

# QUARTERLY MONITORING REPORT

**DIRECTORATE:** Children & Young People  
**SERVICE:** Business Support & Commissioning  
**PERIOD:** Quarter 3 to period end 31<sup>st</sup> December 2008

## 1.0 INTRODUCTION

This quarterly monitoring report covers the Business Support & Commissioning third quarter period up to 31 December 2008. It describes key developments and progress against 'key' milestones and performance indicators for the service.

The way in which traffic light symbols have been used to reflect progress to date is explained in Appendix 5

## 2.0 KEY DEVELOPMENTS

### 2.1 Building Schools for the Future

By 19<sup>th</sup> November 2008 the authority had prepared and submitted its Strategy for Change Part 2 (SfC2). This document describes how the authority, along with its key stakeholders intend to achieve its vision. It was developed by working in partnership with headteachers of secondary and special schools, external consultants and other key stakeholders and through the BSF Workstreams such as ICT and Technical. In addition, the Strategy for Change for each secondary and secondary special school was included in its appendices.

An outline of how the authority intends to procure the BSF Programme, the prioritisation for investment and how the Programme will be phased was included within the Strategy. The options for each school site were also detailed along with a scoring matrix to allow identify the "control option" i.e. most appropriate and affordable option for each school. Information is also included on how ICT will be managed in the future and the costs and implications this will have on both schools and the authority. The Strategy also includes a statement as to how the Council will fund the BSF Programme.

### 2.2 Halton High (Proposed Academy Development)

On 9<sup>th</sup> October 2008 a meeting was held between the Local Authority representatives, two Office of the School Commission (OSC) representatives, Ian Cleland, the Chief Executive, Director of Education of Ormiston Education and Professor Wheeler Vice Chancellor and Principal of the University of Chester. Following this meeting on 12<sup>th</sup> November 2008 the Department for Children Schools and Families

(DSCF) issued at Statement of Intent. The Statement of Intent confirmed that the Authority and the sponsors had met and would now like to develop an Expression of Interest document. The letter also indicated that the DSCF were looking to establish the Academy by September 2009.

The Sponsors and the Council then began to work together to prepare a formal Expression of Interest for Ministerial approval, making the case for an Academy. DSCF appointed a Project Lead DCSF for the Halton Academy. In addition, to support the development of the Expression of Interest (EOI) the DCSF have appointed an Expression of Interest Consultant. The consultants role is to challenge, advise and support the production of the Expression of Interest.

### **2.3 Primary Capital Strategy**

The outcome of the assessment of the Primary Capital Strategy was sent to the authority in November 2008. The assessment which had been undertaken by Capita on behalf of the DCSF identified that further work was needed on the Strategy before any funding could be confirmed. The vision and context of the Strategy were assessed as sound however, the following work is being undertaken to strengthen and revise the strategy:

- detailed data and analysis on pupil numbers, standards and ICT provision, extended schools and early years provision and condition, suitability and capacity of schools;
- an outline of the strategy to achieve transformational change;
- the links to national and local priorities;
- how ICT will be embedded and procured;
- the approach to raising standards and to design;
- the Programme Management arrangements;
- the matrix to identify investment priorities;
- Investment priorities for the first four years (only the first two years were identified in the original submission; and
- Evidence of consultation.

A consultant from 'Place' consultancy was assigned to Halton in December 2008 to support the revision of the document. It was agreed that the consultant would review and provide feedback on revisions to the Strategy prior to its re-submission.

### **2.4 ICT Projects**

There are a number of major ICT projects in progress at the moment and all are progressing well. The ContactPoint project is in the later stages of development and we will be going live in late January 2009. We are focusing on Halton's case management systems and data quality issues - 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 (areas of high deprivation), in receipt of 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 aged 11 to 15 in September.

The Carefirst6 project is also progressing well - all database and application servers are installed. The Database servers are now being used within the live environment. The Application Servers are currently not live but the Carefirst6 system build is being completed. The roll out of Carefirst6 will start at end of February 2009.

### **2.5 Children's Trust**

A Children's Trust awayday was held in December to work on the further development of the Trust arrangements and agree high-level priorities. Three priorities have been agreed; Health inequalities, Narrowing the gap, and NEET. The service delivery partnerships of the Children's Trust will be focused on these priority areas. The Executive Group has now been established and the chairs of each of the three Service Delivery Partnerships agreed.

The development of a Joint Intelligence and Commissioning Unit (JICU) to support the work of the Children's Trust is progressing well. It is proposed that there will be four key strands of the JICU; Workforce Development, Intelligence, Trust Management, and Commissioning. Lead officers have been assigned to each of the four strands and they are now working on proposals for the Unit.

## **3.0 EMERGING ISSUES**

### **3.1 Building Schools for the Future**

An Outline Business Case for BSF must be prepared, agreed and submitted by 22<sup>nd</sup> April 2009. This document should summarise all the projects within the programme and outline the feasibility and option analysis that has been undertaken. It must confirm the funding, sample schools and scope of the Local Education Partnership. It must also specify the type of ICT provision to be procured, the design arrangements. The formal agreements outlining each schools contribution to the Programme must be in place. The affordability and value for money of the Programme must be demonstrated and confirmed by the authority.

