

QUARTERLY MONITORING REPORT

DIRECTORATE: Children & Young People
SERVICE: Business Planning & Resources
PERIOD: Quarter 4 to year-end 31 March 2008.

1.0 INTRODUCTION

This quarterly monitoring report covers the Business Planning & Resources Department fourth quarter period up to year end 31 March 2008. It describes key developments and progress against all objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period, which will be made available in due course, has not been included within this report in order to avoid providing information that would be subject to further change and amendment.

The way in which traffic lights symbols have been used to reflect progress to date is explained within Appendix 7.

2.0 KEY DEVELOPMENTS

2.1 Building Schools for the Future

Statutory consultation commenced in February 2008 on the linked notice to close Fairfield High due to declining pupil numbers and expand Wade Deacon High school a successful and popular school. The representation period for the expansion was four weeks from 21st February. The representation period for the closure was six weeks from the same date. The outcome of the consultation will be considered by the Cross Party Members Advisory Group and a final decision will be made by Executive Board in May 2008.

2.2 Primary Capital Programme

A wide range of briefing and consultation events have been held during the quarter with key stakeholders. The information gathered the Primary Strategy for Change which is due to be completed and submitted to the DCSF by 16th June 2008. Opportunity has been taken to ensure the links between BSF and PCP are made.

2.3 ICT Projects

There are a number of major ICT projects in progress at the moment and all are progressing well. An eCAF pilot is testing out the electronic

CAF form at six locations covering a variety of settings including Schools, Children's Centres, PCT and a voluntary agency. The ContactPoint projected is in the later stages of development. We are focusing on Halton's case management systems and all milestones for the project are being achieved.

The Computers for Schools Project is designed to put computers with internet access into the homes of pupils living in Super Output Areas, on Free School Meals and without computers / internet access. The project is also being extended to provide computers with internet access to all Children in Care at September aged 11 to 15 together with enhancing home access in Secondary and Special Schools.

2.4 Workforce Development

An Integrated Children's Workforce Development Strategy was completed during the quarter and is now in the process of implementation through a series of action plans linked to the priorities in the Strategy. This is a key document in the development of an integrated workforce for children's services as part of the Children's Trust arrangements. There are currently two pilots running covering Children with Disabilities and Integrated Youth Support and the learning from the pilots will inform the ongoing implementation of the Strategy.

In addition, the BSF Workforce Strategy was completed and launched. This document was produced by the joint working group which included representatives of the unions working in secondary schools. The Strategy includes a suite of documents, which address At Risk, Redeployment, Redundancy Procedures, Recruitment and Vacancy, TUPE, Retention and Exit Strategies, Split Site Working, Travel Expenses and Training.

3.0 EMERGING ISSUES

3.1 Building Schools for the Future

Consultation will be undertaken by the four Grange Schools; the Grange Comprehensive, the Grange Juniors and Infants and the Grange Nursery on their proposal to form a federation. The governing bodies of the four schools will then meet the week beginning 9th June 2008 to consider the responses to the consultation.

3.2 Financial Planning

Detailed three year budgets were issued to all schools in Halton prior to 31st March 2008. Each school was also provided with a list of the key changes that had been agreed with the School Forum to the formula allocation from April 2008. Changes included increased delegation of SEN funding and increased delegation to schools of funding previously centrally retained, significant increases in resources directed to address deprivation and additional funding to support personalization.

3.3 ICT Projects

Virtual Learning Platform

As outlined in the DCFS e-strategy a key objective is for every school learner in England to have access to a personalised online learning space (Learning Platform) with the potential to support e-portfolios. This will require schools to have access to a platform that conforms to the requirements specified by Becta by August 2008. The project began in April 2008 and all schools involved will receive training in the use of the Platform system allowing them to update their individual school/curriculum areas.

All schools in the borough will be given the opportunity to adopt the Halton platform. We have scheduled during the summer term 2008. Training for the primary sector will be structured and these will take place over five phases with ten schools being trained in each phase (six schools already trained through the pilot). The primary schools will have the option/preference for which phase they would like to take part in. The Learning Platform Team will provide full support and further training.

