnership Exec & Board	Partnership Boards Executive Members Board Members GOSE South East England Development Agency	<ul style="list-style-type: none"> ○ Performance Reporting <ul style="list-style-type: none"> ○ Supporting Commentary ○ Key Development Partnership Action Plans ○ Financial Reporting
Quarterly	Scrutiny	Scrutiny Committee	<ul style="list-style-type: none"> ○ Performance Reporting <ul style="list-style-type: none"> ○ Supporting Commentary ○ Key Development Partnership Action Plans ○ Financial Reporting
Quarterly	Local press	General Public	<ul style="list-style-type: none"> ○ Press release <p>Overview of progress and achievements gained.</p>
Half Yearly	Island Strategic Partnership Board	Partnership Boards Executive Members Board Members GOSE South East England Development Agency	<ul style="list-style-type: none"> ○ Half Yearly Report ○ Annual Report

8. Conclusion

This framework is intended to establish a process that will provide:

- A structured approach to the monitoring of reporting of performance and risk management of the Local Area Agreement 2.
- Support and development of greater partnership working
- Clarification of ownership for delivery of improvement trends for the Island Community.

The attainment of targets may also result in the release of potential reward grants from government. Through these the ISP might seek to achieve improvement in other areas, where a priority need is identified, and which may lead to further benefits for the Island's resident community.

Finally, it should be accepted that the influences on delivery of the Local Area Agreement are not fixed, but are subject to on-going adjustment and revision to meet the changing needs of the Local Authority, government, Island Strategic Partnership, its partner agencies and the Island's community. As such the processes employed and in turn the framework itself will need to be subject to review to meet and absorb the changes invoked.

Prepared by:

Corporate Policy and Performance Team, Isle of Wight Council

June 2009

**9. LOCAL AREA AGREEMENT 2/LOCAL PUBLIC SERVICE AGREEMENT/NATIONAL INDICATOR SET
Reporting Timetable for 2008/09 and 2009/10
v 1.2 (02.01.09)**

	Quarter 1 (2008)	Quarter 2 (2008)	Quarter 3 (2008)	Quarter 4 (2009)	Quarter 1 (2009)	Quarter 2 (2009)	Quarter 3 (2009)	Quarter 4 (2010)
Quarter End	30 June 2008	30 Sept 2008	31 Dec 2008	31 March 2009	30 June 2009	30 Sept 2009	31 Dec 2009	31 March 2010
Health and Wellbeing Partnership Board	14 Aug 2008 – cancelled	6 Nov 2008	5 Feb 2009	30 April 2009	30 July 2009	29 Oct 2009	28 Jan 2010	6 May 2010
Children's Trust Partnership Board	19 Sept 2008	4 Nov 2008	26 Jan 2009	22 April 2008	27 July 2009	26 Oct 2009	26 Jan 2010	4 May 2010
Economic & Environment Partnership Board	9 Sept 2008	3 Nov 2008	6 Feb 2009	8 May 2009	7 August 2009	30 Oct 2009	29 Jan 2010	14 May 2010
CDRP Strategy Group (Safer Partnership Board)	24 July 2008	30 Oct 2008	10 Feb 2009	5 May 2009	3 August 2009	26 Oct 2009	25 Jan 2010	29 April 2010
Island Strategic Partnership Executive	12 Nov 2008	12 Nov 2008	24 Feb 2009	7 July 2009	2 Sept 2009	9 Nov 2009	9 Feb 2010	25 May 2010
Island Strategic Partnership Board	26 Nov 2008	26 Nov 2008	3 March 2009	14 July 2009	10 Sept 2009	26 Nov 2009	25 Feb 2010	8 June 2010
Press release to be issued with ISP achievements				July 2009				June 2010
Scrutiny	18 Dec 2008	18 Dec 2008	5 March 2009	23 July 2009	8 Oct 2009	10 Dec 2009	*Dates to be confirmed	

10. Action Plan to deliver the framework (from April 2009 to March 2010) (to be monitored by the Isle of Wight Council Chief Executive's Management Team)

