



**Children, Young People and Families  
Policy and Performance Board**

**Thursday, 6 January 2011 at 6.30 p.m.  
Civic Suite, Town Hall, Runcorn**

A handwritten signature in black ink, appearing to read 'David W R', positioned above a faint rectangular stamp.

**Chief Executive**

**BOARD MEMBERSHIP**

<b>Councillor Mark Dennett (Chairman)</b>	<b>Labour</b>
<b>Councillor Margaret Horabin (Vice- Chairman)</b>	<b>Labour</b>
<b>Councillor Peter Browne</b>	<b>Conservative</b>
<b>Councillor David Findon</b>	<b>Conservative</b>
<b>Councillor Mike Fry</b>	<b>Labour</b>
<b>Councillor Robert Gilligan</b>	<b>Labour</b>
<b>Councillor Miriam Hodge</b>	<b>Liberal Democrat</b>
<b>Councillor Peter Lloyd Jones</b>	<b>Labour</b>
<b>Councillor Kath Loftus</b>	<b>Labour</b>
<b>Councillor Joan Lowe</b>	<b>Labour</b>
<b>Councillor Margaret Ratcliffe</b>	<b>Liberal Democrat</b>
<b>Miss Elizabeth Lawler</b>	<b>Co-optee</b>

*Please contact Michelle Simpson on 0151 471 7394 or e-mail  
michelle.simpson@halton.gov.uk for further information.*

*The next meeting of the Board is on Monday, 21 February 2011*

**ITEMS TO BE DEALT WITH  
IN THE PRESENCE OF THE PRESS AND PUBLIC**

**Part I**

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<b>2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)</b>	
Members are reminded of their responsibility to declare any personal or personal and prejudicial interest which they have in any item of business on the agenda, no later than when that item is reached and, with personal and prejudicial interests (subject to certain exceptions in the Code of Conduct for Members), to leave the meeting prior to discussion and voting on the item.	
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*In accordance with the Health and Safety at Work Act the Council is required to notify those attending meetings of the fire evacuation procedures. A copy has previously been circulated to Members and instructions are located in all rooms within the Civic block.*

**REPORT TO:** Children and Young People Policy & Performance Board

**DATE:** 6 January 2011

**REPORTING OFFICER:** Strategic Director, Resources

**SUBJECT:** Public Question Time

**WARD(s):** Borough-wide

### **1.0 PURPOSE OF REPORT**

- 1.1 To consider any questions submitted by the Public in accordance with Standing Order 34(9).
- 1.2 Details of any questions received will be circulated at the meeting.

### **2.0 RECOMMENDED: That any questions received be dealt with.**

### **3.0 SUPPORTING INFORMATION**

- 3.1 Standing Order 34(9) states that Public Questions shall be dealt with as follows:-
- (i) A total of 30 minutes will be allocated for dealing with questions from members of the public who are residents of the Borough, to ask questions at meetings of the Policy and Performance Boards.
  - (ii) Members of the public can ask questions on any matter relating to the agenda.
  - (iii) Members of the public can ask questions. Written notice of questions must be given by 4.00 pm on the working day prior to the date of the meeting to the Committee Services Manager. At any one meeting no person/organisation may submit more than one question.
  - (iv) One supplementary question (relating to the original question) may be asked by the questioner, which may or may not be answered at the meeting.
  - (v) The Chair or proper officer may reject a question if it:-
    - Is not about a matter for which the local authority has a responsibility or which affects the Borough;
    - Is defamatory, frivolous, offensive, abusive or racist;
    - Is substantially the same as a question which has been put at a meeting of the Council in the past six months; or

- Requires the disclosure of confidential or exempt information.
- (vi) In the interests of natural justice, public questions cannot relate to a planning or licensing application or to any matter which is not dealt with in the public part of a meeting.
- (vii) The Chairperson will ask for people to indicate that they wish to ask a question.
- (viii) **PLEASE NOTE** that the maximum amount of time each questioner will be allowed is 3 minutes.
- (ix) If you do not receive a response at the meeting, a Council Officer will ask for your name and address and make sure that you receive a written response.

Please bear in mind that public question time lasts for a maximum of 30 minutes. To help in making the most of this opportunity to speak:-

- Please keep your questions as concise as possible.
- Please do not repeat or make statements on earlier questions as this reduces the time available for other issues to be raised.
- Please note public question time is not intended for debate – issues raised will be responded to either at the meeting or in writing at a later date.

#### **4.0 POLICY IMPLICATIONS**

None.

#### **5.0 OTHER IMPLICATIONS**

None.

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

6.1 **Children and Young People in Halton** - none.

6.2 **Employment, Learning and Skills in Halton** - none.

6.3 **A Healthy Halton** – none.

6.4 **A Safer Halton** – none.

6.5 **Halton's Urban Renewal** – none.

**7.0 EQUALITY AND DIVERSITY ISSUES**

7.1 None.

**8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

8.1 There are no background papers under the meaning of the Act.

**REPORT TO:** Children and Young People Policy and Performance Board

**DATE:** 6 January 2011

**REPORTING OFFICER:** Chief Executive

**SUBJECT:** Executive Board Minutes

**WARD(s):** Boroughwide

## **1.0 PURPOSE OF REPORT**

- 1.1 The Minutes relating to the Children and Young People Portfolio which have been considered by the Executive Board and Executive Board Sub are attached at Appendix 1 for information.
- 1.2 The Minutes are submitted to inform the Policy and Performance Board of decisions taken in their area.

## **2.0 RECOMMENDATION: That the Minutes be noted.**

## **3.0 POLICY IMPLICATIONS**

- 3.1 None.

## **4.0 OTHER IMPLICATIONS**

- 4.1 None.

## **5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

### **5.1 Children and Young People in Halton**

None

### **5.2 Employment, Learning and Skills in Halton**

None

### **5.3 A Healthy Halton**

None

### **5.4 A Safer Halton**

None

### **5.5 Halton's Urban Renewal**

None

**6.0 RISK ANALYSIS**

6.1 None.

**7.0 EQUALITY AND DIVERSITY ISSUES**

7.1 None.

**8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE  
LOCAL GOVERNMENT ACT 1972**

8.1 There are no background papers under the meaning of the Act.

## **APPENDIX 1**

### **Extract of Executive Board and Executive Board Sub Committee Minutes Relevant to the Children and Young People's Policy and Performance Board**

#### **EXECUTIVE BOARD MEETING HELD ON 2 DECEMBER 2010**

##### **EXB72 PLAYBUILDER PROJECT – YEAR 3 PROPOSALS**

The Board received a report of the Strategic Director, Children and Young People which considered the revised proposals for the Year 3 Playbuilder Projects in the light of the reduced but now confirmed capital allocation to be spent by 31 March 2011.

Members were reminded that on 8 April 2010 the Board considered and agreed proposals for the 9 play projects to be delivered with Playbuilder Capital in 2010/11. On the 15 July 2010 Halton received correspondence from the Department for Education advising that “with immediate effect and until further notice, all local authorities should avoid incurring any new contracted liabilities in relation to their play capital grants” However, at this point Halton had incurred costs of £7804.

On the 20 October 2010 Halton received further correspondence advising of the revised allocation for this financial year. The reduced capital allocation (from £437,885 to £273,610) and the significantly reduced time frame in which to deliver projects (all spend to be achieved by 31 March 2011) inevitably led to a re-consideration of the original project plan which was detailed in the report.

**RESOLVED:** That the revised proposals for Year 3 Playbuilder Projects in Halton as detailed in the report, be agreed.

##### **EXB74 BSF TENDER - APPROVAL OF PREFERRED BIDDER- KEY DECISION**

The Board received a report of the Strategic Director, Children and Young People on the outcome of the tender evaluations together with an update on the changes to the Halton BSF Programme since 5 July 2010.

The report outlined the tender process since it commenced on 17 August 2009, together with the evaluation of financial, ICT and legal aspects resulting in the selection of the of the selected bidder.



Reason(s) For Decision

This report sought to gain the approval of the Board to appoint the Local Transformational Partnership (LTP) as the Selected Bidder for the Halton Building Schools for the Future Programme.

By appointing the Selected Bidder, the programme team would be able to work with the selected bidder up to Financial Close in April 2011 and then to commence work on The Grange and Wade Deacon shortly afterwards.

Alternative Options Considered And Rejected

The alternative of appointing the other bidder (Halton and Warrington Learning Partnership) had been considered and rejected as it was felt that LTP offered more Value for Money.

The alternative of not proceeding with any appointment had also been considered and rejected as it was strongly believed that a delay to appoint would lead to a loss or significant reduction in the capital funds being made available to Halton for these projects.

Implementation Date

The Selected Bidder would be formally announced on 3<sup>rd</sup> December 2010 to allow Financial Close to be achieved on 4<sup>th</sup> April 2011.

<1>RESOLVED: That

- 1) the decision to appoint the Local Transformational Partnership (LTP) as the Selected Bidder for the Halton Building Schools for the Future Programme be approved; and
- 2) the Board permit the Fairfield School site to be managed on an interim and revocable basis as part of the Wade Deacon "campus" from 1<sup>st</sup> September 2010 to continue to 1<sup>st</sup> April 2014 or such date as the Chief Executive may prescribe, in consultation with the Leader.

**EXECUTIVE BOARD SUB COMMITTEE MEETING HELD ON 2<sup>ND</sup> DECEMBER 2010**

**ES54 C-RMZ (MY PLACE)**

The Sub-Committee received a report which outlined the arrangements for meeting the revenue costs associated with CRMZ, the new centre for Youth Services. It was proposed that revenue costs would be covered by partners' contributions, grant sources and the reallocation of contract. However the change in the financial climate had meant the cessation of a number of grants and many of the partners found themselves in a challenging financial position which had impacted significantly on the level of revenue funding available. Therefore, a revised funding profile had been put together identifying the revenue available to support the project up to 31<sup>st</sup> March 2012. In the next twelve months work would take place to explore funding options to ensure the provision remained sustainable.

Although the building would remain the property of the Council, day to day management of the building, in the first year, would take place through the Centre and Partnership Co-ordinator in a position which would be recruited to by Action for Children. Following advice from Property Services and Action for Children it had been agreed that a service level agreement would be developed to cover the building users and the revenue costs. This service level agreement would run in parallel to the Action for Children as the service level agreement for Youth Service provision in Halton and would cover the period until the 31<sup>st</sup> March 2012.

Members noted that the estimated cost per annum for Action for Children was £55,995 plus a charge for refuse removal. This included payment of gas, electricity, metered water and water rates, refuse disposal, cleaning and hygiene costs, contents insurance, telephone costs and non-domestic rates. It was anticipated that in future other agencies could deliver services from the building and, as such, would be required to contribute to the costs of the services on a pro rata basis determined by the space they occupied and their usage of the building.

The Council would be liable for all other costs associated with the building including maintenance, service contracts and insurance. The initial costs for maintenance had been estimated at £20,000 per annum.

<1>RESOLVED: That

- (1) the proposed building arrangements are approved; and
- (2) no charge be made by the Council for the rental of the building.

## **ES55 BUILDING SCHOOLS FOR THE FUTURE**

The Sub-Committee considered a report which requested a waiver of Procurement Standing Orders to permit the extension of the contract of the BSF Programme Director until 31<sup>st</sup> March 2013. In addition, the report provided an update on the reduced revised costs of each of the external consultants working on the BSF Programme.

<1>RESOLVED: That

(1) the Operational Director of Children's Organisation and Provision be authorised to award the contract for the management of the BSF Sample School Projects in the reduced sum of £118,125 and in the light of the exceptional circumstances outlined in the report and in accordance with Procurement Standing Orders 1.6, Standing Orders and 3.1 to 3.6 be waived on this occasion;

(2) the Operational Director be authorised to use this resource flexibly from 2011 to 2013 to ensure the maximum value for money in the utilisation of the application of the contract; and

(3) the reduction in the costs of the BSF external consultants be noted.

**REPORT TO:** Children & Young People Policy and Performance Board

**DATE:** January 6<sup>th</sup> 2011

**REPORTING OFFICER:** Strategic Director, Children & Young People

**SUBJECT:** Children's Trust Developments

**WARDS:** All

### **1.0 PURPOSE OF THE REPORT**

1.1 This report seeks to update Members on the latest developments within Halton's Children's Trust

### **2.0 RECOMMENDATION: That**

(1) Members note the contents of the report

### **3.0 SUPPORTING INFORMATION**

3.1 Section 10 of the Children Act 2004 set out the duties that require local authorities and their relevant partners to co-operate to improve the well-being of children and young people in the following areas:

- Being healthy
- Staying safe
- Enjoying and achieving
- Making a positive contribution
- Achieving economic well-being.

