

Directorate Performance Overview Report

Directorate: Children and Enterprise Directorate

Reporting Period: Quarter 1, Period 1 April 2013 – 30 June 2013

1.0 Introduction

This report provides an overview of issues and progress within the Directorate that have occurred within Quarter 1. The way in which traffic light symbols have been used to reflect progress to date is explained within the Appendix (section 8).

Please note initials have been provided to indicate which Operational Director is responsible for the commentary to aid Members, as requested by the Children and Young People Policy and Performance Board. A key is provided at the end of the report in Appendix (section 8).

2.0 Key Developments

2.1 Ofsted Inspection Framework

The consultation on the revised Ofsted inspection has now closed and the new framework will be implemented from November 2013. The inspection focuses on the local authority's arrangements for children in need of help and protection, children in care and care leavers. This is a more challenging framework than previously, and the bar has been raised in determining the judgements. In response to this, and learning from a recent practice review, a multi-agency Investing in Children and Young People Board chaired by the Chief Executive will oversee the action plan in preparation to ensure we meet the rigour of the new framework. A briefing will be arranged for members once the framework is published in October 2013 to inform members of the new judgements and how they are reached. The main changes suggested in the proposals for consultation was a change from 'Satisfactory' or 'Adequate' grading to 'Requires Improvement' (to be Good). This judgement indicates safe practice but not meeting the requirements to be judged as good.

An adoption inspection is due to take place 6-9 August 2013.

Children and Families is currently consulting on moving towards a single front-door – Central Advice and Referral Team (CART). Currently, contacts with social care are dealt with by 4 separate teams – the two Children in Need Teams and the 2 Integrated Working Support Teams. One single point of access will improve the performance management and oversight of all contacts with social care to ensure there is a consistent application of thresholds and feedback to families and agencies. This proposal was seen by the recent practice review and was strongly endorsed as the right approach. (TC)

2.2 School Improvement Strategy

The local authority's School Improvement Strategy and guidance will be revised so that it is aligned to the recently published framework for inspecting local authority school improvement services. (SN)

2.3 Ofsted inspection of LA school improvement services

Ofsted have recently published their framework for the inspections of local authority arrangements for supporting school improvement in schools, and the education of children and young people. These arrangements have not been inspected by Ofsted and other inspectorates since 2004/05, when the former local education authority (LEA) inspections by Ofsted were replaced by joint area reviews (JAR). Norfolk and Isle of Wight have been inspected under this framework to date. Both had their arrangements for supporting school improvement judged ineffective.

A self-evaluation tool is being developed against the criteria set out in the new inspection framework. This will help evaluate the work of the department regularly and target areas for improvement more precisely. (SN)

2.4 Children in Care of Other Local Authorities (CICOLAs)

To improve the accuracy of the list of Children placed in Halton by other local authorities the following actions have been taken:

- The Children in Care nurse provides a monthly update;
- The Local Authority Designated Officer is informed where it is recognised there is a delay or lack of completion of the notification form;
- A Provider Forum has been established where all providers are asked to complete a return when a CICOLA arrives at or leaves their setting;
- Clinical Commissioning Group (CCG) will be also be working with GPs to encourage the completion of notification forms;
- Regional examples of good practice for maintaining the list have been requested.

Risk assessments are also completed by the police, local authority and the new provider prior to a new provider opening a Children's Home. Over the last 18 months there has been a reduction of three homes operating in Halton. This reduction represents a home reduction of 20% and a bed reduction of just over 33% in the last 18 months.

The DfE is consulting (until 17 September 2013) on a number of changes to strengthen regulations covering children's homes and care planning, placement and review. The aim is to improve the quality of provision in children's homes and to make local authorities and children's homes more accountable for their decisions. (AMc)

2.5 Amalgamation of Key stage 3 (The Bridge School) and Key Stage 4 (KS4 Gateway) Pupil Referral Units

As part of the School Funding Reform 2013/14 Pupil Referral Units (PRUs) now have delegated budgets. Following public consultation the decision was made by Halton Borough Council's Executive Board to amalgamate both KS3 and KS4 PRUs to create one new school.