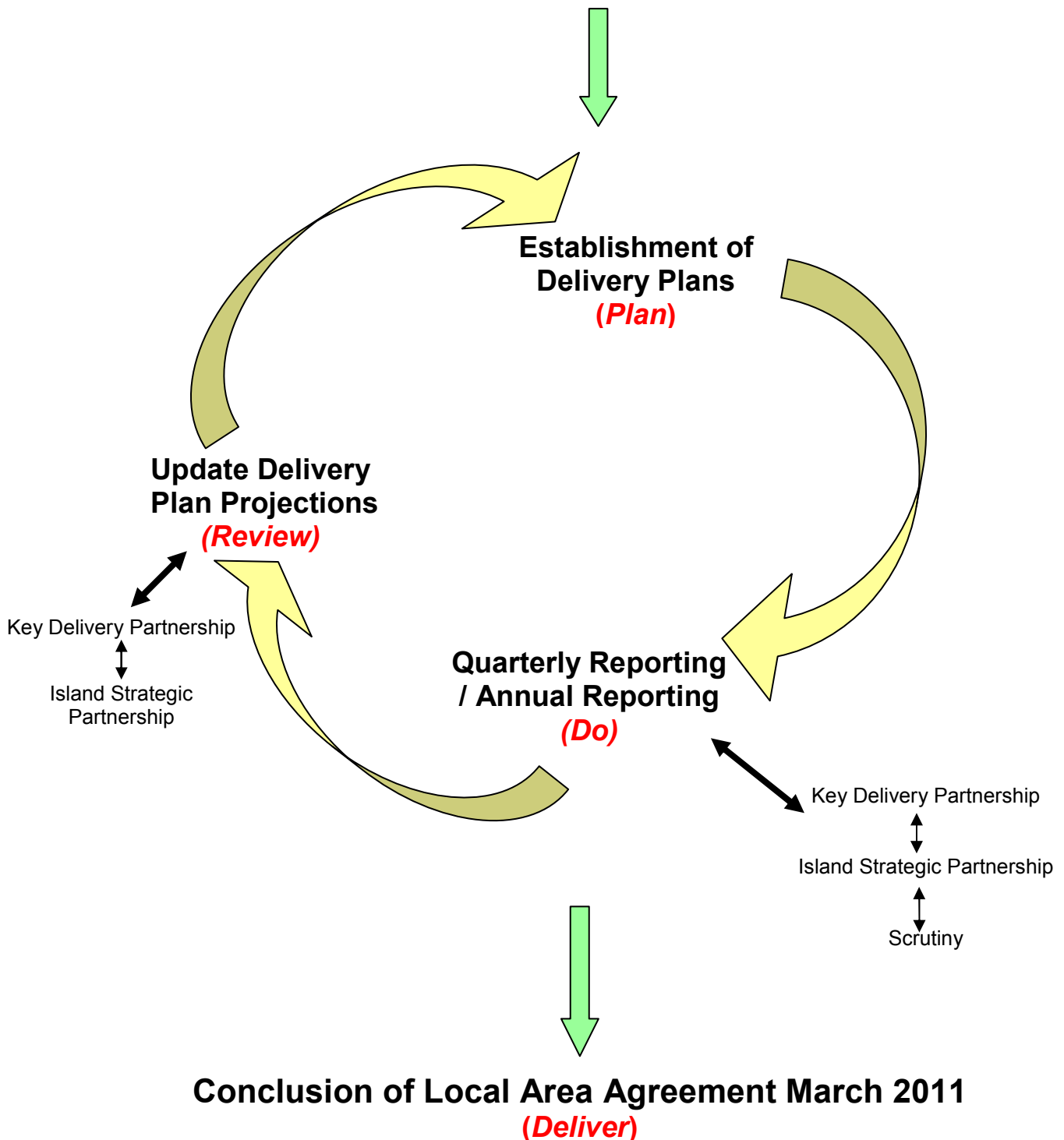
Ref	Action Required	Responsibility	Timescale	Measure of Success
1.	Quarterly reporting	LAA Senior Assistant Systems Support Officer LAA Officer Partnership Coordinators	Ongoing	100% return of input (comments and/or performance outcomes) for all Local Area Agreement measures. Reports presented to all Partnership Boards and ISP.
2.	Completion of Quarterly Performance Outcomes Reports	Partnership Coordinators	Ongoing	Reports to be completed for submission to Island Strategic Partnership Executive and Board meetings. - Areas of achievement and best practice high lighted. - Issues/areas to be watched highlighted.
3.	Refresh of Delivery Plans	LAA Officer LAA Senior Assistant LAA Measure Owners	August 2009	Plans completed, updated, and signed for all designated indicators and majority of local indicators
4.	Risk management through delivery plans	LAA Measure Owners Partnership Coordinators Risk Manager	Ongoing	Consideration of risks through quarterly performance outcomes reports
5.	LAA final refresh in 2010	LAA Officer Relevant LAA Measure Owners Partnership Coordinators	Date to be confirmed by GOSE	Completed refresh within timescale to be confirmed by GOSE
6.	Data Registers completed	Data Quality Project Officer	June 2009	Data quality measure proformas completed for all Local Area Agreement measures including partners.