3.2 Halton's Children's Trust Board was established in 2008 in line with national requirements that became statutory on April 1<sup>st</sup> 2010. The Trust builds upon the Children and Young People's Alliance Board that was developed in 2006 in line with Children Act 2004 requirements. The Apprenticeships, Skills, Children and Learning (ASCL) Act 2009, together with the Children's Trust Statutory Guidance 2010, increased the Trust's powers in a number of ways, in terms of widening the number of statutory partners on the Trust, and designating responsibility for producing, implementing and reviewing the Children & Young People's Plan to all partners on the Trust jointly.

3.3 The Coalition Government announced in July 2010 its intention to reform Children's Trusts. The proposals came into force from October 31<sup>st</sup> 2010 and included:

- removing the duty on schools to co-operate through Children's Trusts

- removing the requirement on local authorities to set up Children's Trust Boards and the requirement on those Boards to prepare and publish a joint Children and Young People's Plan (CYPP)
- revoking the regulations underpinning the CYPP and withdrawing the statutory guidance on Children's Trusts.

#### **4.0 POLICY IMPLICATIONS**

- 4.1 Although the Coalition Government removed the statutory footing for Children's Trusts, it has reconfirmed its commitment to working in partnership to improve outcomes for children and young people through locally agreed partnerships. The reforms allow each local authority area to agree its own way forward in terms of delivering children and young people's services. The duty for partners to co-operate will continue, but the list of statutory partners reduced to remove the bureaucracy surrounding Children's Trusts or similar local partnerships for partners, and in particular schools.
- 4.2 Children's Trusts became statutory in April 2010 through the ASCL Act 2009 and Children's Trust Statutory Guidance 2010 and so the announcement is in essence a reversal to the pre-April status of Children's Trusts.
- 4.3 Following the announcement in July the future of Halton's Children's Trust was discussed at both the Children's Trust Board and Executive Group. At both there was universal agreement across partners for the Trust to continue in its current format, as the overarching multi agency body that all children & young people's services in Halton sit within. This reflects the breadth and strength of partnership working across the children & young people's agenda in Halton, as well as the need to look to increase the level of work done in partnership in the challenging economic climate currently faced.
- 4.4 The reforms have removed the requirement on Halton to produce a CYPP. Halton's current Plan runs until March 2011. With agreement that Halton's Children's Trust will continue in its current format comes a need for a CYPP to provide strategic direction and so a third CYPP for Halton will be in place from April 2011.
- 4.6 Work began on this CYPP following a Children's Trust Development Day on December 6<sup>th</sup> 2010. The event was used to reflect on the progress achieved by the Trust since 2008 in terms of its' priorities, the key initiatives facing the Trust at present and also to agree the priorities for the Trust for the next two years. The priorities that were set in 2008 for the Trust were:
- Children and young people are physically, emotionally and sexually healthy
  - Young people are successful when they leave school

- Children and young people do well wherever they live and whatever their needs
  - Children and young people feel safe at home, in school and in their communities
- 4.7 These priorities remain in place until April 2011. Following discussions at the Trust's Development Day and at the Children's Trust Executive Group, it is proposed that the priorities and the structures within the Children's Trust will be amended from April 2011. These new priorities maintain strong links to the existing priorities outlined in 4.6, but reflect the progress made by the Trust and its current agenda. The proposed priorities are:
- Strengthen partnership working to effect better joint commissioning in order to improve outcomes for children and young people
  - Improved outcomes for our most vulnerable children and young people by targeting services effectively
  - Use effective integrated processes to intervene early for improved outcomes for all children and young people
- 4.8 The focus on Safeguarding will continue to be a key theme for the Trust across these priorities.
- 4.9 As part of work around developing new priorities for the partnership and working on a new CYPP, there will be a review of the membership of each group within the Trust to ensure it is fit for purpose.
- 4.10 It has been agreed to keep the name 'Children's Trust' in place for the partnership in order to keep continuity and the awareness of the name for the partnership as a brand. It has been proposed to amend the strapline for the Trust to recognise the importance of participation of young people within the structures at all levels and within all work.

## **5.0 OTHER IMPLICATIONS**

- 5.1 With confirmation of the commitment of partners to continuing the Children's Trust arrangements in Halton, the partnership will remain as the Specialist Strategic Partnership (SSP) for the Children & Young People priority within the Local Strategic Partnership arrangements in Halton.

## **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

### **6.1 Children & Young People in Halton**

All work to improve outcomes for Children & Young People in Halton will continue to be channelled through Halton's Children's Trust and be informed by the aims and objectives contained within the overarching Children & Young People's Plan for Halton.

### **6.2 Employment, Learning & Skills in Halton**

The continuation of the Children's Trust arrangements will mean that the Trust will still work closely with the Employment, Learning & Skills SSP on issues such as NEET, 16-19 provision and Child & Family Poverty, a Strategy for which is being developed to be in place by April 2011.

**6.3 Healthy Halton**

Health colleagues are key members of the Children's Trust and work will continue on issues such as emotional health, teenage pregnancy, obesity and infant mortality and on areas of collaboration such as the newly established Joint Commissioning Unit.

**6.4 Safer Halton**

The Safer Halton Partnership is represented on the Children's Trust through the co-chair and Cheshire Police. The two priorities work closely together on issues such as anti-social behaviour and road safety.

**6.5 Halton's Urban Renewal**

Opportunities for play in open spaces and transport are two of the highest priorities for our children and young people and work around these issues promote links with partners within Urban Renewal.

**7.0 RISK ANALYSIS**

7.1 Although there are risks that partner agencies will withdraw from the Children's Trust as resources within their own agency are reduced and the Trust has lost its statutory status, all partners have reaffirmed their commitment to the Trust and so it is expected to continue in the same format. It should be noted that the Children's Trust was a successful multi-agency partnership for several years prior to becoming statutory in April 2010.

**8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 As the Children's Trust will continue with a presence from all current partners there will be no equality and diversity issues. The Trust works in partnership to meet the aims and objectives of the Children & Young People's Plan 2009-11 and the 2010 Annual Review, both of which have been subject to an Equality Impact Assessment.

**9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

<b>Document</b>	<b>Place of Inspection</b>	<b>Contact Officer</b>
Children Act 2004	2 <sup>nd</sup> Floor, Runcorn Town Hall	Mark Grady
Children's Trust Statutory Guidance 2010	2 <sup>nd</sup> Floor, Runcorn Town Hall	Mark Grady
Apprenticeships, Skills, Children and Learning (ASCL) Act 2009	2 <sup>nd</sup> Floor, Runcorn Town Hall	Mark Grady
Children & Young People's Plan 2009-11	2 <sup>nd</sup> Floor, Runcorn Town Hall	Mark Grady
Children & Young People's Plan Annual Review	2 <sup>nd</sup> Floor, Runcorn Town Hall	Mark Grady



<b>REPORT TO</b>	<b>Children, Young People &amp; Families Policy and Performance Board</b>
<b>DATE:</b>	<b>6 January 2011</b>
<b>REPORTING OFFICER:</b>	<b>Strategic Director – Children and Young People</b>
<b>SUBJECT:</b>	<b>BSF Update</b>
<b>WARD(S)</b>	<b>Boroughwide</b>

## **1.0 PURPOSE OF THE REPORT**

- 1.1 To provide an update on the BSF Programme in Halton including the award of select bidder and the timetable for the construction and completion of the two sample schools..

## **2.0 RECOMMEDATIONS**

- 2.1 **That members note the appointment of the select bidder and the revised timetable for the completion of the two sample schools; and**
- 2.2 **That members request a further update be provided on the progress of the development of the two sample schools after Financial Close.**

## **3.0 BACKGROUND**

- 3.1 On 6th August 2010 the Secretary of State announced that all 33 local authorities 'sample school' projects in 14 council areas would now proceed. The local authorities were named as Barking and Dagenham; Blackpool; Camden; Derby City; Ealing; Halton; Hartlepool; Hertfordshire; Lambeth; Oldham; Poole; Somerset; St Helens; and Wandsworth.
- 3.2 Schools that were part of the Academy Programme at the time were put into one of two categories: ones that were granted capital now, of which there were 44 and ones that will be decided in the Spending Review, of which there were 79. The Ormiston Bolingbroke Academy fell into the later category.
- 3.3 The Academy along with Local Authority representatives have recently met with Partnership for Schools (PfS) to discuss their options but a decision on funding for the academy is not expected until the end of December 2010.
- 3.4 The immediate consequences of the Coalition Government BSF announcements were:
  - Due to the uncertain position that this placed all future capital

projects Warrington indicated their desire to formally end the partnership. Therefore the Selected Bidder would only be procured to provide a Halton LEP.

- With the exception of the Legal Advisors and the Halton BSF Programme Director all other BSF advisors were issued termination notices.

### 3.5 The longer term consequences of the Coalition Government BSF announcements were:

- Each of the contracts for the BSF advisors were reviewed and new contracts drawn up to complete the programme of work. Initial savings of £300,000 have been identified to date. The amount of support needed after the two sample schools have reached financial close has now been significantly reduced.
- The exclusivity of the Local Education Partnership (LEP) has been removed. It was also advised that the LEP needed to be procured to keep as close to the original Official Journal of the European Union notice as possible. This would mitigate the risk of any potential procurement challenge. The LEP, however, would no longer have exclusive rights to all capital work in the council.
- Through further dialogue with the bidders the LEP structure and size has now been significantly reduced. The costs of the LEP structure will now be absorbed by the projects as they come on line and the LEP size will grow and reduce as needed.
- On the 5 November the Council was issued with a directive by PfS to carry out an option appraisal to look for further saving from the sample schemes.

*“Where a scheme is at an advanced stage of development (e.g. rapidly approaching or beyond Stage 2), we should still examine how savings might be achieved within the current design, e.g. by varying the specification for components and/or finishes, etc., but not explore radical revision (e.g. significant redesign). “*

To facilitate this both bidders were issued with the instructions to carry out a value engineering exercise and produce an options paper by the 2 December for the Council to consider and agree with PfS before it is submitted to the DfE on the 20 December 2011

### 3.6 As a consequence of the decision by the Secretary of State to only approve the development of the two sample schools in Halton and as a result of the notification from Warrington of their decision to withdraw from the partnership, the decision

was taken to ask both bidders to take a few weeks to discuss the revised proposals for the changed scheme and to resubmit a supplement to the Final bids which had been submitted in June 2010. The supplement only covered the areas that were changed by the reduction in the programme and it was agreed that the scores would be added to the final bid scores for the unchanged elements to reach a final result.

- 3.7 This supplementary second stage allowed for a week of meetings and a presentation by the bidders and bids were then received on Tuesday 19th October 2010 and were evaluated by Halton Local Authority and the Advisor teams
- 3.8 Following evaluation of both bids on 2<sup>nd</sup> December 2010, Executive Board approved the appointment of the Local Transformational Partnership as the selected bidder for the Halton Building Schools for the Future Programme.
- 3.9 The next stage of the process for the development of the two sample schools is to complete Financial Close. Although it was initially planned that financial close and contract award would be completed by 4<sup>th</sup> April 2011 there are indications that funding could be lost if Financial Close is not completed by 31<sup>st</sup> March 2011. The timetable for the programme is therefore as follows:

Planning Permission Packs Submitted	17 <sup>th</sup> December 2010
Prepare the Commercial and Legal Packs	3 <sup>rd</sup> December 2010-31 <sup>st</sup> March 2011
Submit Final Business Case	10 <sup>th</sup> February 2011
Receive Planning Permission	21 <sup>st</sup> March 2011
Receive approval for Final Business Case	31 <sup>st</sup> March 2011
Contract Award	4 <sup>th</sup> April 2011

- 3.10 Construction will then start on the two schools in April 2011 until December 2012 and it is planned that both schools will be operational in their new facilities in January 2013.

#### **4.0 FINANCIAL IMPLICATIONS**

- 4.1 The LTP submission demonstrated very good value for money. Notably, they had very low Local Education Partnership (LEP ) Setup costs and the Bid costs had been significantly reduced.

#### **5.0 IMPLICATIONS FOR THE COUNCILS PRIORITIES**

##### **5.1 Children and Young People**

The Building Schools for the Future programme will deliver transform secondary provision for children and young people and improve the facilities for the secondary workforce and the communities the schools serve.

##### **5.2 Employment Learning and Skills in Halton**

The winning bidder has confirmed through their KPIs that they will provide placements and mentoring of local Young people by working closely with the college.

The programme itself will provide two excellent schools for learners. Standards will

improve providing greater employment prospects for Halton's Children and Young People and the wider community.

## 5.3 **A Healthy Halton**

In developing its secondary schools for the future the authority will demonstrate how it will enable schools to meet the school sports targets through its capital investment and achieve high nutritional standards and encourage healthy eating. Opportunities to increase extended services through schools and provide more integrated health provision will be developed through BSF.