Prior to its submission the Outline Business Case must be agreed by; the Planners, Diocese, Learning and Skills Council, Section 151 Officer, Executive Board, Sport England, Governing Bodies, Warrington Borough Council (if Joint Local Education Partnership) and Academy Sponsors.

### **3.2 Admissions/Zoning**

As part of the secondary re-organisation process it was agreed that catchment zones would be introduced in Widnes. As agreed the authority is now consulting on the implementation of catchment zones for

Wade Deacon High School and The Bankfield School for the September 2010 and subsequent intakes.

Two options have been put forward for consultation, one placing the Westbank area of Widnes in Wade Deacon's catchment zone, the other placing the Westbank area in The Bankfield catchment zone. The proposed zones have been determined based upon the pupil population (part, present and forecasted), socio economic profiling and school capacity. Saints Peter and Paul Catholic College will continue to serve the Catholic Community in Widnes.

The consultation commenced the week beginning 5<sup>th</sup> January 2009 and will cease on 28<sup>th</sup> February 2009. Halton's Admission Forum will consider any responses and will put forward a recommendation to the Council's Executive Board to make a determination before 15<sup>th</sup> April 2009.

### **3.3 Primary Capital Strategy**

By 31<sup>st</sup> January 2009, the Primary Capital Strategy for Halton will be revised, strengthened and resubmitted to the department for approval. The Strategy will provide more detailed baseline analysis on the primary provision in Halton, clearly express the long term aims of the strategy and how transformational change will be achieved. It will outline the current and future level of surplus provision and the steps the authority will take to address over and under-capacity. It will also provide a matrix on the prioritisation process for primary capital funding.

### **3.4 ICT Projects**

As outlined in the DCSF 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. UniServity have been chosen as the system that was the most suitable for all schools across the Borough following a pilot that tested out a number of alternatives. We are planning the transformation to having an integrated Managed Learning Environment whereby the Virtual Learning Platform will become interoperable with the schools Management Information Systems - this will be in place by August 2010.

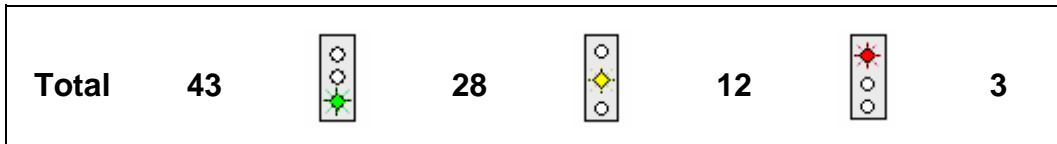
The CareFirst 6 implementation is now underway. A full and detailed Business Process re-engineering exercise is nearing completion. This process is being undertaken by ICT Services Business Process Team and will ensure that we get the most out of the CareFirst 6 implementation. The Project Manager has identified the need for a dedicated resource for CareFirst 6 training and the need for the trainers to work in the project team and be responsible for training and assisting with the development of both CareFirst 6 and CareAssess.

### **3.5 Workforce Development**

There is a requirement for all Children's Trust to undertake an assessment of progress towards an integrated workforce using the 'One

Children's Workforce' tool. This will be a major project requiring input from all agencies and will run in parallel with a review of the Integrated Workforce Strategy for Children's Services. A project group has been established to lead this work and an initial report from the tool will be submitted to the Children's Workforce Development Council in June 2009. An action plan will be developed and implemented based on the findings of the assessment process.

#### 4.0 PROGRESS AGAINST OBJECTIVES / MILESTONES

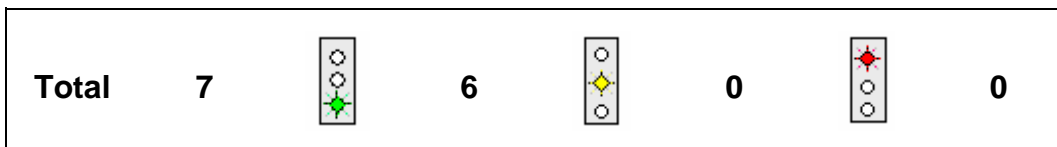


Of the 43 milestones for the service, 28 are on track for completion, or have already been achieved. There is some doubt around 12 of them, and it is likely that 3 will not be completed within the specified timeframe. For further details, please refer to Appendix 1.

#### 5.0 SERVICE REVIEW

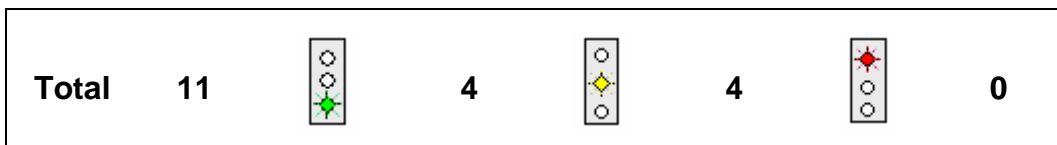
Nothing to report in this quarter.

#### 6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS



Of the 7 key indicators for the service, six are on target. One indicator relating to sickness absence (BPR LI12) will not be reported until quarter 4 due to the implementation of a new data collection arrangement. For further details, please refer to Appendix 2.

#### 6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS



Other performance indicators are routinely reported in quarters 2 and 4. This quarter, 4 other indicators are being reported by exception, for further details, please refer to Appendix 3. Of the remaining 7 key indicators are 4 on track, and 3 cannot be reported as data is not yet

available.