CareFirst 6

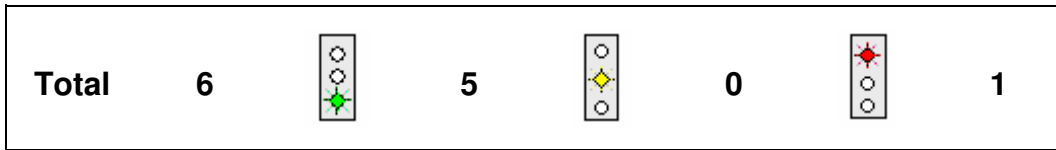
A Business Process Exercise is being developed and will take approximately 6 months to complete. This involves looking at all business processes including CareFirst recording processes within all Children's Social Care Teams.

CareFirst 6 Phase 1 implementation is well underway, this involves installing the Database Servers and the infrastructure for CareFirst 6 within ICT Services. From April 2008 we started looking at the System Setup for CareFirst 6. Phase 2 is to ensure that the CareFirst 6 Application works correctly and that users are identified, this will take approximately 6-9 months. Phase 3 consists of the outcome of the BPR exercise and roll out across all Children's Social Care Teams.

3.4 Joint Area Review

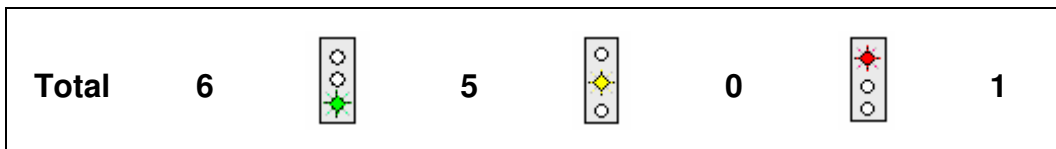
The fieldwork stage of Halton's Joint Area Review started on Monday 31st March and will finish on Friday 11th April with initial feedback received at the end of the fieldwork. The initial draft report from the inspectors will be received on the 15th May followed by a further meeting with the Lead Inspector to enable comments and challenge from the authority. The final report will be published on the Ofsted website on the 22nd July. A JAR action plan will be developed to ensure areas for development are progressed and also to share examples of good practice that come up through the inspection.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES



Of the six key objectives for the service, five have been met. Milestones have not been completely achieved on the remaining one, as some slippage has occurred on the development of a new communications strategy. Further details of progress against each key objective are available in Appendix 1.

4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES

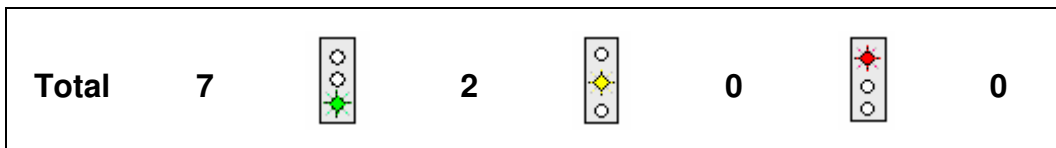


Of the six other objectives for the service, five have been met. Milestones have not been completely achieved on the remaining one. Further details of progress against each Key Objective are available in Appendix 2.

5.0 SERVICE REVIEW




Nothing to report this quarter.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS



Of the seven key indicators for the service, five have not been assigned a traffic light as 2007/08 was the baseline year and targets were not set. Both of the indicators that had targets set have achieved the required level of performance. Further details of progress against each Key Performance Indicator are available in Appendix 3.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	9		0		0		0
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Of the nine other indicators for the service, three have not been assigned a traffic light as 2007/08 was the baseline year and targets were not set. Of the remaining six indicators four have achieved target, The two that have not achieved target relate to surplus places in schools - actions in this area are now integrated into the BSF and Primary Strategy for Change programmes. Further details of progress against each Key Performance Indicator are available in Appendix 4.