Ref	Action Required	Responsibility	Timescale	Measure of Success
7.	Partnership Agreements completed	LAA Officer Data Quality Project Officer LAA Senior Assistant	June 2009	Partnership Agreements to be developed and introduced with authorised signatories for all principal partnership parties responsible for the collation and submission of data. These agreements seek to establish a level of undertaking to the validity of the data provided. To form a sub-document to the Data Register. To be made available to Internal Audit in conjunction with any inspection that may be held to validate performance outcomes reported for Local Area Agreement 2.
8.	Communication as per communication framework (see section 7)	LAA Officer ISP Manager Partnership Coordinators	Ongoing	Communication released at timely intervals.
9.	Embedding of scrutiny arrangements for the LAA	LAA Officer Scrutiny Officer Partnership Coordinators	December 2009	Effective scrutiny
10.	Refresh of framework and action plan for 2010/11	LAA Officer	March 2010	Refreshed framework and action plan agreed
11.	Ongoing management of LAA risks	Risk Officer LAA Officer Partnership Coordinators	Ongoing	Consideration of risks at Partnership Board meetings and ISP meetings
12.	Management of resources against priorities	Head of IWC Finance	Ongoing	Consideration of resources at Partnership Board meetings and ISP meetings

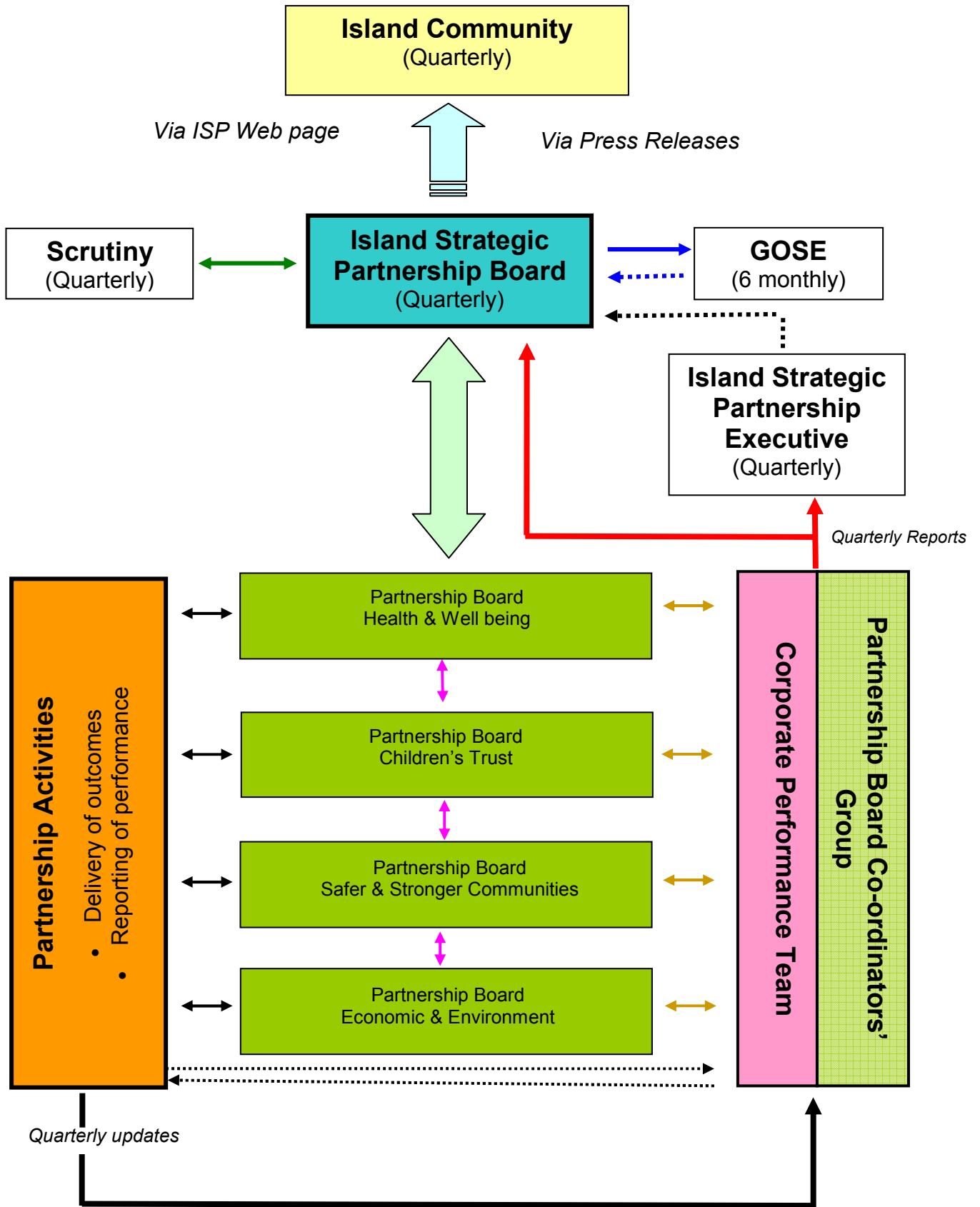
Local Area Agreement 2 Performance Management Framework (approach to monitoring)