## **7.0 PROGRESS AGAINST LPSA TARGETS**

There are no LPSA targets for this service

## **8.0 RISK CONTROL MEASURES**

During the production of the 2008-09 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.

## **9.0 PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS**

During 2007/08 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.








## **10.0 DATA QUALITY**

The author provides assurance that the information contained within this report is accurate and valid and that every effort has been made to avoid the omission of data. Where data has been estimated, has been sourced directly from partner or other agencies, or where there are any concerns regarding the limitations of its use this has been clearly annotated.







## **11.0 APPENDICES**






Appendix 1- Progress against Objectives/ Milestones  
Appendix 2- Progress against Key Performance Indicators  
Appendix 3- Progress against Other Performance Indicators  
Appendix 4- Financial Statement  
Appendix 5- Explanation of traffic light symbols

Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
BSC 1	To transform the learning community	Complete Secondary Re-Organisation actions, Mar 2009		Proposal to establish a joint faith school at St Chad's approved. SEN unit review commenced. Further re-organisation required for Runcorn schools.
		Enter Wave 6 Building Schools for the Future, May 2008		Completed
		Agree Primary Capital Strategy, June 2008		National assessment of Primary Capital Strategy was that it required further work. Strategy is to be resubmitted by end of January 2009
		Agree Phase 3 Children's Centres, Mar 2009		Agreement given to carry forward capital allocation. Plans are currently being developed for Phase 3.
		Complete BSF Strategy for Change Part 1 and 2, Nov 2008		Strategy for Change Part 1 and 2 completed and submitted to the Partnership for Schools
BSC 2	To deploy resources effectively and efficiently	Implement medium term Financial Plan, Sep 2008		To be developed by March 2009
		Implement revised Gershon efficiencies, Sep 2008		Currently on target to achieve Gershon efficiencies
		Re-align resources to meet priorities through service review, Mar 2009		Priorities to be agreed by Children's Trust January 2009









Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
		Identify alternative funding sources, Mar 2009		Opportunities to pool funding with Children's Trust partners are being explored through Joint Intelligence and Commissioning Unit
		Develop exit strategy for short term grants, Sep 2008		Confirmation received of grant funding levels for 2009/2010. WNF funding and projects to be determined
BSC 3	To improve management of sickness absence	Review sickness absence data collection process, Mar 2009		Sickness absence data has been reviewed and a regular reporting mechanism to SMT set up. This is being matched against data from the Trent system.
		Establish a baseline position based on the new system, Mar 2009		Baseline position has been established using the 2007-08 data.
		Ensure consistent sickness absence management across the Directorate, Sep 2008		Sickness absence policy has been re-circulated to managers and this will be reinforced by corporate training for managers.
		Return to work interviews to be completed for all absences during the year and analysis of information used to inform workforce planning		Return to work interviews are being completed, however the way in which they are conducted needs more standardisation. This will be included in the corporate training for managers.
BSC 4	To develop and support information requirements for the Directorate	Fully populate the CYP database with details of CYP vulnerabilities, Jan 2009		As at Sept 2008 all school census learner identifiers are included in the CYP database.






Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
		Develop systems and analysis re 'narrowing the gap for vulnerable children' , Mar 2009		As at Sept 2008 performance data for Foundation Stage Profile through to Key Stage 5 is being analysed to produce narrowing the gap reports
		Provide web access to the CYP database using the Tribal synergy module, Mar 2009		A trial project is currently in place
		Develop systems to enable inter capability between the CYP Database and Social Care Databases to provide improved data analysis, Mar 2009		Discussions taking place with Tribal and OLM to identify and develop software solutions that will enable real time interoperability between the CYP and Social Care Database.
		To implement all major ICT projects for the Directorate within agreed timescales		Currently over 30 ICT projects are in various stages of development and all are running to their agreed timetables.
BSC 5	To recruit and retain a fully staffed, trained and motivated workforce.	Review and implement Directorate Recruitment and Retention Strategy, Sep 2008		Strategy has been reviewed with a focus on hotspot areas such as social workers and educational psychologists. This is one of the priority work-streams identified in the Integrated Workforce Strategy.
		Provide programme of training to meet requirements highlighted in Personal Action Plans		Wide ranging programme of training is in place and was developed based on requirements from PAP's. The information from this years PAP's will inform the programme for 2009-10.

Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
		Implement new process of exit interviews to inform recruitment and retention strategy, Sep 2008		Exit interviews have been piloted with specific groups of staff and now need to be rolled out across the Directorate.
		Complete review of administrative support to Specialist Services, Mar 2009		Review report has been completed however any implementation is put on hold pending the corporate Efficiency Review.
		Establish an action plan to minimise the the impact of Job Evaluation on recruitment and retention, Sep 2008		The impact of JE on recruitment and retention in some areas has been significant. A number of the issues cannot be resolved while the appeals process is ongoing and there is a need to work with Corporate HR and the unions to progress this further.
BSC 6	To develop performance management to meet the needs of the Directorate	To review local measures and establish systems to meet new national requirements of 'Strong & Prosperous Communities' White Paper, Mar 2009		Performance framework has been reviewed and new system proposed as part of the Children's Trust arrangements.
		To start to integrate performance management across the Children's Trust, Mar 2009		Proposals for the integration of performance management arrangements have been developed for consideration. This will done as part of the JICU development

Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
		To complete Strategic Needs Analysis on 2 service areas to inform commissioning, Mar 2009		A framework for the completion of SNA's has been established. However it is likely in the future that the process will focus on localities rather than service areas.
		To co-ordinate performance management of the CYPP priorities and report to Alliance Board, Mar 2009		Performance monitoring arrangements have been set up to enable reporting against the CYPP priorities.
BSC 7	To develop integrated joint commissioning of services	To integrate the commissioning function across all Children's Trust services, Mar 2009		Proposals for the integration of commissioning arrangements are being considered as part of the development of the Children's Trust Structure.
		To monitor contract compliance of all commissioned services identifying specific actions for service development, Mar 2009		Contract compliance is monitored through the Halton PMF and the information gathered used for service development.
		To complete the first phase of implementation of the Joint Planning and Commissioning Framework, Mar 2009		Implementation is progressing well and on target
		Review the impact of all commissioned services against the CYPP priorities, Mar 2009		A system to review impact is being developed. This is a complex area of work and there may be some capacity issues with the timescale.

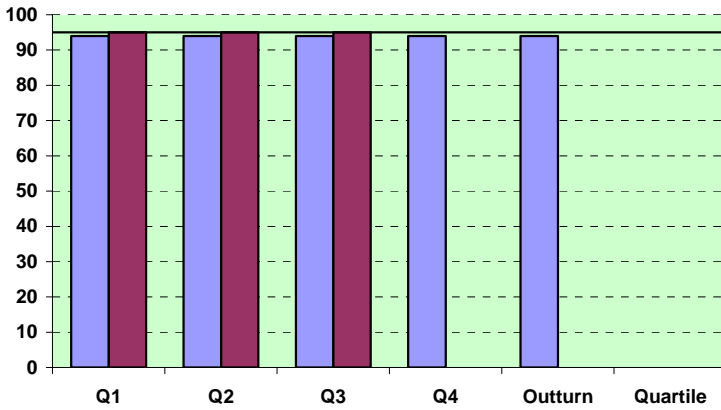
Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
BSC 8	To ensure equality and diversity issues are considered in the development of new services, policies and procedures	Equality Impact Assessments to be carried out on all policies and service areas, Mar 2009		A rolling programme of EIA's has been established and will be monitored by the Children's Trust E&D group. More robust EIA's are required so training will be developed and rolled out.
		Directorate equality plan to be reviewed, Sep 2008		Completed
		To embed stakeholder engagement and participation, Mar 2009		Processes for embedding stakeholder engagement and participation are being developed
		To offer all new staff training in Diversity as part of their induction, Mar 2009		Diversity training is part of the induction for all new staff
BSC 9	To improve communication with all stakeholders	Implement Directorates Communication Strategy, Sep 2008		Still awaiting corporate Communication Strategy to enable progress on this milestone.
		Increase the number of positive new stories about CYPD, Mar 2009		Numbers are increasing.
		Ensure CYPD link is published and circulated to agreed timescales during the year		Publications being delivered to agreed timescales.
BSC 10	To support the integration of services through the establishment	Agree and implement a structure for the Children's Trust, Apr 2008		A structure has been agreed meeting the statutory requirements

Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
	of a Children's Trust	Facilitate the work of the Trust by co-ordinating the completion and regular monitoring of Business Plans for each area of the structure during the year		Business Plans cannot be developed until the new structure is operational. A framework for the plans is currently being agreed.
		Establish a system to evaluate the outcomes of CAF's, Sep 2008		A system is in place, although evaluation is limited due to the capacity within the Trust team.
		Provide a programme of integrated working training to ensure all relevant staff have received mandatory training, Mar 2009		Programme of integrated working training for the year in place to ensure all staff receive mandatory training

BSC LI14

**% of Schools purchasing Directorate SLA**

Higher figures represent better performance



**Key**

- 2007/8
- 2008/9
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

**Trend**

Better than this time last year

**Green**

Should hit target for the year

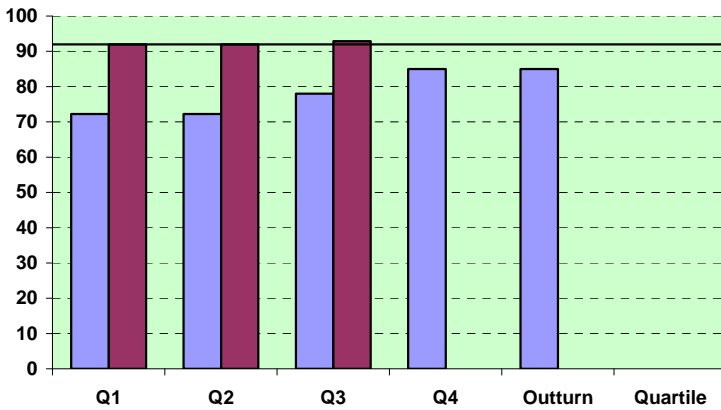
**Commentary**

Target Achieved. The high level of schools purchasing Directorate SLA is being maintained.