## 5.4 **A Safer Halton**

Schools for the future will be designed to ensure that children, staff and other community users feel safe and secure on schools sites.

## 6.5 **Halton's Urban**

Through the BSF Halton schools will become a major resource for communities they serve and will be designed to offer shared community facilities, linking to other wider regeneration projects as well as being the focus for the local delivery of children's services.

## 6.0 **RISK ANALYSIS**

6.1 There is a specific risk register for the BSF Programme which identifies all key risks.

6.2 All risks will be review and managed out during the period of contract development between Selected Bidder announcement and Financial Close.

## 7.0 **EQUALITY AND DIVERSITY ISSUES**

7.1 There are none arising in relation to this report. Equality and Diversity issues are at the heart of the BSF programme and to a large extent remain the drive for the design and implementation of the Programme. This position will be fully sustained.

## 8.0 **LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

8.1 Funding Guidance, available from Ann McIntyre, OD-Children's Organisation and Provision, 1st Floor Eccleston Building, Grosvenor House

Strategy for Change Part 2 Guidance, , available from Ann McIntyre, Operational Director Children's Organisation and Provision, 1st Floor Eccleston Building, Grosvenor House

Outline Business Case (for approval to procure a LEP to deliver investment in the Secondary School Estate), available from Ann McIntyre, Operational Director Children's Organisation and Provision , 1st Floor Eccleston Building, Grosvenor House

**REPORT TO** Children, Young People and Families Policy and Performance Board

**DATE:** 6 January 2011

**REPORTING OFFICER:** Strategic Director – Children and Young People

**SUBJECT:** Commissioning Update

### **1. PURPOSE OF REPORT**

- 1.1 To provide an update on the development of a joint commissioning team and highlight the work undertaken by the team to assess the contracts which would be decommissioned or redesigned in the light of the funding cuts.

### **2. RECOMMENDATION: That**

- 2.1 **PPB note the content of the report and ask for a further report to be provided on the impact of the budget efficiencies on commissioned provision in Halton; and**
- 2.2 **PPB endorse the development of an outcome based accountability framework and cost based saving tool for all contracts.**

### **3. SUPPORTING INFORMATION**

- 3.1 The Commissioning and Contracts team is now fully staffed and has 4 Commissioning Managers with the following areas of responsibility, Parenting & Partnerships, Children & Families, Learning & Achievement and Targeted Youth Support (Teenage Pregnancy & Substance Misuse). To support the managers there are two contracts officers and two contracts assistants.
- 3.2 The team have responsibility for over 50 contracts plus the responsibility for the contractual function for Residential, Independent Fostering Agency placements and Leaving Care placements
- 3.3 The team have joined up with Halton & St Helens PCT commissioners to create a Joint Commissioning Unit (JCU) and meet once a month. All members of the JCU have attended a 3 day Commissioning Skills Training event hosted by the Commissioning Support Programme. The aim of this training was:
- 3.3.1 To explore the emerging health, education and social care commissioning agenda for children and young people.

3.3.2 To understand the essential good practise elements of planning and commissioning.

3.4 The five priority areas that have been identified by the Children's Trust have been allocated to commissioners within the Joint Commissioning Unit and individual action plans are currently being developed and will clearly show key elements throughout each stage of the project plan. Some of the elements that will be covered in the plans are as followed:

- 3.4.1 Review scope of current service provision and its performance
- 3.4.2 Map current service
- 3.4.3 Determine existing care pathways and service providers
- 3.4.4 Current performance/outcomes
- 3.4.5 Baseline capacity/costs/outcomes of existing services
- 3.4.6 Strategic needs assessment
- 3.4.7 Consultation with stakeholders including: providers, partners.
- 3.4.8 Consult on: objectives, needs, and services to be delivered.
- 3.4.9 Conduct gap analysis
- 3.4.10 Equality impact assessment

3.5 The action plans will be finalised early in 2011 and will evidence a move towards efficiency savings through reductions in duplication of services and support functions with clear recommendations to achieve this.

#### **4 RISK ASSESSMENT AND EQUALTIY IMPACT ASSESSMENT EXERCISE**

4.1 The main focus for the Halton Borough Council Commissioning Managers has been to become familiar with all the current contracts and to meet service providers. 90% of the contracts that are in place have termination dates of March 2011 and therefore contract risk assessments have been completed in order to make recommendations to support decommissioning, re-commissioning or service redesign. The definition of risk is any event that could impact on the project/ service delivery and would have consequences on the capacity to deliver the agreed benefits if not managed appropriately.

4.2 The overall purpose of carrying out this exercise is to raise awareness of risks in a timely manner, assist the decision making process and to assist in identifying critical areas of the project. As some of these will be terminated this will increase demand on other service areas such as social care and it is essential that consideration is given as to how we manage this and the process of redesign services.

4.3 At the same time as carrying out the risk assessment the team completed a preliminary equality impact assessment and banded each activity. All the providers were officially informed that this process was being undertaken so that they understood that the rationale behind the tough decisions that have had to be made due to the current difficult economic climate.

4.4 Each contract was scored using the following banding:

- 4.4.1 **0** Several major concerns which needs to be addressed to ensure continuity of delivery
- 4.4.2 **1** Several issues including at least one major concern, which should be addressed
- 4.4.3 **2** Status seems satisfactory and we have a good relationships, plans in place to cover any emerging concerns
- 4.4.4 **3** Status looks good. There are no identified concerns at this time and risk of loss of delivery continuity is deemed as low

4.5 The equality assessment has been scored using the following banding:

- 4.5.1 **1 High** = Significant potential impact, risk of exposure, no mitigating measures in place or evidence available, urgent need for consultation
- 4.5.2 **2 Medium** = some potential risk, some mitigating measures in place but no evidence available on how effective they are, would benefit from consultation
- 4.5.3 **3 Low** = Almost bordering with non relevance to EIA process

**The table shows current contracts, budgets**

Provider	Service	Budget & Cost
5 Boroughs Partnership NHS Trust	CIC CAMHS Worker	CAMHS £63,959
5 Boroughs Partnership NHS Trust	Substance Misuse Service	CAMHS £34,244
Action For Children <i>Contract 2012</i>	Children's Rights and Advocacy Service and Independent Visitors Service	SS £110,186
Action For Children Kings cross Catholic Children's Society	PACT	WNF £125,000
Adult Learning	Adult Learning	CC £139,000
After Adoption <i>Contract 2012</i>	Adoptive Support Service (Tripartite service with St Helens and Knowsley)	SS £20,571
Arch Initiatives	0-12 Outreach Worker Family Services	£75,000
Barnardos	Befriending Service	AHDC £49,051

Barnardos	Brokerage Service	AHDC £90,000
Barnardos	Missing From Home Project	CF/ WNF £90,000
Canal Boat Adventure Project <i>Contract 2012</i>	Happy Ness Inclusion Project	CF £16,000
Catholic Children's Society	Children & Young People's Bereavement Service	CC £65,100( this is on 1year 8mths)
Citizens Advice Bureau	Ideal and Housing Careworker/Solicitor Service	CC £124,350
Citizens Advice Bureau	Extended Schools Service	CC £43,000
Community Safety	Youth Inclusion and Support Panel	CF £65,000
Connexions	Teenage Pregnancy and Sexual Health Service	TP Plus WNF £143,000
Crossroads	After School Clubs - Widnes	AHDC £45,310
Crossroads	Short Breaks	AHDC £48,960
FCA	Family Breaks	AHDC £45,376
HAFS	Family Breaks	AHDC £46,966
Halton Child Contact Centre	Child Contact Centre	SS £1,000
Halton Play Council	Cavendish After School Club	AHDC £25,304
Halton Play Council	Inclusive Play schemes	AHDC £28,052
Halton Speak Out	Planning for Life	AHDC £25,054
Halton Women's Aid	Children's Outreach	CC £12,586
Kings Cross	Community Parenting/ Breastfeeding Buddies	CC £51,912
Kings Cross	Young Persons Counselling Services	CAMHS £100,000 CF £50,000
NSPCC	Young Witness Support Contract with Warrington BC, Cheshire Police and Cheshire CC	CAMHS £15,000
PCT	Speech and Language	CC £178,254
PCT	Speech and Language (SEN)	OF £120,000
PCT	Teenage Midwife Service	TP £15,000



Phil Andrews Vending Services	Repair and Maintenance of Condom Machines	TP £2,000
PSIFX Networks	IT Support Maintenance - CIC	OF £3,700
YMCA	Emergency Bed Service	SS £13,802
Young Addaction	Mobile Outreach Service	CF/ YPSM £103,000
Young Addaction	Young Persons Substance Misuse Support Service	YPSM £154,000
Youth Media	Health Bytes Provision	CF £5,250
Action For Children	Young Carers Lead	WNF £49,949
Canal Boat	Making Waves	WNF £48,000
HBC	Independent Travel Trainers	WNF £25,000
Widnes Viking	Tackling Fitness	WNF £37,500
Action for Children	C Card	TP £ 24,000

- 4.6 The contracts that are funded under Aiming High have been looked at collaboratively around the proposed re working of Inglefield to support the requirements around service delivery and the Aim High for Disable Children team.
- 4.7 Other work is now being undertaken on identifying tradeable services and how commissioning can be undertaken in a more cost effective and efficient way. There are also developments around school services.

## 5 PERFORMANCE AND COST EFFECTIVENESS

- 5.1 The Commissioning and Contract team have also undertaken work to refresh the commissioning framework, redesign an outcome based performance framework and to undertake financial planning, looking to pooled resources in order to improve efficiency by creating a cost based saving tool.
- 5.2 With regard to the performance framework there are three simple performance measurement categories:
- 5.2.1 How much service did we deliver? - Quantity of effort.
  - 5.2.2 How well did we deliver it? - Quality of effort.
  - 5.2.3 Is anyone better off? This covers both bottom quadrants of quantity of effect i.e. how many service users are better off, and quality of effect i.e. how are they better off?

- 5.3 There needs to be effective performance monitoring which will look at:
- 5.3.1 Proportional investment in monitoring with levels of action based on risk
  - 5.3.2 Collate information from contract monitoring with other sources
  - 5.3.3 Make use of providers' quality assurance systems
  - 5.3.4 Agree protocols on intervention with underperforming providers
  - 5.3.5 Set-up systems to ensure action is taken
- 5.4 The Outcome Based Accountability model is summarised as:
- 5.4.1 **Outcomes** The conditions of well-being required for children and young people, families and the community
  - 5.4.2 **Indicators** How we measure these conditions
  - 5.4.3 **Baselines** What the measures show about past and future trends
  - 5.4.4 **Turning the curve** What success looks like if we do better than the baseline
  - 5.4.5 **Performance Measures** How we know if the service is working, e.g. how much? How well? Is anyone better off as a result?
- 5.5 Applying this model will give providers the tools that will enable them to be even more effective in improving children's outcomes, and in doing so, reduce costs across the spectrum of need from early intervention to intensive support.
- 5.6 An example of highlighting performance and cost effectiveness is showed below with the current Missing from Home service.
- 5.7 The service began during September 2008. Numbers of YP reported missing to Cheshire Constabulary reduced during the first 6 months of intervention (Sept 08 – Feb 09: 340) by 36% when compared to the same period the year before (Sept 07 – Feb 08: 530).
- 5.8 However since this point, numbers have risen most months (14 months out of 18 months) that the service has been delivered resulting in an overall increase of 21.28% (Sept 08 – Aug 09: 827 compared with Sept 09 – August 10: 1003).

MONTH	2009/10			2010/11		
	CIC	Home	Total	CIC	Home	Total
April	34	26	60	27	23	50
May	37	28	65	37	36	73
June	40	30	70	84	39	123
Total	111	84	195	148	98	246

5.9 The service is commissioned at £ 90,000 per annum. Between October 2009 and September 2010 885 separate incidents were recorded and managed by Barnardos. This also equates to £101.81 per each reported MFH incident. The 885 incidents for this period actually relates to 248 individuals at a cost of £362.90 per each young person. The below table shows these costs and also the costs of each cohort – Halton CIC, Halton young people and non Halton young people (CICOLA). Further work needs to be carried out to show other costs i.e. social care to get a true reflective cost per MFH incident / young person and equally the care package that is put in place. These figures do show that incidents numbers have risen despite the introduction of the commissioned service. Once the cost based exercise is complete we know that the true costs to the LA will be high.

5.10 We have also asked the service provider to record better data and a break down of the number of Halton young people, number of CIC and number of CICOLA so we can have a more targeted approach for repeat runners. We are hoping that this more targeted approach will reduce the number of MFH incidents and initially reduce the large costs to the police but also ensure a better co-ordinated approach to problem solving the reasons behind the running with individual young people; this approach will also reduce costs to the LA and other services.