7.0 PROGRESS AGAINST LPSA TARGETS

There are no LPSA targets for this service

8.0 RISK CONTROL MEASURES

During the production of the 2007-08 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.

Where a Key Service Objective has been assessed and found to have associated 'High' risk, progress against the application of risk treatment measures is to be monitored, and reported in the quarterly monitoring report in quarters 2 and 4.

Further details of progress against risk treatment measures for the service are available in Appendix 5.




9.0 PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS





During 2006/07 the service was required to undertake an Equality Impact Assessment. Progress against actions identified through that assessment, with associated High priority are to be reported in the quarterly monitoring report in quarters 2 and 4.



Further details of progress against risk treatment measures for the service are available in Appendix 6.




10.0 APPENDICES



Appendix 1- Progress against Key Objectives/ Milestones
Appendix 2- Progress against Other Objectives / Milestones
Appendix 3- Progress against Key Performance Indicators
Appendix 4- Progress against Other Performance Indicators
Appendix 5- Progress against Risk Control measures (Q2 & 4)
Appendix 6- Progress against high priority equality actions (Q2 & 4)
Appendix 7- Explanation of traffic light symbols

Service Plan Ref.	Objective	2007/08 Key Milestone	Progress to date	Commentary
BPR 1	To enable the process of School Re-organisation including the development of the BSF programme	<p>Review progress in the light of new pupil number data by February 2008</p> <p>Implement second phase of secondary rationalisation programme by March 2008</p>		<p>Statutory consultation on linked notice for expand Wade Deacon and close Fairfield High school commenced 21st February 2008.</p> <p>Primary Strategy for Change being developed and on target for submission by deadline in June.</p>
BPR 2	To deploy resources effectively and efficiently	<p>Review arrangements for staffing, funded through grant by January 2008</p> <p>Review Special Schools and SEN funding formula by March 2008</p>	 	<p>Grant funding levels confirmed for 2008/2009. Staffing post funded from grant funding confirmed for 2008-09</p> <p>Revised Special Schools funding Formula agreed.</p> <p>Sub group of the School Forum established to complete the review of special unit funding and mainstream SEN funding. Three meetings held with final meeting scheduled in January 2008.</p> <p>This formula review has been completed and will be implemented on 1/4/08 following approval by the School Forum.</p>

Service Plan Ref.	Objective	2007/08 Key Milestone	Progress to date	Commentary
		Implement Year 3 Gershon Efficiency targets from Apr 2007		Gershon efficiency targets for 2007/2008 achieved.
BPR 5	To recruit and retain a fully staffed, trained and motivated workforce	Reduce the level of staff turnover by March 2008 Provide training to meet requirements highlighted in Personal Action Plans	 	Recruitment and retention strategy has been reviewed and updated to target 'hotspot' areas such as social workers and educational psychologists. The results of the Job Evaluation process have been released and are like to have an impact on staff turnover. The EDR form has been developed to include key tasks linked to team plans and training identified to support these tasks. A training database has been established to collate PAP's and match requests with available courses.
BPR 7	To develop the commissioning function to efficiently and effectively commission and contract services	Implementation of new joint commissioning framework by Sept 2007		The Joint Planning and Commissioning Framework has been through the approval process and implementation started in September. WNF and Preventative Services commissioned services to a total of approx. £3.5m for 2008-09 have all been through the new framework.