BSC LI15

**% of Service Areas incorporated within CYP Database**

Higher figures represent better performance



**Key**

- 2007/8
- 2008/9
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

**Trend**

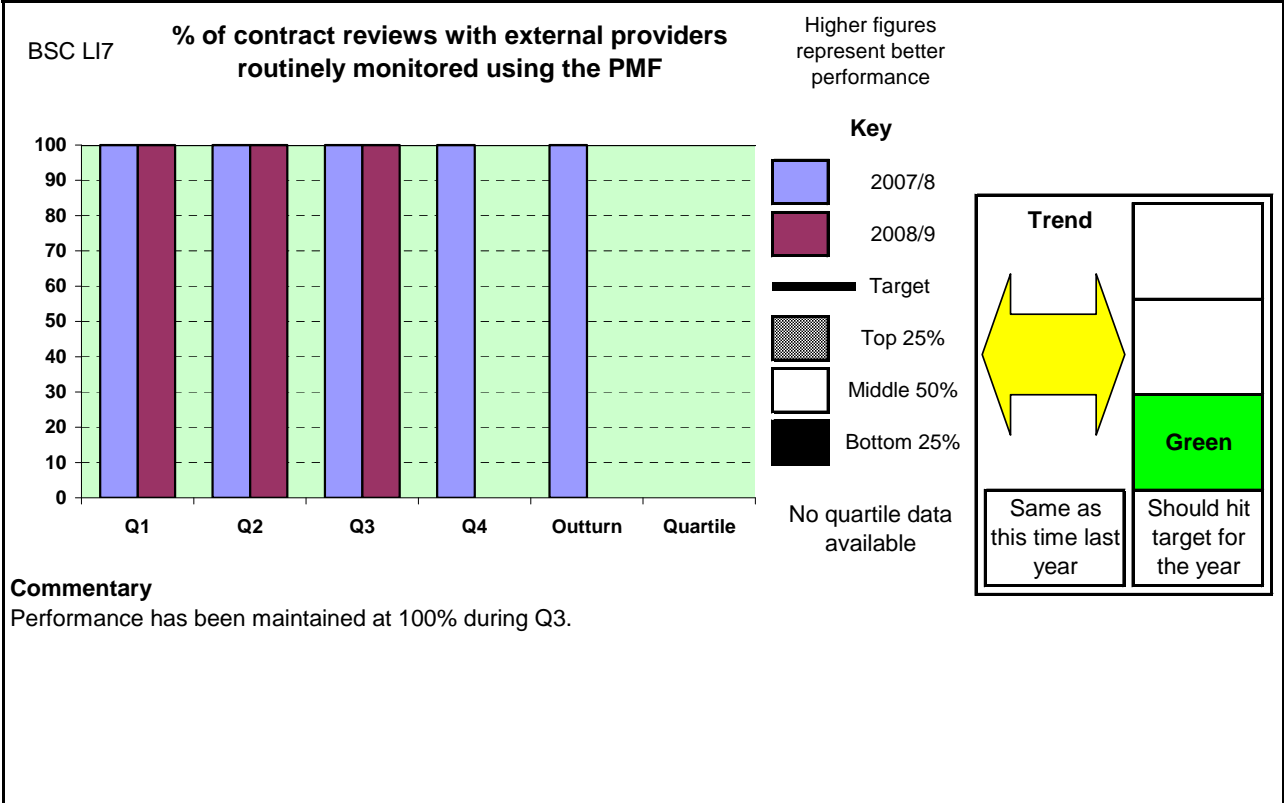
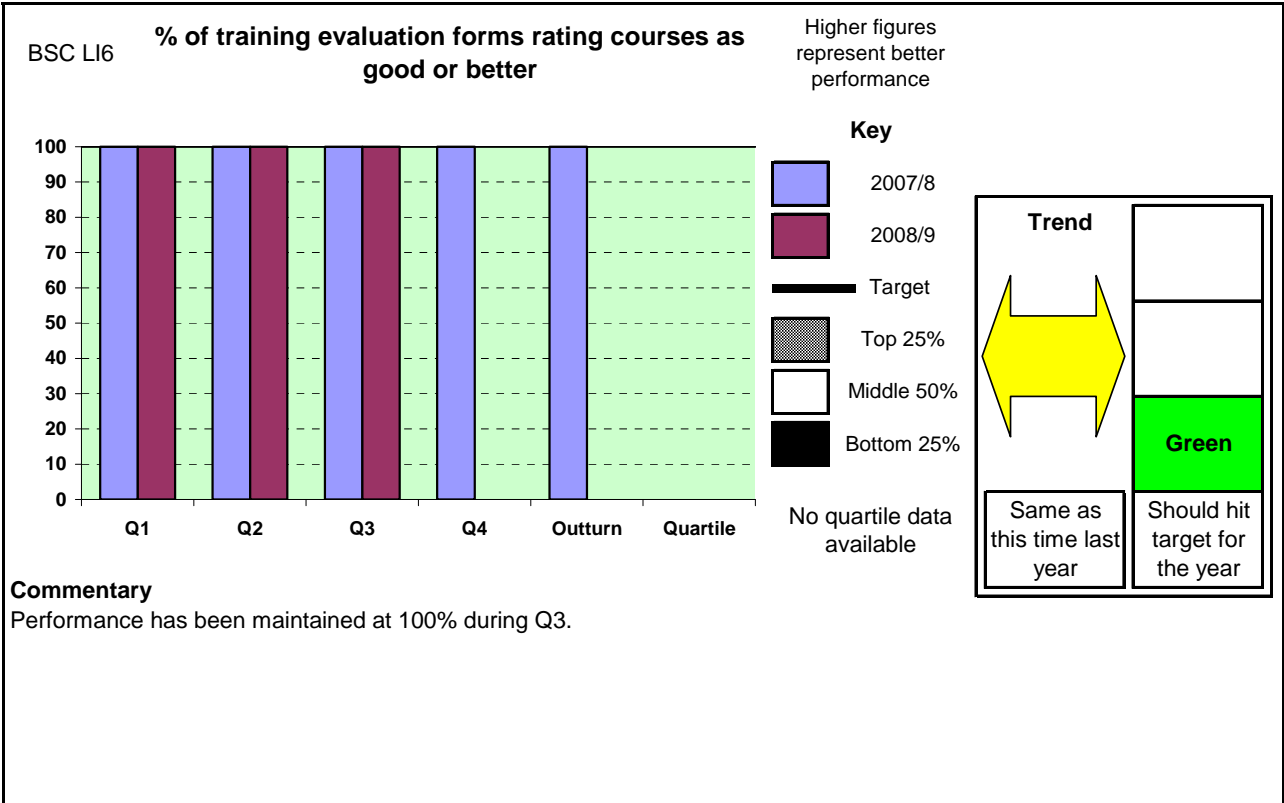
Better than this time last year