The Local Authority will work with the Management Committee of the amalgamated PRU to ensure high quality provision is available for excluded pupils from September 2013. (AMc)

2.6 School Forum

To ensure compliance with the new School Forum regulations the Education Funding Agency are visiting all School Forums. A representative from the Education Funding Agency attended the Halton School Forum on 18th June 2013 to assess practice in Halton. Her findings were based on assessing Halton's compliance with the criteria in the regulations. A summary of the findings is listed below:

- Agenda and papers being available on the website well in advance of the meeting
- Participation in discussions is compliant with the new regulations – most items were for open discussion – it was good to see interaction from different sections of members
- Chairing of the meeting which enables all who wish to contribute to do so and which is not dominated by local authority views – very much in evidence, LA contribution was to provide context and wider information, which appeared to support member understanding.
- Clearly set out recommendations or decisions by the forums – fully met with well laid out papers
- Voting on the formula which is compliant with the new regulations (AMc)

3.0 Emerging Issues

3.1 Ofsted New Framework for Children's Centres

Ofsted are now inspecting Children's Centres using the new inspection framework. On examining the initial reports that are coming through it is clear that the approach from Ofsted has significantly changed. Whilst Centres may have positive aspects, if they are not engaging families from the most

vulnerable groups, or have areas to develop further, they will not be graded as 'good'. Instead they will receive a 'requires improvement' grade.' The quality of data and the impact of targeted work will be crucial to Halton's next inspection. (TC)

3.2 Children & Families Bill (SEND Reforms)

Workforce development and culture change will be needed to implement the changes. Services and professionals across education, health and care for children and adults need to work together closely, putting families and young people at the centre of commissioning, assessment and planning. Every area will therefore need to be considering the steps they need to take to implement the reforms successfully. (SN)

3.3 School Improvement Partners (SIP)

Since the cessation of the national school improvement partner programme (SIP) which ran in Halton until July 2011, there has been a loss of 'live' information provided by schools to the school improvement team. This situation is to be reviewed in the summer term to consider how we might improve the capacity of the school improvement team to ensure that all schools are allocated a link officer. Officers are not currently linked to the majority of good and outstanding schools. (SN)

3.4 Primary National Curriculum Changes September 2014

The implementation of the new primary curriculum in September will provide a challenge with respect to the associated training that will be required particularly subject specialist training and support. Previously the local authority had a team of national strategy consultants most of whom were subject specialists. However, there is likely to be a shortage of primary subject specialists for some of the recommended subjects for example, Mandarin, Latin or Ancient Greek. (SN)

3.5 Extended Free Entitlement

Officers continue to work on ensuring there are sufficient 2 year old places to deliver the extended free entitlement from September 2013. Currently the demand is anticipated at 493 children with a supply available of 586 places for September 2013, growing to a demand of circa 800 places by September 2014. (AMc)

3.6 Traineeships for 16-19 year olds

Traineeships are new programmes aimed at equipping young people with the skills and experience to compete for an apprenticeship or other job. They are for young people who are not in work and have been developed in response to employers reporting that young people applying for vacancies often lack work related skills and attitudes which they need to secure and sustain employment.

Traineeships aim to create a progression route for young people who are motivated by work, providing them with a structured opportunity to develop skills and experience needed to be attractive to employers. The core offer of a Traineeship will cover;

- A high quality work placement, to give the young person meaningful work experience and develop workplace skills
- A focused period of work preparation training, focusing on CV writing, interview preparation, job searches
- English and maths, as these are crucial employability skills

Traineeships will be delivered from August 2013 for 16 to 19 year olds at eligible Schools and Academies or by training providers who have achieved an Ofsted inspection grade of Outstanding or Good. (AMc)

3.7 School Admissions September 2013

Applications for school places for the September 2013 intake have now been finalised. For admission to Primary School, 94% of parents' first preferences were met, and for admission to secondary school 98% of parents' first preferences were met. The management of In-Year admissions transfers from the Local Authority to schools from September 2013, however, the Local Authority retains a monitoring role. (AMc)

4.0 Risk Control Measures

Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. During the development of the 2013/14 Business Plan, the service was required to undertake a risk assessment of all key service objectives with high risks included in the Directorate Risk Register.