Total YP supported by Barnados <u>Oct 2009 - Sept 2010</u> inclusive	Number of recorded occasions runaway	Number of young people	Number of runners on more than 8 occasions	Commissioned service costs: Barnardos	Cheshire Constabulary costs per MFH incident (£1,000)	Total Costs
missing from <b>Halton CIC</b>	202	24	6	£20,542.37	£202,000.00	£222,542.37
missing from <b>home</b>	361	178	7	£36,711.86	£361,000.00	£397,711.86
no detail recorded	1	1		£101.69	£1,000.00	£1,101.69
<b>Total Halton YP</b>	<b>564</b>	<b>203</b>	<b>13</b>	<b>£57,355.93</b>	<b>£564,000.00</b>	<b>£621,355.93</b>
missing from <b>non Halton YP in care homes</b>	321	45	13	£32,644.07	£321,000.00	£353,644.07
<b>Total</b>	<b>885</b>	<b>248</b>	<b>26</b>	<b>£90,000.00</b>	<b>£885,000.00</b>	<b>£975,000.00</b>

## **6. NEXT STEPS**

6.1 Future development work will be concentrated in the following areas:

- Development of a commissioning framework;
- Development of a outcome based performance framework and cost based saving tool ;
- Completing service redesign on current contracts;
- Implementing tender processes with new services;
- Exploring income generation options;
- Develop closer links with adult services and GP commissioners;
- Cost analysis for out of borough placements efficiencies; and
- Implementation of a residential forum to promote the expectation of all providers meeting the requirements of Haltons policy and procedures on raising standards in all residential provision for all young people.

## **7.0 FINANCIAL IMPLICATIONS**

7.1 Decommissioning a range of contracts due to the reduced levels of funding available is likely to have an impact on the sustainability of some of the current providers. It is therefore essential commissioned services are given as much notice as possible of their position in terms of future service delivery so that they are able to plan their staffing and resources.

## **8.0 IMPLICATIONS FOR THE COUNCILS PRIORITIES**

### **8.1 Children and Young People**

A range of services are currently commissioned to support Children and Young People. Where this provision is being decommissioned work is being done to identify how support can continue to be offered to children and young people.

### **8.2 Employment Learning and Skills in Halton**

Decommissioning or redesigning service could have an impact on the

### **8.3 A Healthy Halton**

Services will continue to be provided to support and promote healthy lifestyles for

children and young people within the borough.

**8.4 A Safer Halton**

Safeguarding continues to remain a priority in the commissioning of all services for children and young people.

**8.5 Halton's Urban**

N/A

**9.0 RISK ANALYSIS**

9.1 A comprehensive risk assessment process has been undertaken on each of the commissioned services. The details of this process are summarised in paragraph 4 above.

**10.0 EQUALITY AND DIVERSITY ISSUES**

10.1 A comprehensive assessment has been undertaken on each commissioned service to understand and mitigate against any equality and diversity issues. For a summary of the process please see paragraph 4 above.

**11 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

11.1 There are no relevant background papers.

**REPORT TO:** Children, Young People and Families  
Policy and Performance Board

**DATE:** 6<sup>TH</sup> January 2011

**REPORTING OFFICER:** Strategic Director, Children & Young People

**SUBJECT:** Regulation 33 Rota

**Ward:** Boroughwide

**1.0 PURPOSE OF THE REPORT**

1.1 To propose a revision to the regulation 33 rota for visits to children's homes.

**2.0 RECOMMENDATION: That**

2.1 The proposal is endorsed by members

2.2 The revised rota is introduced from April 2011.

**3.0 SUPPORTING INFORMATION**

3.1 Regulation 33 of the Children's Homes Regulations 2001 requires visits to take place to each home by "an employee of the organisation who is not directly concerned with the conduct of the home" (Reg 33 (2)(c))

3.2 The visits should be at least monthly, may be unannounced and the visitor should

- (i) Speak to young people and employees to inform an opinion of the standard of care provided.
- (ii) Inspect the premises, the daily log of events and records of complaints.
- (iii) Prepare a written report on the conduct of the home.

3.3 Copies of the Regulation 33 reports are provided to the Registered Manager of the children's home and to Ofsted. Ofsted closely monitor this and check that visits have been done, the quality of reports produced and that any findings have been acted upon by the Registered Manager.

3.4 Guidance suggests that, in the case of a local authority, Elected Members should consider the 'desirability' of carrying out the visits to demonstrate their role as a corporate parent.

- 3.5 Authorities have a range of ways of carrying out these visits. In Halton, the visits are exclusively carried out by elected members but this has not been without its issues-
- 3.5.1 There are currently 9 Members who are CRB checked and 'trained ' to do the visits to the 3 Children's homes requiring 36 visits a year (2 children's homes and 24 visits from April 2011). Some of these Members are also part of the Climbie visits rota.
- 3.5.2 Some Members are only able to do a couple of visits a year due to other commitments which means there is a heavy reliance on just 1 or 2 Members for the majority of visits.
- 3.5.3 Where Members only do 1 or 2 visits a year this results in inconsistencies for the home and difficulties in developing knowledge and understanding for the Member.
- 3.5.4 Due to other commitments, some Members fail to do the visits and either do not inform officers or leave it very late to do so. This has resulted in visits not being completed within the month timescale.
- 3.5.5 Many visitors find the requirements of completing the report of the visit onerous which results in delays in submitting them and concerns about the quality of them.
- 3.5.6 The issue of the quality of reports and the inconsistent visiting have been raised as a concern by Ofsted in a recent inspection of one of our children's homes.
- 3.6 In order to address some of these difficulties it is therefore proposed to introduce a revised rota where visits are undertaken alternately by Members and Independent Reviewing Managers from the Safeguarding Unit.
- 3.7 This proposal ensures that Elected Members maintain their corporate parenting role and remain involved in the process but that additional oversight is offered by an experienced officer of the council. A similar model is in operation in a number of local authorities.
- 3.8 It is anticipated that, with a less frequent requirement, this system would support and encourage Elected Members to do their visits but also with a hope that they will maintain contact with one particular home & therefore develop more knowledge and understanding. They would also have sight of reports completed by officers which may help them to develop the quality of the reports they complete.
- 3.9 Independent Reviewing Managers are experienced social workers and managers who will be able to provide informed opinion and challenge to the children's homes.

#### **4.0 POLICY IMPLICATIONS**

4.1 The proposal is consistent with corporate parenting responsibilities and with Ofsted and regulatory requirements.

#### **5.0 OTHER IMPLICATIONS**

5.1 It is believed that the quality of the Regulation 33 process will improve and will influence continued improved performance by the children's homes.

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

##### 6.1 Children and Young People in Halton

Children placed in the children's homes will continue to have their views heard on the quality of care provided and the impact this has on their ability to achieve.

##### 6.2 Employment, Learning and Skills in Halton

A positive experience in care will influence young people's aspirations and plans for their future.

##### 6.3 A Healthy Halton

Ensuring that Children's homes support the health needs of young people will improve their physical and emotional wellbeing.

##### 6.4 A Safer Halton

Young people often wish to remain within their own community and the ability to do so in high quality residential provision, improves their likelihood of achieving well in all areas of their life.

##### 6.5 Halton's Urban Renewal

If children in care feel settled and comfortable and have their needs met within their home, they are likely to engage better in opportunities available to them and to aspire to good outcomes for their future.

#### **7.0 RISK ANALYSIS**

7.1 There is no risk identified with the proposal.

#### **8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 The proposal is anticipated to improve the quality of provision for children in care and improve the life chances of this vulnerable group.

#### **9.0 REASON FOR DECISION**

9.1 The decision is required in order to ensure that the most efficient and effective system for undertaking Regulation 33 visits is in place.

#### **10.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED.**



10.1 Consideration was given to using other officers to share this task with members but by virtue of their independence, their experience and their oversight of children in care, it was felt that the Independent Reviewing Managers were the most appropriate to be involved.

**11.0 IMPLEMENTATION DATE**

11.1 A visiting rota is in place until December 2010 so the revisited rota would be introduced in January 2011 and would be supported by some further training.

**12.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

Document	Place of Inspection	Contact
Children's homes regulations 2001	DFE website	C Taylor
National minimum standards Children's Residential Care	DFE website	C Taylor
Care Standard Act 2000	DFE website	C Taylor

**REPORT TO:** Children & Young People Policy and Performance Board

**DATE:** 6<sup>th</sup> January 2011

**REPORTING OFFICER:** Strategic Director, Children & Young People

**SUBJECT:** Kingsway Children Centre OfSTED Inspection

**WARD(S)** Borough-wide

**1.0 PURPOSE OF THE REPORT**

**1.1 To feedback to the CYP PPB on Halton's First Children's Centre OfSTED Inspection and subsequent action plan**

**2.0 RECOMMENDATION: That:  
See attached action plan**

**3.0 SUPPORTING INFORMATION**

**3.1** There were many positives that were highlighted in the inspection:-

- Quality of partnerships
- Good engagement of parents
- Promotion of personal and emotional development of parents
- Good safety promotion
- Strong targeted services
- Equality and diversity in particular the efforts to engage fathers
- Work with vulnerable groups

**3.2** Preparation for OfSTED Inspections of Children Centres in Halton started in April after the completion of the efficiency review of services. Since then a lot has been achieved and a number of key features that were missing have been addressed but it remains that the preparation for inspection has been a relatively short process.

**3.3** This first Children's Centre inspection has allowed us to calibrate our expectations around future inspections and has confirmed the areas that we need to do more work on.

**3.4** The issue that dominated the inspection was our difficulty in producing reach area data on some of the health related Children Centre performance indicators in particular:

- percentage of mothers initiating breastfeeding (NIS 53 and children's centre key performance indicator)

- percentage of mothers sustaining breastfeeding at 6 weeks
- smoking cessation – for women who are pregnant and other members of the family
- immunisation rates

3.5 The Inspectors quite rightly were not interested in Halton level data, they were interested in the needs analysis for the Kingsway reach area, how that needs analysis was reflected in planning and then how local data was used to evaluate effectiveness and set reach area targets. We knew that this was going to be a problem because much of this data isn't available at anything other than a Widnes or Halton level.

3.6 The effect of this on the inspection was that whilst their judgement was that the quality of provision was good and the outcomes for children and families were good the overall effectiveness was limited to satisfactory.

This comes about because without the local level data it is impossible to show that planning reflects local needs, that targets are local, that provision reflects those needs and local evaluation is then used to judge effectiveness of provision within that reach area. The way that the OfSTED judgement schedule for Children's Centre's works is that this leads to Satisfactory for Leadership and Management, that then links and limits the judgement on capacity to improve to Satisfactory which then links and limits the overall judgement to Satisfactory.

This needs to be addressed as unless it is possible to shift this is going to be a limiting factor all Children's Centre Inspections in Halton.

3.7 During the inspection the Inspectors were asked what they were finding in other areas, as this team has done a number of Children Centre inspections around the North West, and we were told that they were seeing this level of data in many places elsewhere.

3.8 There are also some issues that we need to look at in terms of services we commission reporting in sufficient detail to be used in reach area planning and evaluation.

3.9 Other issues that were raised were that OfSTED felt there were issues with the building in Kingsway regarding accessibility for parents.

3.10 Whilst local level health data was not available the issue of local level data on Children centre reach areas has been made much more difficult because the reach areas do not always follow ward

boundaries as a consequence of the DCSF insisting through the 2009 restructuring of Halton Children Centres that each reach area contain 1200 0-5 year old children.

4.0 **POLICY IMPLICATIONS**

4.1 None

5.0 **OTHER IMPLICATIONS**

5.2 This inspection shows a need to work closely with the PCT to ensure that health data is available down to local areas

6.0 **IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

6.1 Children & Young People in Halton:  
Children's Centres are central to national and local thinking around early intervention and prevention

6.2 Employment, Learning & Skills in Halton  
Children Centres work closely with Job Centre Plus and Adult Learning to increase the employability of centre users.

6.3 A Healthy Halton  
Many key children centre targets are health related and shared with the PCT

6.4 A Safer Halton  
The current anti-social behaviour family intervention project is located in Kingsway Children Centre

6.5 Halton's Urban Renewal  
None

7.0 **RISK ANALYSIS**

7.1 The key risk is that the lack of health data impacts on subsequent Children Centre inspections and that this is then reflected in the Annual Children's Services Assessment

8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 Children Centres exist to increase the availability of opportunity for all.