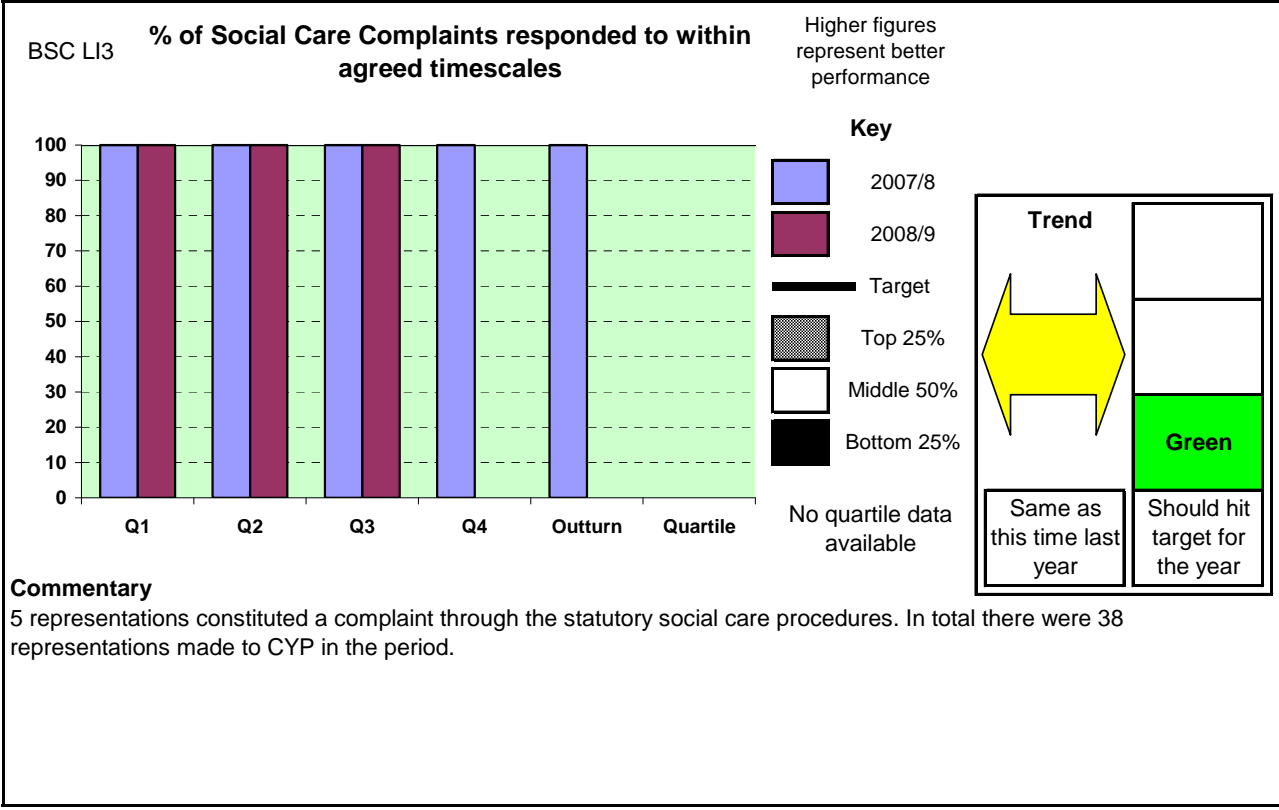
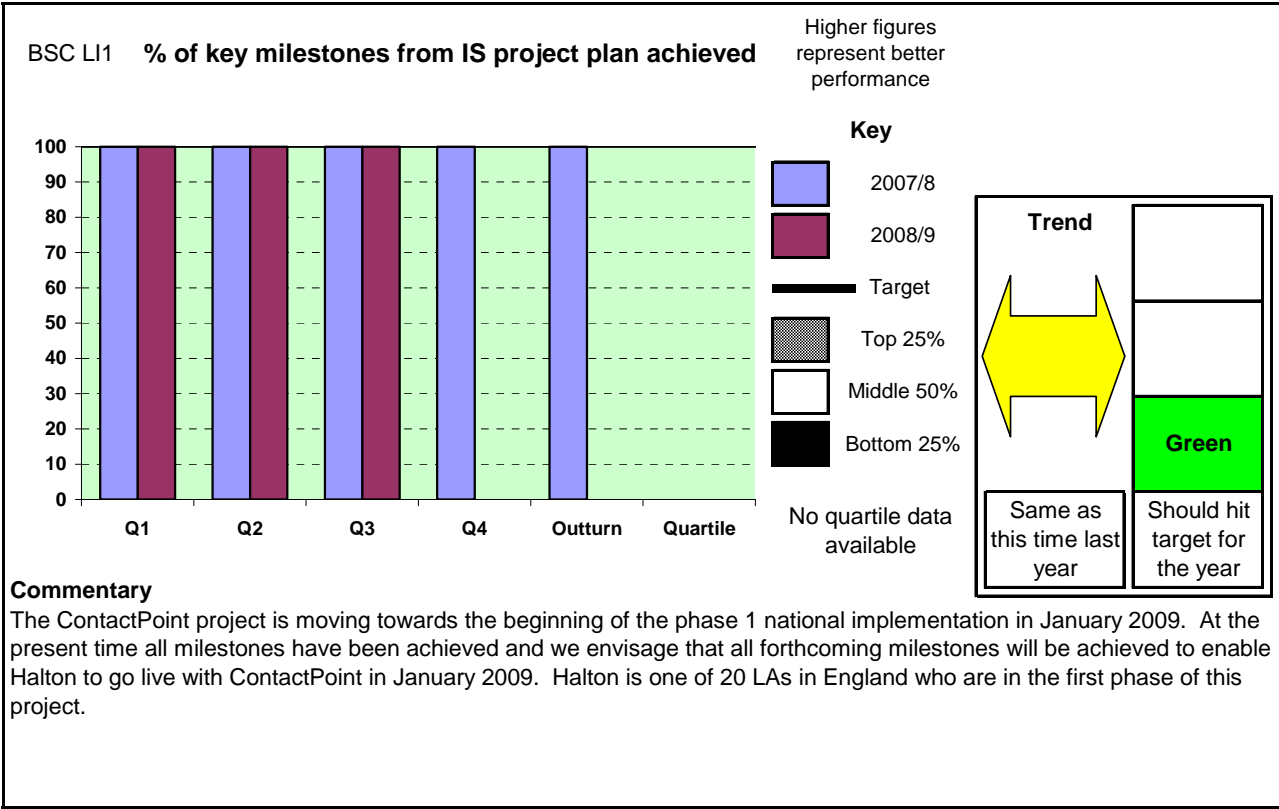
**Green**