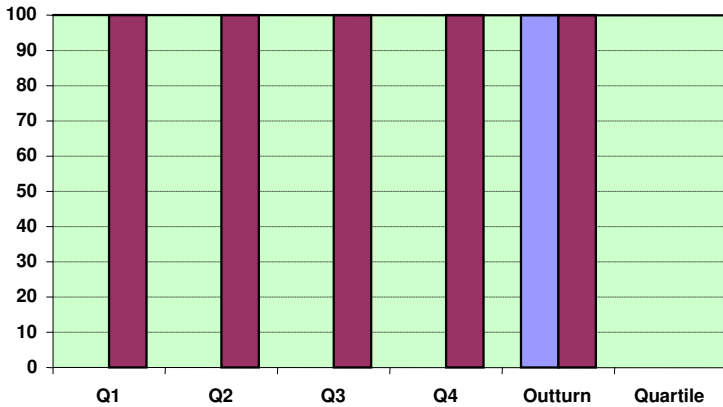
Service Plan Ref.	Objective	2007/08 Key Milestone	Progress to date	Commentary
BPR 8	To meet new ICT requirements and lead new projects	Lead the IS index project and ensure DfES timescales are met		<p>The three streams of IS developments – ContactPoint – ECAF and Service Directory are running in line with project dates and DCSF timescales.</p> <p>CareFirst 6 Phase 1 implementation is currently underway; this involves installing the Database Servers and the infrastructure for CareFirst 6 within ICT Services.</p>
BPR 10	To develop a communication strategy for the Directorate	<p>Complete implementation of Parent Direct by Sept 2007</p> <p>Directorate Communication Strategy developed by Sept 2007</p>		<p>Parent Direct implementation was completed on schedule.</p> <p>The Corporate Communication Strategy has still to be finalised and approved. CYP has recently received a draft copy of the corporate strategy. As soon as its available for CYP we will construct the CYP Communication Action Plan. In the meantime a new editorial process for the Children & Young People's Directorate has been introduced to record all external and internal communication printed and distributed. The process ensures that all communications consistently follow Corporate / CYP branding.</p>

Service Plan Ref.	Objective	2007/08 Key Milestone	Progress to date	Commentary
BPR3	To establish consistent sickness monitoring process across the directorate	Sickness monitoring process in place covering the whole directorate from April 2007 Reduce levels of Sickness absence by March 2008		Further development work is required to ensure that the sickness absence policy is applied robustly and consistently across the directorate. Data systems to manage sickness absence also require further development and comparable data is not available. It is hoped the Trent system will remove duplication of recording of sickness absence in the future.
BPR4	To develop the Children & Young People database to meet the Every Child Matters agenda	To include Early Years and 14-19 data within the CYP database by January 2008		The database has been developed to include these service areas.
BPR6	To develop and integrate performance management systems within the Directorate	To develop a complete set of integrated outcome based local measures by March 2008		Performance management framework has been developed and implemented. The proposals for new Children's Trust arrangements include a Performance Management Board, reporting to the Executive Board, to improve integrated performance management.

Service Plan Ref.	Objective	2007/08 Key Milestone	Progress to date	Commentary
BPR9	To ensure equality and diversity issues are incorporated within all policy and procedures	<p>Equality Impact Assessments to be carried out on all policies and service areas by September 2007</p> <p>To develop a Directorate equality plan by July 2007</p>		<p>EIA's are completed as standard on all new policy and monitored by the Directorate Equality and Diversity Group.</p> <p>Directorate Equality Strategy and Action Plan were developed and implemented within timescale.</p>
BPR11	To enable access to education through the development of School Travel Plans	A draft travel plan to enable pupils to access provision across the borough will be devised by September 2007		Completed and approved by SMT

BPRLPI 1 % of key milestones from IS project plan achieved

Higher figures represent better performance



Key

- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

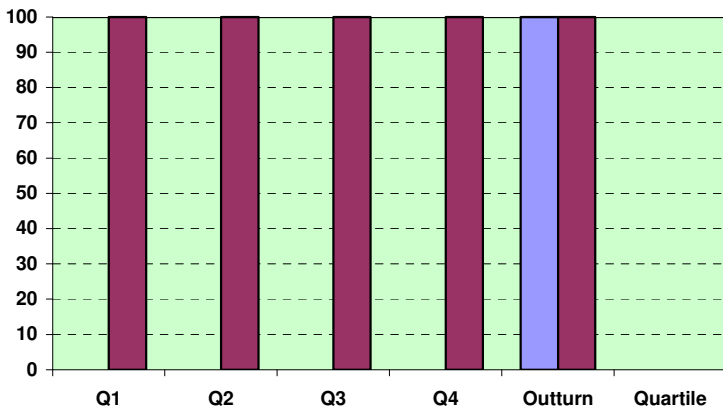
Trend	
	Green
No data for same Qtr last year	Annual target hit or exceeded

Commentary

All key milestones from the IS project plan have been achieved.