As a result, monitoring of all relevant 'high' risks is undertaken during Q2 reporting.

5.0 Progress against high priority equality actions

The Council must have evidence that it reviews its services and policies to show that they comply with the Public Sector Equality Duty (PSED) which came into force in April 2011. The PSED also requires us to publish this information as it is available.




As a result of undertaking a Departmental Equality Impact Assessments no high priority actions were identified for the Directorate for Quarter 1 2013/14.

6.0 Performance Overview

The following information provides a synopsis of progress for both milestones and performance indicators across the key business areas that have been identified by each Directorate.

Integrated Commissioning

Key Milestones

Ref	Milestones	Q1 Progress
COPS1	Complete the Childcare Sufficiency Assessment (CSA) and implement the action plan to ensure sufficient provision in all areas and age groups	
COPS1	Ensure that priorities in capital spend are in line with the Government guidance and agreed by all representative bodies	
COPS2	Evaluate and monitor the sustainability of current school provision following the transfer of maintained schools to academies and the introduction of Free Schools, working in partnership with all schools to ensure diversity for parents by March 2014	

Supporting Commentary

COPS1 The CSA review has been completed and an action plan prepared. Key actions are to continue to identify 2 year old free entitlement places for 2013/14 and 2014/15 and to work with 3 and 4 year old free entitlement providers in the Upton Children's Centre reach area to increase provision. Officers continue to work with key stakeholders and partners on those actions to ensure sufficient provision in all areas and across all age groups (AMc)

COPS1 £355,916 of capital has been provided by the Department for Education to ensure that Halton has sufficient capacity to deliver the increase for eligible 2 year olds to receive their free early years entitlement. Early Years Providers have been asked to submit bids for expenditure to the Place Planning & Provision Division so that spend can be targeted appropriately in the highest areas of need. (AMc)

COPS2 An Academy Order was issued to the authority on 24th June 2013 notifying the authority that Cavendish would convert into an academy. On 18th June an Academy Order was received for The Park to become a sponsored Academy with The Heath Family Trust as the sponsor. Officers from Children's Services, Legal, Estates, Finance, Insurance, Health and Safety and Audit are now working on the conversion process.

The DFE are in discussion with the Local Authority and the Diocese of Shrewsbury on proposed academy conversions where there have been significant performance issues. Academies and Free schools within the borough continue to purchase a range of local authority services. (AMc)

Key Performance Indicators

Child's Journey through the Continuum of Need

Key Milestones

Ref	Milestones	Q1 Progress
CFS2	Further develop opportunities to integrate and co-locate teams by partner agencies by March 2014	
CFS2	Embed integrated services further within Department, Directorate and Halton Children's Trust by March 2014	
CFS2	Statement on new Level of Needs framework and family assessment programme to be implemented after the launch April 2012	
CFS3	Implement the new social work assessment and planning model in line with deadline required	
CFS3	Effectively implement the new Framework for the Assessment of Children in Need and the changes to Working Together to Safeguard Children	
CFS1	Evaluate the impact of the management trainee programme for aspiring managers, with the aim of increasing candidates by September 2012	

Supporting Commentary

CFS2 It is planned that a Health Visiting Team will be co-located at Kingsway Children's Centre. Work on this move is progressing and a date for the move should be set within the next three months. The Trust is also making progress on the 'Early Help Model - Next Steps' project. This is focussing on the next stages of development regarding Team Around the Family, and the development of multi-agency teams in particular. Different models have been discussed and a number of options are due to be presented to the Trust for further discussion.