Should hit target for the year

**Commentary**

Halton makes considerable use of its CYP database and its various integrated modules. We have recently integrated early years into the main system and currently moving towards bringing in the functions of the Psychology Service. Next stage of development will lead to integrating ContactPoint and Children's Centres Management Information System.










**Key performance indicators not reported this quarter;**

**BPR LI 12 - % days lost to Sickness Absence**

A new system for data collection is being implemented and the indicator will be reported in Q4

Ref	Description	Actual 2007/8	Target 08/09	Quarter 3	Progress	Commentary
<b>Fair Access</b>						
BPR LI8	% of Equality Impact Assessments completed	70%	100%	80%		There are still a number of EIA's outstanding however it is expected they will all be completed before the end of the year
BPR LI21	Number of Service Areas subject to Strategic Needs Analysis	N/a	4	2		The complexity of Strategic Needs Analysis has lead to some capacity issues. Localities and Preventative Services have had SNA and we may base future developments around the Locality model rather than specific service areas.
<b>Quality</b>						
BPR LI5	Number of "positive" news stories published in local media about the Directorate	278	300	130		It is unclear whether we are likely to achieve the target.
<b>Service Delivery</b>						
BPR LI2	Number of people accessing the CIS Kiosks at Children's Centres	380	400	Refer to comment	-	Due to a lack of funding, the Kiosk has been removed.

## BUSINESS SUPPORT & COMMISSIONING DEPARTMENT

### Revenue Budget as at 31st December 2008

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
Employees	2,718	2,039	1,924	115	1,924
Premises Support	618	164	164	0	164
Premises Other	9	6	6	0	6
Supplies & Services	661	418	395	23	404
Transport School / College	1,260	596	596	0	596
Transport	55	41	35	6	35
Central Support	736	0	0	0	0
Service Recharges					
Transport Support	168	0	0	0	0
Service Recharges					
Commissioned BSF Work	877	657	628	29	628
Asset Charges	5,779	0	0	0	0
Standards Fund Expenditure	11,365	8,824	8,824	0	8,824
Area Based Grant Expenditure	3,733	2,792	2,792	0	2,792
School Contingency	1,094	0	0	0	0
SEN Contingency	220	0	0	0	0
NQT Contingency	146	0	0	0	0
Teachers Pensions	579	402	342	60	342
Teachers	326	245	35	210	35
Redundancies					
Non Delegated Support	96	40	38	2	38
Revenue	-620	0	0	0	0
Contribution from Reserves					
<b>Total Expenditure</b>	<b>29,820</b>	<b>16,224</b>	<b>15,779</b>	<b>445</b>	<b>15,788</b>
Dedicated Schools Grant	-8,817	-6,613	-6,613	0	-6,613
Standards Fund Grant	-11,245	-8,434	-8,434	0	-8,434
Area Based Grant	-3,646	-2,734	-2,734	0	-2,734
Other Grant	-84	-50	-50	0	-50
Schools' Contribution to BSF	-300	-300	-300	0	-300
Reimbursements	-36	-27	-29	2	-29
School SLA Income	-390	-367	-367	0	-367
<b>Total Income</b>	<b>-24,518</b>	<b>-18,525</b>	<b>-18,527</b>	<b>2</b>	<b>-18,527</b>
<b>Net Expenditure</b>	<b>5,302</b>	<b>-2,301</b>	<b>-2,748</b>	<b>447</b>	<b>-2,739</b>