Isle of Wight Local Area Agreement Document

Range of measures and targets



Local Area Agreement 2 Performance Management Framework (operational)



Delivery Partnership:		Designated		Local	
NI		2008/09 Target		Baseline	
Please give a brief, non-technical description of the outcomes this action plan will achieve:					
Key Partner Organisations:					
			Principal contact for each organisation:		

Activity Plan – details of the key things needing to be done for the measure to succeed

Actions (<i>Initiatives</i>)	Milestones (<i>Tasks</i>)	To be achieved by	Lead Organisation	Lead Officer
1				
2				
3				
4				
5				
6				
7				

Additional Information – Any supporting comments in respect of the activities listed.

Risk Management – a reflection on the activities listed above.

Where no action to avoid/minimise risk can be taken, this may mean accepting the risk/s attached to that activity.

Risk	Risk Owner	Date	Impact (1-4)	Probability (1-4)	Current Exposure (xP)	Actions required to avoid/minimise risk	Date for completion	Target Exposure
1								
2								
3								
4								
5								
6								
7								

For the purposes of this assessment, a risk may be considered as a future event or series of events with some probability of occurrence and the potential to impact on the outcome of the activity/initiative in helping to achieve the target being applied.

Note: The non-achievement of the target would not for the purposes of this process represent a risk in itself.

Impact	Probability
1 – Low – small or minimal impact on progress	1 – Remote – has happened rarely/ never before (less than 10% chance of occurrence)
2 – Medium – moderate impact on overall progress	2 – Unlikely – only likely to happen once over the period of the Local Area Agreement (10%-40% chance of occurrence)
3 – High – likely to make achievement of the target difficult	3 – Likely - likely to happen at some point during the year (40% - 75% chance of occurrence)
4 – Major – will impact severely on achievement of the target	4 – Very likely – Frequently encountered – daily/ weekly/ monthly (more than 75% chance of occurrence)

These definitions should be used for guidance only and may need to be adapted depending on the particular nature of the activity / initiative or programme involved.

Has an equalities impact assessment been carried out for this delivery plan?	Yes / No
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Resource Plan:

Financial Years	Project Element (e.g., staff, buildings, technology, equipment, services, etc.)	Capital (£)	Revenue (£)	'In Kind' Support (£)	Total (£)	Source of funding. (Specify funding stream and organisation receiving the funding.) Is it Local Area Agreement pooled funding?	Funding assured? Yes / No
2008/09							
2009/10							

Sign-off:

Form completed by: *(Print)*..... *(Sign)* *(Date)*

Tel. No (extension):

Email address:

Isle of Wight Council Risk Matrix

Risk Prioritisation Matrix

Likelihood/Probability	V Likely 4	4 Low	8 Medium	12 High	16 <u>High</u>
	Likely 3	3 Low	6 Medium	9 Medium	12 <u>High</u>
	Unlikely 2	2 Very Low	4 Low	6 Medium	8 Medium
	Remote 1	1 Very Low	2 Very Low	3 Low	4 Low
	Scale	Low 1	Medium 2	High 3	Major 4