BPRLPI 3 % of Social Care Complaints responded to within agreed timescales

Higher figures represent better performance



Key

- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

Trend	
	Green
No data for same Qtr last year	Annual target hit or exceeded

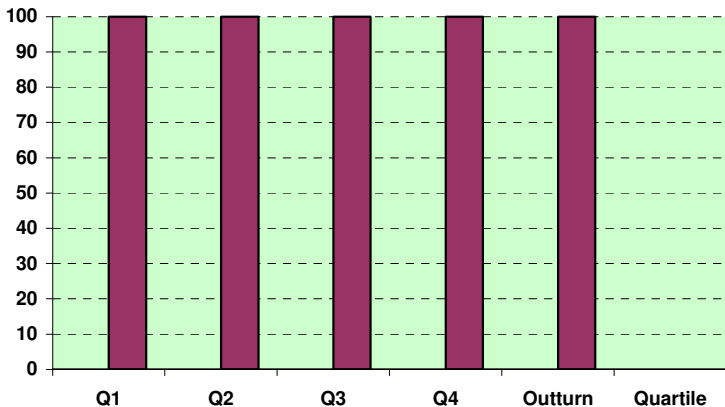
Commentary

All statutory complaints dealt with under the formal process have been responded to within agreed timescales

BPRLPI 6

% of training evaluation forms rating courses as good or better

Higher figures represent better performance



Key

- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

Trend	

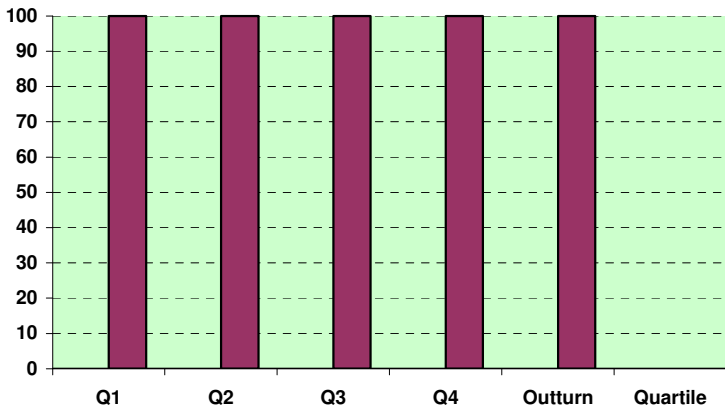
Commentary

2007/08 was the baseline year for this PI. No traffic light assigned as a target was not set. All training evaluation forms for courses commissioned or delivered by the Directorate have rated the courses as good or better

BPRLPI 7

% of contract reviews with external providers routinely monitored using the PMF

Higher figures represent better performance



Key

- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

Trend	

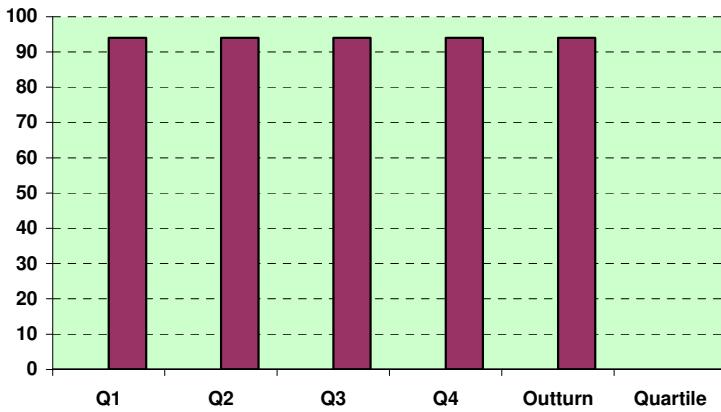
Commentary

2007/08 was the baseline year for this PI. No traffic light assigned as a target was not set. 100% of contract reviews with external providers were routinely monitored using the PMF to ensure contract compliance and the quality of service provided.