9.0 **REASON(S) FOR DECISION**

10.0 **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

11.0 **IMPLEMENTATION DATE**

12.0 **LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

Document	Place of Inspection	Contact Officer

# Inspection report for Kingsway Children's Centre

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Local authority	Halton
Inspection number	362509
Inspection dates	29-30 September 2010
Reporting inspector	Priscilla McGuire

Centre governance	Local Authority
Centre leader	Mrs Eileen Stein
Date of previous inspection	n/a
Centre address	Kingsway Learning Centre, Victoria Square, Widnes, WA8 7QY
Telephone number	0151 9078350
Fax number	0151 4717442
Email address	Eileen.stein@halton.gov.uk

Linked school if applicable	n/a
Linked early years and childcare, if applicable	n/a

The inspection of this Sure Start Children's Centre was carried out under Part 3A of the Childcare Act 2006 as inserted by section 199 of the Apprenticeships, Skills, Children and Learning Act 2009.

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## Introduction

The inspection addresses the centre's contribution to:

- facilitating access to early childhood services by parents, prospective parents and young children
- maximising the benefit of those services to parents, prospective parents and young children
- improving the well-being of young children.

The report is made to the local authority and a copy is sent to the children's centre. The local authority may send the report to such persons it considers appropriate and must arrange for an action plan to be produced in relation to the findings in this report.

This inspection was carried out by an additional inspector and an early years inspector.

The inspectors held meetings with the centre manager, a local authority representative, divisional managers and a team leader from the local authority information and communication technology (ICT) and performance management departments, parents, representatives from the centre's partners including from the Primary Care Trust (PCT), a voluntary organisation, the Citizen Advice Bureau and Jobcentre Plus. Inspectors also had discussions with parents, the children's centre qualified teacher and the speech and language assistant. They observed the centre's work and visited venues where some of the activities are delivered. They also looked at a range of relevant documentation including the self-evaluation report, key policies, the service delivery plan, case studies, evaluations, policies and data about users.

## Information about the centre

Kingsway Centre is located in Widnes town centre and shares premises with the central library and other local authority services that operate from the same building. The centre is linked to Warrington Road Children's Centre and the staff team work across both Kingsway and Warrington Road centres. The centre manager is responsible for managing these two centres. Church halls and schools are also used to deliver services.

The centre is situated within a large urban area surrounded by an industrial belt of chemical works and manufacturing. Kingsway is one of the seven wards in the borough identified as a priority area due to high levels of unemployment, deprivation and life-limiting illnesses. Kingsway also has a high number of obese children. Unemployment within Kingsway is high and is in the top 4% nationally for education and skills deprivation. The population has a very low percentage of minority ethnic groups.



Kingsway was formerly known as New Steps Sure Start Local Programme. The centre provides the full offer of core services on-site and at other venues within the reach area. It also offers services delivered to targeted groups. The centre manager has been in post since May 2010. Governance arrangements are located with the local authority. Both the centre and the local authority have been through a period of restructuring.

The centre's full day-care provision is delivered by the Kids Planet nursery which is housed within the same building. The nursery was last inspected in February 2009. The inspection report can be found at [www.ofsted.gov.uk](http://www.ofsted.gov.uk).

## Inspection judgements

**Grades: 1 is outstanding, 2 is good, 3 is satisfactory, and 4 is inadequate**

### Overall effectiveness

**The effectiveness of the children's centre in meeting the needs of and improving outcomes for users and the wider community**

**3**

### Capacity for sustained improvement

**The centre's capacity for sustained improvement, including the quality of its leadership and management**

**3**

## Main findings

Kingsway children's centre's overall effectiveness is satisfactory. It provides good support for targeted users and meets the needs of these users well. However, specific actions to analyse and meet the needs of the wider community are yet to be implemented. The environment at the centre is satisfactory but not particularly welcoming as users can only access the centre via the library and its reception staff. This aspect of the centre's environment has been recognised by the centre manager and accommodation is under review.

Inspection evidence demonstrates that outcomes for users are good. Users learn to improve their own health and that of their children through participation in a range of activities, drop-in sessions and courses offered at the centre or in their own communities. The provision is also good. The promotion of learning and personal development is central to the provision. Many users have benefited from courses they have attended and some have progressed onto volunteering, into further education and into employment. The centre is particularly effective at working with partners to assess the needs of vulnerable families and children. Relationships with partners are good and they share the centre's strong commitment to empowering

users and raising their aspirations. Staff also use information received about vulnerable children and families to provide appropriate support and guidance and to prevent personal and social problems from escalating.

The centre is particularly effective at promoting safety in the home with the HELPS (Halton Equipment Low Price Scheme.) The scheme provides low cost home safety equipment for users and has been recently enhanced to provide free equipment with a fitting service to help low income parents. The centre's approach to safeguarding, safe recruitment and child protection is satisfactory and meets statutory requirements. Users have a good understanding of safeguarding. There is good promotion of inclusion and effective engagement of fathers and other groups who have not previously been users of the centre. There is good coordination of services for children with disabilities through the 'Aiming Higher for Disabled Children' project.

The process of improvement planning and self-evaluation is under development. The centre manager is new in post and has not yet completed a self-evaluation report for the centre. Target-setting and measurable success criteria have yet to be established as part of an improvement planning process. Much qualitative analysis is undertaken by the centre and local intelligence and work with partners are used well to assess the needs of users and targeted groups. However, there is insufficient use of quantitative analysis, performance targets and of comparison data to drive improvement and provide services for non-targeted groups. This area of development has been recognised by both the centre and the local authority and an action plan is in place to ensure the centre receives good quality data about its reach area. The capacity to improve is therefore satisfactory.

## What does the centre need to do to improve further?

### Recommendations for further improvement

- Review use of resources in relation to the centre environment with particular focus on creating a welcoming reception area for users and the wider community.
- Review and implement strategies to engage the wider community and to assess and analyse their needs.
- Implement a rigorous and effective self-evaluation process which incorporates the regular and rigorous use and analysis of information and data.

## How good are outcomes for users?

<b>2</b>
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Users improve their health and that of their children through participation in activities and courses which successfully promote healthy lifestyles. There is also good promotion of emotional health and social interaction through group sessions and

home visits, including for isolated parents. Women at risk of, or already living with, post-natal depression have been well supported through the 'Time for Me' sessions. These sessions use creative art therapy to provide emotional support for mothers. Evaluations of the set of sessions demonstrate the positive health benefits for women who attend. After attending sessions, one mother who previously had never left her child alone with others, felt sufficiently confident to leave her child in a crèche. Effective outreach work in communities also promotes healthy lifestyles. One outdoor event included input from a PCT trainer about the 'sun safe' campaign. One parent said after the event: 'My girls have really enjoyed today especially the picnic; they have eaten lots of fruit and veggies that they won't usually eat at home.'

Staff use the Common Assessment Framework and other data gathered from the social care team to identify and support children in need, looked after children and those with child protection plans. Since the HELPS scheme was started there has been a significant increase in the sales of safety equipment, showing families' growing awareness of safety at home. Staff and partners carry out safety checks during home visits. Vulnerable families and children are targeted for early support to prevent personal and social problems within families from escalating.

Parents contribute to planning, for example developing their understanding of safeguarding by being involved in risk assessments of activities. Users report that they feel safe. They know how to respond to safeguarding issues when raised. For example, one parent group identified a safeguarding issue within the community. They made a collective decision about what action they intended to take to ensure the safety of the children whom they believed were at risk.

Many users have been able to access educational opportunities through good links with adult learning services based in the same building. Partnership work between the centre, Jobcentre Plus staff, adult learning staff and other partners has helped many users to acquire the skills they need to become ready for work, to progress to further education or into employment. A dedicated adult learning tutor works well with the centre to engage hard to reach families. Parents also develop effective personal and social skills as volunteers. Through the Kings Cross community parents project, parents can become peer workers who support vulnerable families within their community. Vulnerable families are then referred for 'buddying support' from the trained parent volunteers.

A qualified teacher provides good support for on-site, day-care settings and other settings within the reach area. The nursery reports that children are making good progress. Transition for children attending Kingsway is good. Children enjoy play sessions and parents have learnt to recognise the importance of play in the development of their children through opportunities provided by the dedicated play worker team. Some children have also attended a sign language course and gained skills to communicate with deaf people. A 12 week parenting programme offering a combination of group and one-to-one support has helped parents improve their parenting skills. The same course for women in a refuge has helped them to develop the skills to manage and improve their children's behaviour.

*These are the grades for the outcomes for users*

<b>The extent to which children, including those from vulnerable groups, are physically, mentally and emotionally healthy and families have healthy lifestyles</b>	<b>2</b>
<b>The extent to which children are safe and protected, their welfare concerns are identified and appropriate steps taken to address them</b>	<b>2</b>
<b>The extent to which all users enjoy and achieve educationally and in their personal and social development</b>	<b>2</b>
<b>The extent to which children engage in positive behaviour and develop positive relationships and users contribute to decision making and governance of the centre</b>	<b>2</b>
<b>The extent to which children are developing skills for the future and parents are developing economic stability and independence including access to training</b>	<b>2</b>

### **How good is the provision?**

<b>2</b>
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The assessment of the needs of vulnerable children and families is effective, as are outreach work and organised trips and activities. The work with partners, including the Citizens' Advice Bureau, the adult learning service and Jobcentre Plus, also helps the centre to respond appropriately to identified needs. A good range of services and activities promote personal development and learning for the wider community and for targeted users. The core provision includes a 'Bumps 2 Babes' weekly drop-in session which offers mothers the opportunity to socialise with other mothers and to be 'pampered' with facials and massages. The core offer also includes activities and sessions such as 'Toddler Gymnastics', 'Aqua Babes', 'Parentcraft', 'Messy Play' and a regular health clinic.

Some courses are linked to local priorities. For example a 'cooking for numbers' course promoted learning in numeracy. Some parents progressed from this course to a 'Skills for Life' assessment. One parent said, 'I have enjoyed this course – I feel more confident to cook more meals and it has helped me refresh my maths.' A progression route has been developed by the adult learning team to enable users to progress from an introductory course in supporting a child's learning and development to a Level 2 Diploma in childcare and education. Courses are evaluated but findings are not yet used systematically to inform the planning of programmes. Provision of crèche facilities is satisfactory. However, due to efficiency savings, places for the crèche are limited.

The family intervention team provides effective guidance and support for vulnerable families or families at risk of eviction. For example, work with one family led to reduced complaints from neighbours and reduced the risk of the family being evicted from their home. Parents also receive good support from family support workers. One young mother with behaviour issues has been supported to develop improved

parenting and behavioural skills and as a result, the home environment has improved. The mother has also progressed to being registered as an adult learner. Support is also good for parents whose children have speech and language problems. A speech and language assistant provides early and effective support for children with suspected speech problems. Partners from the health services deliver weekly clinics in the centre and offer good quality health information and advice. Health visitors report that users respond well to being able to access health care in a non-medical setting.

There is good engagement with parents through the parent forum and parents are well represented on the advisory board. They evaluate services and activities and this has led to positive changes to the way some activities or services are delivered. Although the needs of targeted users are served very well, there is insufficient analysis of wider community needs. Data are not yet used systematically to measure participation rates of different groups such as children from workless households, lone parents within the reach area or to measure trends or identify barriers to use of the centre. Some parents interviewed reported that they, 'didn't know what the children's centre had on offer', and had little knowledge of the centre's services.

*These are the grades for the quality of provision*

<b>The effectiveness of the assessment of the needs of children, parents and other users</b>	<b>2</b>
<b>The extent to which the centre promotes purposeful learning, development and enjoyment for all users</b>	<b>2</b>
<b>The extent to which the range of services, activities and opportunities meet the needs of users and the wider community</b>	<b>3</b>
<b>The quality of care, guidance and support offered to users within the centre and the wider community</b>	<b>2</b>

### **How effective are the leadership and management?**

<b>3</b>
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The centre manager, her staff and the centre's partners have a good knowledge of the needs of the centre's users. The manager is relatively new in post but is supported well by the local authority divisional manager for locality services. Staff are highly committed and work well together as a cohesive team to support users. All staff contribute well to the overall strategy of providing early intervention and early support to vulnerable families. This helps to prevent any escalation of social and personal problems.

Support and supervision of staff is good. Resources are managed effectively in line with guidelines from the local authority. However, recent changes to the management team and within the local authority have led to changes in the way some aspects of services and functions are delivered. For example, marketing and data analysis were previously located within the centre but have been centralised within the local authority. The centre and the local authority are working together to manage these changes. A framework to monitor the performance and outcomes of

the centre is being developed by the local authority. This is planned to be in place by December 2010.

Staff are managed well within the centre and within partner organisations to integrate provision and offer good quality services to users. However, the reception area is not welcoming because users can only access the centre via the library and its reception staff. The reception desk in the centre is part of a large office and not a distinct reception area. The manager recognises the challenges this presents particularly for vulnerable users or potential users and accommodation at the centre is under review.