The 'Early Help Model- Next Steps' project group is looking at how systems and processes can become more integrated across the Trust, from universal to level two of Halton's levels of need framework. Further work is underway on this and proposals will be brought to the Trust for further discussion. Guidance on Halton's new levels of need has been published and sent to partners across the Trust. Individual presentations have been made to key stakeholders, for example, GPs. (TC)




CFS3 The single assessment working group continues to meet regularly, and has agreed a template for the single assessment that fits into Carefirst 6. The single assessment protocol will be published on the 1st September 2013. The new framework is on course to begin in the agreed timescales. (TC)

CFS1 This milestone needs to be revised. The Social Work Recruitment and Retention Strategy will be in place in the autumn and will also form part of the action plan for inspection preparation. (TC)

Improving opportunities for our most vulnerable young people

Key Milestones

Ref	Milestones	Q1 Progress
CFS4	Continue to implement the appropriate action plan from the multi-agency Children in Care strategy (2011-14) by March 2014	
LAS1	Review the performance of all schools and Early Years settings with a specific focus on those currently graded as satisfactory/requiring improvement by October 2013	
LAS1	Evaluate the outcomes of school inspection through the School Development Panel, and summarised within the Ofsted summary reports, to ensure that learning resulting from the inspection process is effectively shared with schools on an on going basis.	
LAS2	Conduct analysis of school performance data and ensure appropriate deployment of School Improvement support for identified schools and settings, including school to school support as appropriate	
LAS3	Through data analysis RAG rate schools with end of Key Stage attainment gaps between Free School Meals pupils and their peers and identify areas of need and support required by	

	December 2013	
LAS3	Analyse, evaluate and report on attainment and achievement outcomes for pupils identified as part of the Virtual School for Vulnerable Groups, including Children in Care, by December 2013	
LAS3	Analyse the levels of absence, including persistent absence, across all phases on a termly basis	
COPS1	Review and improve the quality of childcare provision, in particular child minders through targeted training and support by August 2014	

Supporting Commentary

CFS4 The new framework is on course to begin in the agreed timescales. (TC)

LAS1 Following the publication of 2013 test and assessment outcomes a detailed analysis of school performance will be undertaken. Ofsted outcomes will be included as part of the data set, as well as feedback from the Early Years Consultant Teachers and school improvement officers. (SN)

LAS1 The Operational Director for Learning and Achievement attends the regular meetings of the School Development Panel, providing an opportunity to carefully monitor schools' experience of the inspection process, areas for celebration and areas for development.

Head teachers of schools inspected under the new framework, share their learning and experiences with other heads at the Primary Head teachers' meeting. This has been particularly relevant recently with the introduction of a 'requires improvement' judgement. (SN)

LAS2 Following the publication of un-validated 2013 test and assessment outcomes a detailed analysis of school performance will be undertaken. Validated data will not be available until late in the Autumn term when further analyses will be completed. (SN)

LAS3 In order to support this development it has been identified that an IT business case will need to be submitted to ensure access to accurate and timely information. This task will be completed by end of September 2013. (SN)

LAS3 This activity will form part of the analyses of the 2013 data being undertaken in September/October. Target schools will be identified as a result of this analyses. Secondary schools have recently provided data that indicates positive predictions for GCSEs in 2013 and 2014 with a closing of the gap between FSM and non-FSM pupils. If achieved this would result in a significant improvement in this area. (SN)

LAS3 In order to support this development it has been identified that an IT business case will need to be submitted to ensure access to accurate and timely information. This task will be completed by end of September 2013. (SN)

LAS3 Absence analysis is completed for all school on a monthly basis. National comparison is completed on a termly basis when data is available. Absence is also benchmarked against Halton statistical neighbours. (SN)

COPS1 Level 2 Safeguarding Training has been delivered to all Childminders. Satisfactory Childminders have been targeted with support visits and additional training. A programme of Safeguarding and Welfare Audits has been targeted at after school clubs who had a satisfactory grade and is now being rolled out to all settings. (SN)