BPRLPI 14

% of Schools purchasing Directorate SLA

Higher figures represent better performance



Key

- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

Trend	

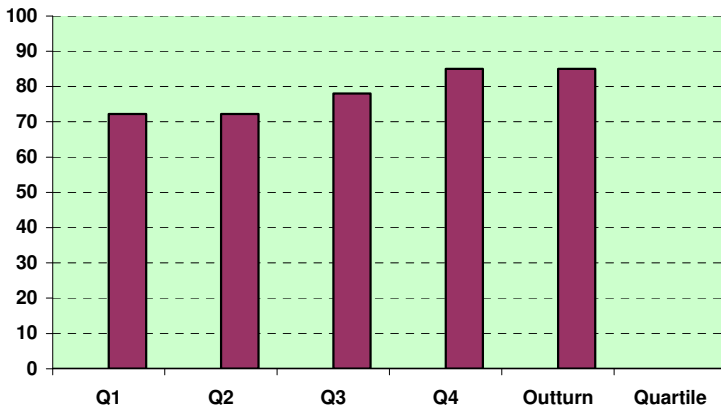
Commentary

2007/08 was the baseline year for this PI. No traffic light assigned as a target was not set. Performance has remained at 94% as the SLA's for the next academic year are in the process of being agreed.

BPRLPI 15

% of Service Areas incorporated within CYP Database

Higher figures represent better performance



Key

- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

Trend	

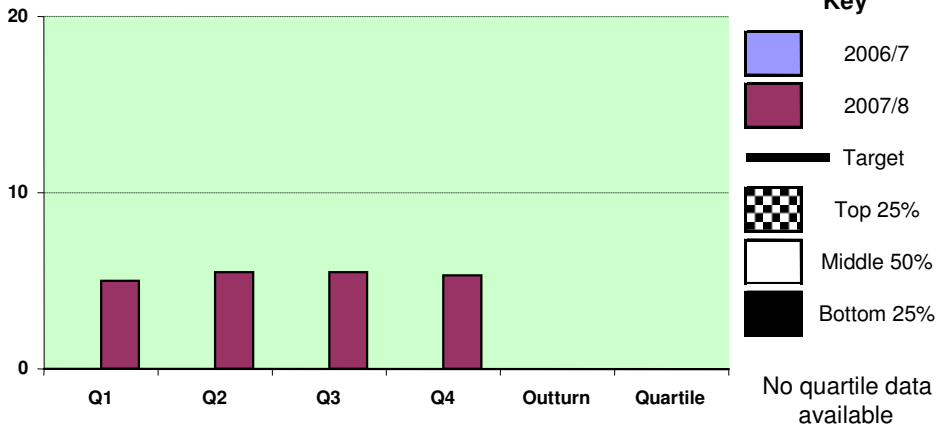
Commentary

2007/08 was the baseline year for this PI. No traffic light assigned as a target was not set. There has been further expansion during the quarter increasing the coverage of the database to 85%. There has been a specific focus on tracking the progress of vulnerable groups to underpin the targeting of resources at the Children and Young People Plan priorities.

BPRLPI 12





% of days lost to sickness absence



Lower figures represent better performance











Commentary

2007/08 was the baseline year for this PI. No traffic light assigned as a target was not set. There has been a slight reduction to 5.3% at the end of Q4, compared to 5.5% in Q3. Further work is being done to ensure data collection systems are more robust and the sickness management policy is applied consistently across the department.



Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 4	Progress	Commentary
Service Delivery Indicators.						
BPR LPI 2	Number of people accessing the CIS Kiosks at Children's Centres	New for 07-08	350	380		This is a projected figure based on the data currently available.
BPR LPI 4	% of Statutory Returns completed within set timescales	100%	100%	100%		All statutory returns have been completed within set timescales.
Quality of Service Indicators.						
BPR LPI 5	Number of 'positive' news stories published in local media about the Directorate	New for 07-08	Baseline TBC	278	Refer to comment	This is new indicator and recording systems are in development. This is a projected figure based on the data currently available.
Fair Access Indicators.						
BPR LPI 8	% of Service Areas subject to Equality Impact Assessments	New for 07-08	Baseline TBC	-	Refer to comment	Baseline for this indicator has not yet been established.
Cost & Efficiency Indicators.						
BPR LPI 9	% of Primary Schools with more than 25% surplus places	25%	12%	25%		% Surplus places will change with the reclassification of a number of schools for the 2008-09 academic year. Longer term proposals are being implemented through the Primary Strategy for Change.
BPR LPI 10	% of Secondary Schools with more than 25% surplus places	25%	12.5%	25%		% Surplus places will change with the reclassification of a number of schools for the 2008-09 academic year. Longer term proposals are being implemented through the BSF Project.

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 4	Progress	Commentary
BPR LPI 11	Gershon Efficiency Savings	2.5%	2.5%	2.5%		Gershon targets for the year were achieved.
Corporate Indicators.						
BPR LPI 13	Staff turnover rate	New for 07-08	Baseline TBC		Refer to comment	Information not currently available for the whole directorate, ongoing development of data systems to allow accurate reporting.
BPR LPI 16	% of Schools with a School Travel Plan	18%	64%	67%		Target for the year was achieved

Key Objective (Service Plan Ref. Only)	Risk Control Measures	Target / Deadline	Progress	Commentary
BPR1	Timeline for each phase of the project agreed and monitored. Clear consultation strategy shared with stakeholders including vision and rationale for school organisation. Transition support measures identified.			Clear project plan has been agreed including identification of risks and control measures. First stage of consultation completed with second phase due to start in November. Transition support measures are in place.
BPR2	Develop exit strategies for each grant source. Review other funding streams and explore income generation.			Exit strategies have been developed for each grant source and there is an ongoing review of funding streams. Various income generation opportunities are being considered.
BPR5	Conduct Exit Interviews with all leavers and use data to inform review of Recruitment & Retention Strategy. Work with Personnel to develop workforce data via Trent to enable us to plan our workforce development effectively.			Exit interviews are conducted with leavers and the information collected with a number of options being considered to improve recruitment and retention. Work is ongoing with Personnel to develop workforce data via Trent and significant progress has been made.

HIGH Priority Actions	Target (Resp. Officer)	Progress (Traffic lights)*	Commentary
Develop and implement a programme of Equality and Diversity training	2007/08 (DM Planning & Performance)		A programme of training has been developed and running for the last 18 months with staff identified for courses via the EDR process.
Co-ordinate rolling programme of Equality Impact assessments on all Strategy, Policy, and Service Areas	2007/08 (DM Planning & Performance)		The programme of Equality Impact Assessments is in progress and currently on target.
Develop and implement a system of stakeholder engagement, participation and consultation	2007/08 (DM Planning & Performance)		Stakeholder engagement and participation is being developed across all service areas however further development is still required.
Evaluate accessibility of all buildings	2007/08 (DM Finance & Resources)		All buildings for which the Directorate is responsible have an accessibility plan.
Collect and manage data to inform the Directorate Equality Strategy	2007/08 (DM Management Information & Communication)		Work is progressing very well to enhance data held in the Children and Young People's database. First Language is a new import in September 2007 adding to core data held on ethnicity – EAL – gender and areas of vulnerability. Discussions are ongoing with the PCT to add information on children with complex needs.

The traffic light symbols are used in the following manner:

	<u>Objective</u>	<u>Performance Indicator</u>
<u>Green</u>	 Indicates that the <u>objective has been achieved</u> within the appropriate timeframe.	Indicates that the annual 07/08 target <u>has been achieved or exceeded.</u>
<u>Red</u>	 Indicates that the <u>objective has not been achieved</u> within the appropriate timeframe.	Indicates that the annual 07/08 target <u>has not been achieved.</u>