Impact/Severity

12 – 16	Red	High risk
6 - 9	Amber	Medium Risk
1 – 4	Green	Low Risk

Likelihood/Probability Criteria

FACTOR	SCALE	THREATS - DESCRIPTION	INDICATORS
Very likely	4	More than 75% chance of occurrence	Regular occurrence Circumstances frequently encountered - daily/weekly/monthly
Likely	3	40% - 75% chance of occurrence	Likely to happen at some point within the next 1-2 years Circumstances occasionally encountered (few times a year)
Unlikely	2	10% - 40% chance of occurrence	Only likely to happen 3 or more years
Remote	1	Less than 10% chance of occurrence	Has happened rarely/never before

Impact/Severity Criteria

Factor	Scale	Effect on Service	Embarrassment/reputation	Personal Safety	Personal privacy infringement	Failure to provide statutory duties/meet legal obligations	Financial	Effect on Project Objectives/Schedule Deadlines
Major	4	Major loss of service, including several important areas of service and /or protracted period. Service Disruption 5+ Days	Adverse and persistent national media coverage Adverse central government response, involving (threat of) removal of delegated powers Officer(s) and/or Members forced to resign	Death of an individual or several people	All personal details compromised/ revealed	Litigation/claims/fines from Departmental £250k + Corporate £500k +	Costing over £500,000 Up to 75% of Budget	Complete failure of project/ extreme delay – 3 months or more
High	3	Complete loss of an important service area for a short period Major effect to services in one or more areas for a period of weeks Service Disruption 3-5 Days	Adverse publicity in professional/municipal press, affecting perception/standing in professional/local government community Adverse local publicity of a major and persistent nature	Major injury to an individual or several people	Many individual personal details compromised/ revealed	Litigation/claims/fines from Departmental £50k to £125k Corporate £100k to £250k	Costing between £50,000 and £500,000 Up to 50% of Budget	Significant impact on project or most of expected benefits fail/ major delay – 2-3 months
Medium	2	Major effect to an important service area for a short period Adverse effect to services in one or more areas for a period of weeks Service Disruption 2-3 Days	Adverse local publicity /local public opinion aware Statutory prosecution of a non-serious nature	Severe injury to an individual or several people	Some individual personal details compromised/ revealed	Litigation/claims/fines from Departmental £25k to £50k Corporate £50k to £100k	Costing between £5,000 and £50,000 Up to 25% of Budget	Adverse effect on project/ significant slippage – 3 weeks-2 months
Low	1	Brief disruption of important service area Significant effect to non-crucial service area Service Disruption 1Day	Contained within section/Unit or Directorate Complaint from individual/small group, of arguable merit	Minor injury or discomfort to an individual or several people	Isolated individual personal detail compromised/ revealed	Litigation/claims/fines from Departmental £12k to £25k Corporate £25k to £50k	Costing less than £5,000 Up to 10% of Budget	Minimal impact to project/ slight delay less than 2 weeks

Partnership Board:

Date

Author

Achievements

-
-

Guidance

Give a brief description of any achievements by the Partnership Board during this quarter stating which Local Area Agreement priority or Island Strategic Partnership project it relates to.

Briefly describe how these achievements will be communicated and to who for example is a press release required to inform residents about a particular achievement or perhaps staff need to be informed and/or praised?

Issues/Areas to Watch

Performance

-
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Guidance

Highlight any areas of underperformance that the Partnership Board is responsible for during this quarter. Include which Local Area Agreement priority or Island Strategic Partnership project it relates to. Explain what the issue is and the reason for the underperformance. Set out the corrective action and timescale to address the underperformance and whether the issue needs to be referred to any other Partnership Board.

Risk

-
-

Guidance

Highlight any areas of risk around the outcomes not being achieved and link to the Local Area Agreement priority or Island Strategic Partnership project. Explain what the issue is and the reason for the risk. Set out what the mitigating actions are and whether the issue needs to be referred to any other Partnership Board.

General Guidance

Please keep the update to no more than 5 bullet points under each heading and please keep the overall document to no more than two sides of A4.

Financial and Other Resources

-
-

Guidance

Highlight any key financial issues to be aware of which may have an impact on achievement of the outcome, including resources provided by partners (which might be given as contributions in kind). Explain what the issue is and which Local Area Agreement priority or Island Strategic Partnership project it relates to. Set out the reason for the financial issue and the corrective action and timescale. Set out whether the issue needs to be referred to any other Partnership Board.