7.0 Financial Summaries

1. CHILDREN & FAMILIES DEPARTMENT

SUMMARY FINANCIAL POSITION AS AT 30 JUNE 2013

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
<u>Expenditure</u>				
Employees	8,017	1,978	1,967	11
Premises	418	95	85	10
Supplies & Services	1,316	69	56	13
Transport	34	0	0	0
Agency Related Expenditure	390	58	58	0
Commissioned Services	320	28	28	0
Out of Borough Placements	1,600	424	494	(70)
Out of Borough Adoption	80	20	38	(18)
Out of Borough Fostering	414	74	60	14
In House Adoption	387	143	193	(50)
In House Foster Carer Placements	1,695	477	464	13
Care Leavers	316	46	46	0
Family Support	128	9	8	1
Capital Financing	11	2	2	0
Total Expenditure	15,126	3,423	3,499	(76)
Fees & Charges	-113	-17	-18	1
Adoption Placements	-42	0	0	0
Transfer to/from Reserves	-1,726	-1,160	-1,160	0
Reimbursements & Other Grant Income	-222	0	0	0
Total Income	-2,103	-1,177	-1,178	1
NET OPERATIONAL BUDGET	13,023	2,246	2,321	(75)
Premises Support Costs	347	87	87	0
Transport Support Costs	88	12	12	0
Central Support Service Costs	3,090	764	764	0
Asset Rental Support Costs	46	0	0	0
Total Recharges	3,571	863	863	0
Net Expenditure	16,594	3,109	3,184	(75)

Employee expenditure is slightly below budget, which is mainly due to a number of vacancies across the Department or vacancies being filled part way through Q1. The under spend from these vacancies has offset some of the areas that are only partially, or in some cases not achieving their staff savings targets.

Supplies and Services expenditure is below budget. This is due to staff making every effort across the Department to reduce the overall demand for Supplies and Services. This is expected to stay within budget for the year.

Expenditure relating to Out of Borough placements is over budget and this is expected to be the trend for the year. Even though every effort is made to utilise in house services, this is not always possible. This is a volatile budget due to unexpected or emergency placements occurring in year and some placements projected for the whole year. This will be closely monitored throughout the year.

In House Adoption is currently over budget. This is due to an increase in demand for this service, particularly around Special Guardianship and will need to be closely monitored throughout the year.

In House Fostering is currently below budget and is expected to stay within budget for the year.

In overall terms it is anticipated that net expenditure will be in line with the overall Departmental budget by year-end, primarily by making an effort to limit non-essential controllable spend.

2. CHILDREN'S ORGANISATION & PROVISION DEPARTMENT

SUMMARY FINANCIAL POSITION AS AT 30 JUNE 2013

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
<u>Expenditure</u>				
Employees	3,629	755	736	19
Premises	440	12	12	0
Supplies & Services	1,034	317	299	18
Transport	5	1	1	0
Agency Related Expenditure	1,954	138	138	0
Commissioned Services - Youth Serv.	900	338	338	0
Commissioned Services	1,562	230	230	0
Connexions	1,123	110	110	0
Capital Financing	11	3	3	0
Nursery Education Payments	2,216	904	904	0
Schools Contingency Costs	354	0	0	0
NQT Contingency	230	0	0	0
Schools Non Delegated Support	99	0	0	0
Schools Transport	866	110	120	(10)
Special Education Needs Contingency	1,129	16	16	0
Total Expenditure	15,552	2,934	2,907	27
Fees & Charges	-363	0	0	0
Transfer to / from Reserves	-533	-449	-449	0
Dedicated Schools Grant	-10,926	-2,731	-2,731	0
Reimbursements & Other Income	-144	-43	-43	0
Schools SLA Income	-527	-479	-489	10
Total Income	-12,493	-3,702	-3,712	10
NET OPERATIONAL BUDGET	3,059	-768	-805	37
Premises Support Costs	167	44	44	0
Transport Support Costs	282	3	3	0
Central Support Service Costs	1,139	233	233	0
Asset Rental Support Costs	6,854	0	0	0
Total Recharges	8,442	280	280	0
Net Expenditure	11,501	-488	-525	37

Employee expenditure is below budget to date due to vacancies within Integrated Youth Support Services Division and Place Planning and Provision. Further underspends have been achieved within Place Planning Provision due to maternity savings. In addition vacancies are contributing towards the Department's staff turnover savings target.