Safeguarding arrangements are satisfactory and statutory requirements are met. Policies are satisfactory and staff have received appropriate training. There is good promotion of safeguarding to community groups. A lone working policy for centre staff contributes to their safety. However, the centre policy in relation to managing allegations against staff is insufficiently detailed. There is also insufficient awareness of the requirement to have a written agreement in place to confirm PCT safeguarding arrangements. Immediate action was taken during the inspection to resolve both these issues.

The views of parents are actively sought and contribute towards developing services. The needs of targeted groups and users are met well. However, analysis of the impact of services through comparison of centre data with national performance indicators is still being developed. There is insufficient use of clear and ambitious targets to improve provision and insufficient analysis of data to inform the service delivery plan.

As a result of a determined strategy to engage more fathers, an increasing number of males access services offered by the centre. The inclusive strategy has also been successful in engaging hard to reach groups such as women in a local refuge, Travellers and parents of disabled children. One parent said, 'It's good to have a group specifically for children with additional needs.'

*These are the grades for leadership and management*

<b>The extent to which governance, accountability, professional supervision and day-to-day management arrangements are clear and understood</b>	<b>3</b>
<b>The extent to which ambitious targets drive improvement, provision is integrated and there are high expectations for users and the wider community</b>	<b>3</b>
<b>The extent to which resources are used and managed efficiently and effectively to meet the needs of users and the wider community</b>	<b>3</b>
<b>The extent to which equality is promoted and diversity celebrated, illegal or unlawful discrimination is tackled and the centre fulfils its statutory duties</b>	<b>2</b>



<b>The effectiveness of the centre's policy, procedures and work with key agencies in safeguarding children and, where applicable, vulnerable adults</b>	<b>3</b>
<b>The extent to which evaluation is used to shape and improve services and activities</b>	<b>3</b>
<b>The extent to which partnerships with other agencies ensure the integrated delivery of the range of services the centre has been commissioned to provide</b>	<b>2</b>
<b>The extent to which the centre supports and encourages the wider community to engage with services and uses their views to develop the range of provision</b>	<b>3</b>

### **Any other information used to inform the judgements made during this inspection**

None

Any complaints about the inspection or the report should be made following the procedures set out in the guidance 'Complaining about inspections', which is available from our website: [www.ofsted.gov.uk](http://www.ofsted.gov.uk). If you would like us to send you a copy of the guidance, please telephone 0300 123 1231, or email [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk).

### **Summary for centre users**

We inspected the Kingsway Centre on 29 and 30 September 2010. We judged the centre as satisfactory overall.

Those of you we spoke to told us how much you enjoy learning at the centre or out in the community through activities and sessions organised by the centre. You also told us about the amount of good support you receive from staff. Some of you really appreciate being able to attend sessions or become involved in activities within your own community. We recognise this sort of 'outreach' work as a key strength of what the centre offers. The centre is very good at understanding the barriers many of you face and has a good team of staff who understand these barriers and know how best to help you overcome them. The nursery at the Kingsway centre in town also offers good learning and development opportunities for your children.

Although the centre understands the needs of the people who use it, more work needs to be done to get to know the wider community and to understand the needs of the people who have not yet benefited from what the centre has to offer. Work also needs to be done by the managers and the local authority to find out whether there are any particular reasons why certain people do not use the centre or its services. The managers also need to be more precise when reviewing the work of the centre and identifying what works really well or needs to be done to improve the quality of the services offered.

We recognise the opportunities for you to be able to learn and gain qualifications as another key strength. After gaining qualifications, some of you have progressed even further and gained employment.

We could see from our visit that getting into the centre via the library is not an ideal situation. We also recognise that the reception area is not particularly welcoming. The managers also recognise this as a problem and are going to think about how best they can use the accommodation to ensure it is welcoming to parents and children.

We know that there have been changes in the way the centre is managed and also changes within the local authority. The managers are doing their best to deal with these changes. We also know that there will probably be more changes in the future but we are confident that the centre will continue to do its very best to ensure you receive the support and help you need and to provide you with the services and activities that you want and need. Thank you for your help with the inspection and we wish you the best for the future.

The full report is available from your centre or on our website [www.ofsted.gov.uk](http://www.ofsted.gov.uk).





	<p>establishment of a dedicated Children's Centre reception area</p> <ul style="list-style-type: none"> <li>Plan and implement building/decorative work</li> </ul>	ES/Property Services/Building Manager		31/03/11	
<ul style="list-style-type: none"> <li>Review and implement strategies to engage the wider community and to assess and analyse their needs.</li> </ul>	<ul style="list-style-type: none"> <li>Establish a Children's Centre reach area statistical profile</li> <li>Use the reach area profile to establish which groups /geographical areas are under represented in Children Centre registration and access</li> <li>Use this data to plan children centre services and outreach/satellite delivery</li> </ul>	<p>JP/ET/ /PR/NmS</p> <p>ES</p> <p>ES</p>	Staff Time Research and intelligence/ Service Improvement	<p>30/11/10</p> <p>30/11/10</p> <p>30/11/10</p>	A full reach area profile is available and being used to plan services and set reach area targets.
<ul style="list-style-type: none"> <li>Implement a rigorous and effective self-evaluation process which incorporates</li> </ul>	<ul style="list-style-type: none"> <li>Children Centre reach areas need to be redrawn to be co terminus</li> </ul>	ET/JP/NMcS	Staff Time Administration Centre of Excellence/	5/11/10	Children Centre delivery plans are underpinned by reach area data. This data is informing the priorities in the

<p>the regular and rigorous use and analysis of information and data.</p>	<p>with wards in order to allow the use of ward level data</p> <ul style="list-style-type: none"> <li>• Establish a Children’s Centre reach area statistical profile</li> <li>• Embed and quality assure the processing of Children’s Centre data by the resources centre of excellence</li> <li>• Establish a children centre data set that is regularly updated by the service improvement team</li> <li>• Establish a Children Centre Performance Management framework</li> </ul>	<p>JP/ET/ /PR/NmS</p> <p>ET/JP/JK</p> <p>ET/JP/PR</p> <p>ET/JP/HC</p>	<p>Service Improvement/ Performance and Improvement</p>	<p>30/11/10</p> <p>30/11/10</p> <p>30/11/10</p> <p>31/12/10</p>	<p>plans and area translated into reach area deliverable targets. Movement towards these targets is reviewed via a performance management system that supports regular review.</p>
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<b>REPORT TO:</b>	Children, Young People and Families' Policy and Performance Board
<b>DATE:</b>	6 <sup>th</sup> January 2011
<b>REPORTING OFFICER:</b>	Strategic Director Resources
<b>SUBJECT:</b>	Performance Management Reports for Quarter 2 of 2010/11
<b>WARDS:</b>	Boroughwide

### **1.0 PURPOSE OF REPORT**

To consider and raise any questions or points of clarification in respect of performance management of the Children and Young People's Directorate for the second quarter of 2010/11 (to September 2010). The report details progress against service objectives/ milestones and performance targets, and describes factors affecting the service

### **2.0 RECOMMENDED: That the Policy and Performance Board**

- 1) Receive the second quarter performance management report;**
- 2) Consider the progress and performance information and raise any questions or points for clarification; and**
- 3) Highlight any areas of interest and/or concern where further information is to be reported at a future meeting of the Policy and Performance Board.**

### **3.0 SUPPORTING INFORMATION**

- 3.1 The departmental objectives provide a clear statement on what the services are planning to achieve and to show how they contribute to the Council's strategic priorities. Such information is central to the Council's performance management arrangements and the Policy and Performance Board has a key role in monitoring performance and strengthening accountability.
- 3.2 Following discussion with the Chair, the Board has been provided with an overview report which identifies the key issues arising from the performance in Quarter 2 for the Directorate.
- 3.3 The full departmental quarterly reports are available on the Members' Information Bulletin to allow Members access to the reports as soon as they have become available. This also provides Members with an opportunity to give advance notice of any questions, points or requests for further information that will be raised to ensure the appropriate

Officers are available at the PPB meeting. The three departmental quarterly monitoring reports are also available via the following link.

<http://intranet/documents/qmr/201011/CYP/CYPQ2Reports/>

**4.0 POLICY IMPLICATIONS**

4.1 There are no policy implications associated with this report.

**5.0 OTHER IMPLICATIONS**

5.1 There are no other implications associated with this report.

**6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

6.1 Departmental service objectives and performance measures, both local and national are linked to the delivery of the Council's priorities. The introduction of a Directorate Overview report and the identification of business critical objectives/ milestones and performance indicators will further support organisational improvement.

6.2 Although some objectives link specifically to one priority area, the nature of the cross - cutting activities being reported, means that to a greater or lesser extent a contribution is made to one or more of the Council priorities.

**7.0 RISK ANALYSIS**

7.1 Not applicable.

**8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 Not applicable.

**9.0 LIST OF BACKGROUND PAPERS UNDER SECTIONS 100D OF THE LOCAL GOVERNMENT ACT 1972**

<b>Document</b>	<b>Place of Inspection</b>	<b>Contact Officer</b>
Not applicable		

## Directorate Performance Overview Report

**Directorate:** Children and Young Peoples

**Reporting Period:** Quarter 2 – Period 1 July 2010 to 30 September 2010

### 1.0 Introduction

This report provides an overview of issues and progress within the Directorate that have occurred during the Quarter 2.

### 2.0 Key Developments

The following key developments that have occurred during the quarter are as follows:

#### 2.1 Children in Care & Care leavers

Halton's current foster carers received the new increased allowance rates in September. As a consequence of this investment, the number of enquires and potential carer's being assessed has increased considerably.

In September the redesign of residential services and the investment in children in care was endorsed. Littlebourne Children's Home will close in March 2011 and a new semi-independent provision will be commissioned to replace this service. This will include a bespoke menu of accommodation for children in care, who are preparing for independence.

To further support and prepare young people who are leaving care for independence, the Living Independently Fulfilling Expectations (LIFE) project has been developed which is an integrated and holistic approach to meeting the needs of care leavers.

#### 2.2 Team around the Family (Locality Services)

The teams in Runcorn and Widnes are established and are now operational. The teams are focused on early intervention and prevention with disadvantaged children and families and compliment child protection services.

Halton's first Children Centre OfSTED Inspection took place at Kingsway Children Centre on 29 and 30 September. Whilst outcomes and service provision were rated as good difficulty in producing reach area data limited the overall judgement to satisfactory. An action plan is in place to address this to improve future inspections.

### **2.3 Youth Service**

During Quarter 2 Action for Children started to implement the findings from their recent review of the service. The recommendations for the future direction of the service in response to feedback about aspects of the service has provided a baseline where the service is currently at and the achievements to date. Action for Children have now started to implement a restructure of staffing with a focus on reducing the management structure.

### **2.4 In-Year Admissions**

The Local Authority has a new statutory responsibility for in year school admissions. In the first month (Sept 2010) there were in excess of 160 in-year school admission requests. Processes have been developed with both primary and secondary sector colleagues to ensure that children are placed quickly and appropriately. Links have been established with the Authority's Education Welfare Service to ensure pupil tracking is in place.

### **2.5 Post-16 Development & 14-19 Entitlement Strand**

The Halton Strategic Commissioning Statement 2011/12 has identified 5 key emerging priorities to inform the commissioning of Post-16 provision for Education and Training in Halton. The consultation period for the Commissioning Statement is complete and action plans to meet the priorities are in development. The 5 priorities are summarised under the following headings:

- Priority 1 - Participation in Education and Training
- Priority 2 - Learning Route
  - Apprenticeships
  - E2E (Entry 2 Education)
  - Foundation Learning
  - General Qualifications/Other/Diplomas
- Priority 3 – NEET (not in education, employment or training)
- Priority 4 - Close the Gap, Vulnerable and Disadvantaged
- Priority 5 – Quality

### **2.6 Transport Review**

A Council-wide review of transport provision has commenced. As the CYPD has a significant client transport group in terms of its statutory responsibility to provide assistance with transport to both SEN and mainstream children who meet the criteria officers are involved in process mapping to ensure efficient use of the Council's and other agencies transport resources.

### **2.7 Primary Attainment**

Provisional results (awaiting validation) Invalidated results for 2010 are positive across Key Stage's 1 and 2. Performance across a range of indicators has shown an upward trend and performing above the national average. The focus on writing has impacted positively upon outcomes and we have made gains on 2009. We will continue to focus support on writing, including for more able

writers. Progress has continued to be made with schools who are in Ofsted categories or are identified as satisfactory.

## **2.8 Secondary**

Key areas have been identified for the current academic year, the most significant is the new GCSE specifications from September 2010 included functional skills qualifications to give students the practical skills they need to get the most from life, learning and work.

For the first time, Halton now has two secondary schools inspected with a rating of outstanding, and no schools are performing below the floor targets.