**Comments on the above figures:**

In overall terms revenue spending to the end of quarter 3 is under the budget profile.

The budget for employees is currently below budget profile primarily due to vacancies in the Finance & Resources, Children's Information Service, Departmental Support and Planning and Performance sections.

The Teachers pensions and redundancy budget is currently under budget profile, but they can be volatile budgets and at this stage it is difficult to predict the year end position.

At this stage it is anticipated that overall revenue spending will be below the Departmental budget by the end of the financial year.

## LOCAL STRATEGIC PARTNERSHIP SCHEMES 2008/09

**As at 31st December 2008**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
YMCA NEET Solutions	11	8	0	8	0
Neglect	125	94	42	52	42
Barnardos Missing from Home	70	52	0	52	0
Teenage Pregnancy	45	34	45	(11)	45
Portage	48	36	35	1	38
Attendance	66	49	54	(5)	54
HITS	50	37	60	(23)	60
Care Leavers	56	42	11	31	11
Connexions – NEET	74	55	0	55	0
Access to Learning & Employment	10	7	8	(1)	12
Canal Boat Adventure	58	44	25	19	25
Improved Education for Vulnerable Youngsters	57	43	3	40	9
Kingsway Literacy Development	355	266	205	61	205
Youth Activity	82	62	43	19	43
H9P Dowries	10	7	8	(1)	10
Action for Children	31	23	63	(40)	63
NVQ Project					
YSIP	15	11	0	11	0
<b>Total LSP</b>	<b>1,163</b>	<b>870</b>	<b>602</b>	<b>268</b>	<b>617</b>

### Comments on the above figures:

Local Strategic Partnership (LSP) funding spending to the end of quarter 3 is below budget profile.

Regular monitoring reports are sent to the LSP in respect of all LSP projects and any areas of concern are dealt with throughout the year by the LSP support team and individual project managers. Some variances against the budget are expected, as the LSP have deliberately over-programmed in order to ensure that the full allocation of Working Neighbourhood Fund grant is spent during the year.

## CHILDREN'S & YOUNG PEOPLES DIRECTORATE

### Capital Projects as at 31st December 2008

	2008/09 Capital Allocation	Allocation To Date	Actual Spend To Date	Total Allocation Remaining
	£'000	£'000	£'000	£'000
Asset Management Data	5	3	0	5
Fire Compartmentation	15	11	0	15
Runcorn All Saints Capital Repairs	22	16	0	22
	1,667	1,558	1,558	109
Cavendish & Brookfields Primary Capital Programme	1,474	1,427	1,427	47
School Access Initiative Schemes	50	38	0	50
Sure Start – Children's Centre's	245	184	30	215
Sure Start – Childcare	549	412	229	320
Contingency	546	410	164	382
Play-builder Halton Brook	441	331	0	441
Play-builder Gorsewood	50	37	0	50
Play-builder Spike Island	40	30	0	40
Play-builder Town Hall Park	40	30	0	40
Play-builder Hale Park	50	37	9	41
Play-builder Crow Wood	40	30	16	24
<b>Total Capital Schemes</b>	<b>80</b>	<b>60</b>	<b>0</b>	<b>80</b>
	<b>5,314</b>	<b>4,614</b>	<b>3,433</b>	<b>1,881</b>




### Comments on the above figures:

**There are still some schemes with no actual expenditure up to the end of Quarter 3.**

It is important that these projects get underway as soon as possible, in order to ensure that the relevant capital allocations are fully utilised by the financial year end.

Any under-spend on Sure Start Children's Centre's and Childcare schemes can be carried forward to the next financial year 2009-10.

The traffic light symbols are used in the following manner:

	<u>Objective</u>	<u>Performance Indicator</u>
<b><u>Green</u></b>	 <p>Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.</p>	<p>Indicates that the <u>target is on course to be achieved.</u></p>
<b><u>Amber</u></b>	 <p>Indicates that it is <u>unclear</u> at this stage, due to a lack of information or a key milestone date being missed, <u>whether the objective will be achieved</u> within the appropriate timeframe.</p>	<p>Indicates that it is either <u>unclear</u> at this stage or too early to state whether the target is on course to be achieved.</p>
<b><u>Red</u></b>	 <p>Indicates that it is <u>highly likely or certain that the objective will not be achieved</u> within the appropriate timeframe.</p>	<p>Indicates that the <u>target will not be achieved</u> unless there is an intervention or remedial action taken.</p>