Supplies & Services expenditure is below budget as there has been a conscious effort to limit spends on controllable budgets.

School Transport is showing an overspend to date due to increased costs in relation to the need to provide additional transport provision, resulting in increased contractual costs and recharges.

With Schools SLA Income there has been an overachievement of income to date as extra provision has been offered and bought back within Place Planning Provision across Technical Support budgets and Governor Support. Some of these monies will be used to offset additional costs for buy back of Services to lead and procure Governors Learning and Development.

In overall terms it is anticipated that net expenditure will be in line with the overall Departmental budget by year-end

3. LEARNING & ACHIEVEMENT DEPARTMENT

SUMMARY FINANCIAL POSITION AS AT 30th June 2013

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
<u>Expenditure</u>				
Employees	3,865	751	696	55
Premises	10	0	0	0
Supplies & Services	985	42	37	5
Agency Related Expenditure	91	28	28	0
Commissioned Services	34	0	0	0
Independent School Fees	1,584	409	409	0
Inter Authority Recoupment	811	43	43	0
Speech Therapy	120	0	0	0
Total Expenditure	7,500	1,273	1,213	60
<u>Income</u>				
Fees & Charges	-153	-3	-3	0
Inter Authority Income	-578	-15	-15	0
Reimbursements & Other Income	-117	-22	-22	0
Schools SLA Income	-39	-33	-33	0
Total Income	-887	-73	-73	0
NET OPERATIONAL BUDGET	6,613	1,200	1,140	60
Premises Support Costs	112	28	28	0
Transport Support Costs	19	3	3	0
Central Support Service Costs	666	166	166	0
Asset Rental Support Costs	4	1	1	0
Total Recharges	801	198	198	0
Net Expenditure	7,414	1,398	1,338	60




There is currently a staffing underspend as there are a number of vacancies within the Department. There is an Early Years Consultant and a Primary Support & Intervention Lead vacancy within the 0-19 Division. There are also various vacancies within the Inclusion Division relating to Education Psychologists. In addition vacancies are contributing towards the Department's staff turnover savings target.

Supplies & services budget is showing a slight underspend due to a conscious effort by staff to limit non-essential controllable spend. This budget will be monitored throughout the financial year and is expected to remain within budget.

In overall terms it is anticipated that net expenditure will be in line with the overall Departmental budget by year-end




8.0 Appendix – Explanation for use of symbols

Symbols are used in the following manner:

<u>Progress</u>		<u>Objective</u>	<u>Performance Indicator</u>
Green		Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
Amber		Indicates that it is <u>uncertain or too early to say at this stage</u> , whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage</u> whether the annual target is on course to be achieved.</i>
Red		Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	<i>Indicates that the target <u>will not be achieved</u> unless there is an intervention or remedial action taken.</i>

Direction of Travel Indicator

Where possible performance measures will also identify a direction of travel using the following convention

Green		<i>Indicates that performance is better as compared to the same period last year.</i>
Amber		<i>Indicates that performance is the same as compared to the same period last year.</i>
Red		<i>Indicates that performance is worse as compared to the same period last year.</i>
N/A		<i>Indicates that the measure cannot be compared to the same period last year.</i>

Key for Operational Director lead:

AMc – Ann McIntyre, Operational Director, Children’s Organisation and Provision Service (COPS)

SN – Steve Nyakatawa, Operational Director, Learning and Achievement Service (LAS)

TC – Tracey Coffey Operational Director, Children and Families Service (CFS)