## **3.0 Emerging Issues**

The following emerging issues have been identified that may, or will, have implications for the Directorate:

### **3.1 Primary and Secondary Provision**

The biggest issue facing the service is the current and future budget. We have already seen significant cuts in year to the Area Based Grant budgets (ABG) in addition to the in year cessation of grants. We are awaiting the outcome of the Comprehensive Spending Review and also the Education White Paper.

We continue to work with the Learn Together Partnership (The Councils of Merseyside and Cheshire) to explore the feasibility of establishing a shared service for schools to purchase school improvement support. We retain a range of statutory functions including school admissions, SEN, school standards and support for schools causing and associated intervention so there is a need to guarantee some level of central support.

### **3.2 Post-16 Development & 14-19 Entitlement Strand**

The boroughs largest FE provider, Riverside College has been Ofsted rated as 'Good' with Outstanding features. Action plans are being monitored and reviewed with all providers as part of the Support & Challenge agenda.

The Post-16 Development & 14-19 Entitlement Strand Division has been transferred from the Learning & Achievement Department to Children's Organisation and Provision. A Close working relationship will remain through Divisional Manager for Post-16 Development & 14-19 Entitlement Strand.

### **3.3 Inclusion**

The consultation sessions on the Green Paper and changes in legislation on Special Educational Needs (SEN) have been released. It is anticipated that there may be increases in appeals to SEN and Disability Tribunal (SENDIST) as legislation that came into force from 1<sup>st</sup> September 2010 gives parents the right of appeal to the Tribunal if the LA refuses to amend a statement following the annual review. The position of SEN pupils within the Academy model is unknown at this stage.



### **3.4 Shared Adoption Service**

Through the Learn together partnership Halton has also joined up with Warrington, St Helens and Wigan Councils to explore how it can develop a shared adoption service, this model will be rolled out across the region. There is potential to create a more sustainable adoption service as well as delivering efficiency savings.

### **3.5 Independent Review of Child Protection**

In June, the Secretary of State for Education, Michael Gove MP, asked Professor Eileen Munro to conduct an independent review of child protection in England. Her first report was published in October and it sets out the approach to this important review, the features of the child protection system that need exploring in detail and that will form the focus of subsequent stages of the review. The review aims to understand why previous well-intentioned reforms have not resulted in the expected level of improvements. An interim report in January 2011 will provide an update on the review's further progress, beginning to set out potential solutions and areas for possible reform. It will be followed by her final report in April 2011.

### **3.6 Connexions**

Halton is responsible for managing and co-ordinating the Connexions contract on behalf of the six Liverpool City Region (LCR) authorities. Due to the recent in year budget cuts negotiations are now taking place with Greater Merseyside Connexions Partnership to explore how efficiencies can be made with minimal impact on the core delivery of services.

### **3.7 Teenage Pregnancy**

The actual number of teenage conceptions is expected to increase slightly in 2009 by comparison to 2008. However, care must be taken when comparing teenage pregnancies between the two years as there has been a reduction in the population of females aged between 15 -17 residing in Halton between 2008 and 2009. We still have very high rates compared to the national and north west picture and clearly there is still much more to be done. We need to maintain efforts to reduce teenage pregnancy rates, making a vital contribution to Halton's strategy to reduce child poverty and health inequalities.

### **3.4 School Admissions**







The Local Authority is shortly required to consult upon its school admission arrangements for the September 2012 intake. The consultation timeline is statutory with consultation requiring completion by 28 February 2011. However, it is likely that the Government's White Paper on Education will reference some changes to School Admissions, and the Local Authority's role, which may require additional consultation once the White Paper is published.

## 4.0 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.

### Transforming Environments/Capital Projects

#### Key Objectives / milestones

Ref	Milestones	Q2 Progress
CFS5 (a)	Develop an integrated team around the family with a single point of access across a continuum of needs for all children and families in Runcorn/Widnes by March 2011.	
OPS4 (a)	Develop a viable capital strategy in light of the Buildings Schools for the Future decisions in Halton by December 2010.	
OPS4 (b)	To undertake a review of Primary School Provision in the Borough March 2011.	
CFS5 (b)	Refocus Children's Centres to be more targeted and supporting the work of the team around the family, in accordance with the action plan by March 2011	
OPS4 (c)	Completion of All Saints Upton and Our Lady Mother of the Saviour Primary Capital projects by March 2011.	
OPS3	Deliver world-class youth facilities to meet the criteria of the MyPlace fund by March 2011.	

#### Supporting Commentary

Progress has been made towards this theme, and most notably positive progress has been made in regards to:

CFS5(a) and (b): The Integrated Working Support Team was operational for October 2010 and operating as a single a single point of access for services in Runcorn and Widnes.

OPS4(c): Both schools are in line to be completed by March 2011.


OPS3: C-RMZ completion date has been moved back until the end of October. However we are still working with the youth design team to plan for the grand opening on November 20<sup>th</sup> 2010. (C-RMZ, Central Rooms, will be a state-of-the-art, multipurpose facility designed and developed by the young people of Halton ).

Progress is more uncertain for:

OPS4(a): A review of the capital strategy for schools in Halton will be undertaken once the outcome of the James Review on schools capital has been announced in November/December 2010.

OPS4(b): Work has commenced to assess the level of primary place provision required within the borough. However as it is likely that the Government's White Paper on Education will reference some changes to this area of work. No further development is being progressed until the White Paper has been published and the implications considered.

### Key Performance Indicators





Ref	Measure	09/10 Actual	10 / 11 Target	Q2	Current Progress	Direction of travel
<b>OPS</b> <b>LI4</b>	Percentage of milestones met in BSF strategy	100%	100%	100%		N/A

### Supporting Commentary

OPS LI4: Aiming for financial close for both schools. (March/April 2010).

## Safeguarding

### Key Objectives / milestones

Ref	Milestones	Q2 Progress
CFS2	To ensure the effective operation of the Safeguarding Unit and develop a service to independently scrutinise and review Children in Need planning by September 2010, in accordance with the project plan for the Unit.	
LAS5	Further promote Safeguarding through early intervention and prevention delivered through the team around the family (locality Services) by March 2011, in accordance with the action plan.	
OPS2 (a)	Continue to develop and re commence roll out of CareFirst6 in line with the project plan by April 2011.	
OPS2 (b)	Continue roll out of replacement IT devices to CYPD staff by April 2011 in accordance with the project plan.	

### Supporting Commentary

Progress has been made towards this theme, and most notably positive progress has been made in regards to:

CFS2: A Principal Manager has been identified to join the safeguarding unit from 1<sup>st</sup> November 2010 with a lead responsibility to lead on the development and implementation of an independent reviewing process for Children in Need.








LAS5: Team around the Family (Locality Services) are a confirmed part of the multi-agency, multi-stranded, holistic closing the gap project. This project is now in a phased roll out to secondary schools. A Primary phase roll out will begin later in the academic year. Halton Safeguarding Children's Board have completed a Section 11 audit on all partner agencies – the Team around the Family (Locality Services) Services were part of this process.






Progress is more uncertain for:

OPS2(a): The Social Care IT Development Team was established on 1st October 2010. A Strategic CYP CareFirst 6 Project Board has been introduced and the CF6 Project has been re-established. Fortnightly ICS Development meetings are taking place with Social Care IT Development Team staff, Children's Social Care Managers and Practitioners working together to agree how the ICS forms will be developed and implemented within CF6. There are currently, 17 out of 34 ICS forms under development. As part of the ICT Review there were 2 x CF6 Co-ordinator vacancies allocated to CYPD that were advertised but not filled. These are currently out to advert with a closing date of 5<sup>th</sup> November 2010. As soon as the CF6 Team is fully staffed the CF6 Project Delivery Plan including milestones and project timescales can be completed and submitted to the CYP CF6 Project Board for approval.

OPS2(b): The roll out of IT devices is running to agreed timetable and should be completed by March 2011.

### **Key Performance Indicators**

Ref	Measure	09/10 Actual	10 / 11 Target	Q2	Current Progress	Direction of travel
NI 059	Percentage of Initial Assessments completed within 7 working days	80%	85%	73.3%		
NI 060	Percentage of Core Assessment completed within 35 working days	93%	92.5%	88.23%		
NI 063	Stability of Children in Care: long term duration of placement (LAA)	70.2%	81.5%	88%		
LAS LI1	Percentage of relevant staff having attended Safeguarding	N/A	100%	100%		N/A

	Training					
OPS LI2	Number of teams rolled out on CF6/ICS	N/A	1	1		N/A
NI 115	Substance Misuse by Young People (LAA) <i>Annual Indicator – update Feb 2011</i>	12.3%	9.8%	N/A	N/A	N/A
NI 111	First Time Entrants to Youth Justice System (LAA)	149	234	82		
LAS LI9	Percentage of schools inspected by OFSTED in the quarter achieving good or better for safeguarding.	N/A	100%	100%		

### Supporting Commentary

Progress has been made towards this theme, and most notably positive progress has been made in regards to:

NI063: Additional foster care capacity, careful matching processes, the introduction of Support Assistants within the foster care service and training for foster carers and residential staff will all contribute to positive performance

OPS LI2: Intensive Support Team (IST) have been using CareFirst 6 since November 2009. As a result of CF6 resource issues it has not been possible to extend the roll out. The next priority for are the Children In Need Teams, however, as those teams use 90% of the 34 ICS forms there is a requirement for all ICS forms to be developed and signed off before the CIN Teams can begin to use CF6.

LAS LI9: 100% of schools inspected this quarter (5) received good or outstanding for safeguarding. 2 schools were judged as outstanding.







NI60: This data is subject to Quality Assurance processes and is likely to achieve target over a 12 month period.

Progress is more uncertain for:

NI059: Completion of Initial assessments within 7 days remains challenging. This data will be subject to quality assurance processes and is likely to increase and be nearer to target over a 12 month period. The completion of IA's is closely monitored by the Divisional Manager and systems reviewed. The roll out of lap tops has begun which should assist frontline workers in achieving this challenging target. The implementation of CareFirst6 will positively impact on the performance of this indicator. It must be noted that whilst the national indicator measures 7 working days, Working Together guidance and OFSTED measure performance on 10 working days. Provisional data indicates performance currently at 86% at the end of quarter 2 2010.

## Early Intervention

### Key Objectives / milestones

Ref	Milestones	Q2 Progress
CFS1	Review the impact of the team around the family (locality working) on demand for children's social care services by March 2011.	
CFS5 (a)	Implement recommendations from the CAF Review by March 2011.	
CFS5 (b)	To prepare Children's Centres for the requirements of Ofsted Inspections in accordance with the action plan by September 2010.	
OPS2	Extend and deliver flexibly the free early years entitlement to 2, 3 and 4 year olds as per the Child Care Act 2006 by March 2011, in accordance with the action plan.	
OPS3 (a)	Improve young people's sexual health by reducing teenage conception through targeted services in the youth service by March 2011, as outlined in the action plan.	
OPS3 (b)	Improve young people's employability and reduce NEET through service delivery improvement by March 2011.	

### Supporting Commentary

Progress has been made towards this theme, and most notably positive progress has been made in regards to:

CFS1: Key activity indicators are being established to monitor impact, e.g. number of referrals with a previous CAF intervention. An exercise will be undertaken in the last quarter to review the impact of locality working. Good working relationships are being developed and work is under way to develop pathways.

CFS5(a) and (b): The Integrated Working Support Team is in place October 2010 and operating as a single front door for services

OPS2: 2 Year old entitlement delivery has been confirmed by central government. As part of the pilot scheme for 2 year old entitlement, and confirmation by providers for 3 and 4 year old provision Halton is in a position

to deliver by 2011

OPS3(b): A Connexions Personal Advisor working within the Teenage Pregnancy Team has successfully linked young parents back into work, education and employment. The recent Care to Learn data has highlighted Halton as being the 2<sup>nd</sup> best performing authority across England for the engagement of Teen parents onto the programme.





Progress is more uncertain for:

OPS3(a): A range of health services for young people, including sexual health, have been developed and these have been made more accessible. However there has been a delay in providing six days a week provision across Runcorn due to the unavailability of suitable premises.

The Vroomz outreach bus is now fully operational and is engaging high numbers of young people. The service is providing information, advice and guidance to young people on positive sexual health across Halton BC at weekends and other identified times.

We still have very high rates compared to many other areas and clearly there is still much more to be done. We need to maintain efforts to reduce teenage pregnancy rates, making a vital contribution to Halton's strategy to reduce child poverty and health inequalities.

### Key Performance Indicators

Ref	Measure	09/10 Actual	10 / 11 Target	Q2	Current Progress	Direction of travel
CFS LI8	Number of CAF's with plans and reviewed in a timely manner	N/A	New	N/A	N/A	N/A
NI 053	Increase the prevalence of breastfeeding at 6-8 weeks from birth (LAA)	19.3%	23%	a)13.54% b) 100% recorded		N/A
NI 056	Reduce obesity among primary school age children in Year 6 (LAA) <i>Annual indicator next update Feb 2011</i>	22.4%	21.3%	21.7%		N/A
NI 116	Children in poverty (proxy indicator: narrow gap between North West average and Halton for Percentage of families in receipt of out of work benefits) (LAA) <i>Annual indicator next update Jan 2011</i>	26.6%	TBA	27% (2009/10 data)	N/A	N/A
NI 112	Under 18 conception rate (per thousand of the population)	52.6 per 1000 (Rolling Qtrly)	21.3 per 1000 (Rolling Qtrly)	59.7 per 1000 (Rolling Qtrly)		



		Average Rate Dec 2008)	average.) -55% (Change from 1998)	Average Rate Jun 2009) +26%		
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### Supporting Commentary

Progress has been made towards this theme, and most notably positive progress has been made in regards to:

NI056: Provisional results for the National Child Measurement Programme (NCMP) 2009/10 academic year have been received and are shown here as a proxy for 2010/11 data which will not be available before August 2011. Halton just missed the 2009/10 National Indicator and the LAA target, however, the percentage of obese Year 6 age children decreased significantly in 2009/10 compared to 2008/9. If this progress continues it is expected Halton will meet next years target of 21.3%. A range of weight management activities are planned for school age children. The Fit 4 Life programme is now being incorporated into all schools to work with overweight as well as obese children. To enable the programme to become sustainable teachers, parents and staff are being trained in the key elements of diet, nutrition and exercise.

The extended school programme continues with a further four schools on board. Family cook and taste sessions are meeting their KPI's and 387 children and adults have attended so far.

Passport for Health, which includes school staff, parents and children on healthy life styles training has started and will run throughout the year.

A new marketing approach has been developed and delivered in schools to enable staff and pupils to refer into weight management services

NI116: Q1 Issues around the poverty indicator have prevented the indicator from being reported previously. Government Office North West were using data for the proportion of families claiming out of work benefits where there are children as a proxy measure for children in poverty. The target adopted for the indicator is to reduce the gap between the Halton figure and the North West average from 5.7% in 2007 to 4.6%. Halton are on course to meet this target with the latest data provided indicating the gap is currently 4.8%.

Progress is more uncertain for:

NI053: Performance in Halton has dropped largely as a result of reduced capacity in Health visiting services in Quarter 1 and delays in funding and recruitment of peer support. The funding is being reviewed and if available then performance should improve in quarters 3 and 4.

NI112: The rolling average quarterly teenage conception rate for June 2009 (latest data) is 59.7 per 1000 girls aged 15-17 which represents 41 conceptions for this quarter. Halton BC is now 26.2% above the baseline figure of 47.3 per









1000 in 1998.

The target to reduce the rate of teenage conceptions by -55% from 1998 appears highly stretched given that the England National Average rate is 39.5 per 1000 and for the North West 45.1 per 1000 at June 2009. In Halton, the number of girls in this age group has dropped from 2673 (1998) to 2392 (June 2009). Provision of further postcode actual data it is hoped would lead to improved targeting of resources.

## Standards

### Key Objectives / milestones

Ref	Milestones	Q2 Progress
CSF5	Ensure the delivery of the full core offer in Children's Centres and Extended Services by October 2010 in accordance with the action plan.	
LAS1 (a)	Demonstrate improved performance at Early Years Foundation Stage and Primary attainment by quality assurance, ECER audits and the implementation of an Early Years Outcome Duty action plan by March 2011.	
LAS1 (b)	Review and evaluate systems for managing and supporting settings and schools at risk of local authority categorisation and reduce the number of schools in Ofsted categories by March 2011.	
LAS1 (c)	Work with schools to develop action plans to narrow the gap for young people to attain 5 A*-C GCSE including English and Maths by November 2010.	
LAS2	The Learning and Achievement service to evaluate their service providing a service proportionate to need, whilst supporting the most vulnerable children to achieve the best outcomes by March 2011.	
LAS3	Work with settings to encourage an increase in the numbers of employment, education or training by March 2011 in accordance with the action plan.	

### Supporting Commentary

All key milestones met for this theme as regards:

CSF5: Full core offer was achieved by July 2010

LAS1(a): There was an improvement in the percentage of pupils gaining 78% points or more 73.8% compared to 72.1% in 2009. The score for the lowest 20% improved to 60.7% from 59.7% and the % gap decreased to 29.4%

LAS(b): Halton's Strategy for Support and Intervention with Schools Causing Concern was due to be revised inline with the White Paper. However, in light

of the imminent publication of the Coalition Government's White Paper the proposed review has been out on hold.

The LA continues to use its powers of intervention, including the issuing of warning notices, and also undertakes school reviews as necessary. The Cross Service Monitoring Group (CSMG) provides a 'team around the school' approach and Single School Updates are held to support the planning of collaborative support for schools most in need. The outcome of School Improvement Partner's visits is fundamental to this process.










There is currently 1 primary school in special measures. The most recent Ofsted monitoring report was very positive and it is anticipated that the school will come out of measures by the end of December 2010.




LAS(c) 50% of pupils across the Authority attained this benchmark in 2010 – the best result ever and a 5 point rise on 2009. Attainment of FSM pupils has risen from 24% in 2009 to 30% in 2010. FSM attainment gap has remained broadly static at approximately 27 points.

LAS2: The multi-agency, multi-stranded, holistic closing the gap project has been presented to all Secondary Heads. This approach was accepted as a positive way forward with all heads agreeing in principle. The project is now at the beginning of a phased roll out starting with Sts Peter and Paul. National Strategies have also agreed to enhance the support provided by the Local Authority.

LAS3: Work through the Halton September Guarantee group with Connexions and providers has resulted in 90.80% of 16-18 year olds in EET (September 2010), a increase in performance compared to the previous year

### Key Performance Indicators

Ref	Measure	09/10 Actual	10 / 11 Target	Q2	Current Progress	Direction of travel
CFS LI7	Number of disabled children receiving short breaks	333	360	308		N/A
NI 148	Percentage of Care Leavers in Employment, Education or Training	55.6%	72.5%	55.6%		
LAS LI3	Percentage of Early Years settings inspected by OFSTED in the quarter graded good or better	63%	75%	67%		
LAS LI4	Percentage of settings achieving enhanced ICAN accreditation	14%	20%	30%		
LAS LI5	Percentage of schools involved in the Communication Language & Literacy Project	29%	90%	30% targeted 100% accessing support		

LAS LI7	Number of Early Childhood Environmental Rating Scales (ECERS) audits completed of settings	N/A	15	15		
NI 82	Inequality gap in the achievement of level 2 qualification by age 19 (Annual indicator- next update Nov 2010)	24% (2008/9)	51%	N/A	N/A	N/A
NI 081	Inequality gap in the achievement of level 3 qualification by age 19 (Annual indicator- next update Nov 2010)	18% (2008/9)	16%	N/A	N/A	N/A
CYP1	Reduce the 13% gap in attainment of 5 A*-C GCSEs (incl. English and Maths) by 25% between those living in the worst 10% LSOA nationally and the Halton average in the three years to 2011 (Annual indicator – next update Dec 2010)	13.1% gap (Academic Year 2008/9)	9.75% gap	Not available until November	N/A	N/A
NI 117	Percentage of 16-18 year olds not in education, employment or training (proxy indicator: narrow gap between North West average and Halton for Percentage of families in receipt of out of work benefits) (LAA) expected January 2011	10.3% (Academic Year 2008/9)	7.7%	9.2% (snapshot at Sept)		N/A
NI 079	Achievement of a level 2 qualification by the age of 19	66.8%	67%	N/A	N/A	N/A
NI 080	Achievement of a Level 3 qualification by the age of 19	33.7%	42.2%	N/A	N/A	N/A

### Supporting Commentary

Progress has been made towards this theme, and most notably positive progress has been made in regards to:

CFS L7: In Q2 numbers have been increased because some data has been improved and because of increased interest during the summer holidays. A number of projects are due to come on stream in Autumn which should further increase the numbers.

LAS LI3: Three settings were inspected in quarter 2 and received an outstanding, good and satisfactory judgement respectively. The overall picture for early years settings is 61% are rated as good or better. Due to the small number of settings inspected, performance on this indicator varies considerably

from quarter to quarter.

LAS LI5: 15 schools involved in the target project. This has now been rolled out to all primary schools. Termly meetings with CLLD lead established.

NI079: Halton level 2 at 19 has increased by 7.4% since 2004/05. Performance for 2009/10 is expected to be at least 71% (2009/10 figure reported early 2011)

NI080: Official reporting is in November to provide validated information. Halton level 3 at 19 has remained around 33% since 2004/05. Performance for 2009/10 is expected to improve (2009/10 figure reported early 2011). Sixth Form provision within the borough is below national benchmarks, action plans are in place to meet targets. FE College within Halton has improved significantly.




Progress is more uncertain for:




NI148: Employment and apprenticeship opportunities continue to be sought. All school leavers who wished to enter further education have commenced their courses of study

NI117: Halton 16-18 NEET has reduced by 3.1% compared to last year. Work undertaken through the 14-19 Strategic Partnership such as a case-conferencing approach to NEET (where individual NEET learners are matched to possible vacancies) as well as more flexible start dates for provision within the borough has had a positive impact within this cohort. Improved tracking of learners through the September Guarantee group has helped with the reduction.

## Managing resources effectively

### Key Objectives / milestones

Ref	Milestones	Q2 Progress
CFS3	<p>Implement and ensure the effectiveness of Children in Care Strategy in line with the invest to save and efficiencies agenda by March 2011 covering the following areas:</p> <ul style="list-style-type: none"> <li>Review the implementation of increased level of payments to Foster Carers by September 2010</li> <li>Review current residential provision by September 2010.</li> </ul>	
CFS4	<p>To improve services to care leavers through :</p> <ul style="list-style-type: none"> <li>Recruitment to all 7 ring fenced Apprenticeships within Halton Borough Council by March 2011.</li> <li>Increased employment opportunities within Halton BC to 3 by March 2011.</li> <li>Increase the semi independent accommodation</li> </ul>	 

	provision for care leavers by 4 by March 2011.	
LAS1	To develop a proposal for School Improvement Services across the Learn Together Partnership November 2010 with the objective of creating and implementing a shared or trading service by March 2011.	
LAS3	Commission a range of quality post-16 provision (including SEN) in Halton to reduce the number of young people accessing provision outside the borough by March 2011.	
OPS1 (a)	Develop a virtual joint commissioning unit with the PCT by December 2010.	
OPS1 (b)	To determine the total resources available across the Children's Trust and develop a jointly agreed financial strategy for the Children's Trust in accordance with Total place March 2011.	

### Supporting Commentary

Progress has been made towards this theme, and most notably positive progress has been made in regards to:

CFS3: Review complete and proposal agreed by Executive Board in September

LAS1 We continue to work with the Learn Together Partnership to explore the feasibility of establishing a shared service for schools to purchase school improvement support. However, we intend to retain the statutory functions around schools causing concern and associated intervention so there is a need to guarantee some level of central support.

OPS1(a): Joint Commissioning meetings have been set for the next twelve months and work has now started to develop process and performance systems.

OPS1(b): Work has commenced to identify the funding available across the Children's Trust. Joint commissioning priorities have been agreed with the PCT. In addition, the opportunity to pool further resources is being explored.

Progress is more uncertain for:

CFS4: The Employment Policy for Care Leavers will be revised and implemented to reflect some 'preference' for care leavers in the recruitment process. 3 young people are currently in apprenticeships and further opportunities continue to be sought.

### Key Performance Indicators

Ref	Measure	09/10 Actual	10 / 11 Target	Q2	Current Progress	Direction of
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						travel
OPS LI1	Value of services commissioned using Joint planning and commissioning framework	£6.7m	£7.5m	£5.7m	?	N/A

**Supporting Commentary**

OPS LI1: Actual figure £5,732,718m.

## 5.0 Financial Statement

### **Summary Directorate Financial Position as at 30<sup>th</sup> September 2010**

#### **1. Revenue Spending**

- 1.1. The Employee budget is slightly above budget to date, however allocations are still due from the General Sure Start Grant which will result in expenditure being within budget at year-end.
- 1.2. The Supplies & Services budget is below budget on Dedicated Schools Grant allocations. This is largely due to the timing of expenditure and is expected to remain within budget at year-end.
- 1.3. The Agency Related Expenditure budget is under budget on Dedicated Schools Grant allocations relating to Early Years provision. This is largely due to the timing of expenditure and is expected to remain within budget at year-end.
- 1.4. Re-imbursements and Other Grant Income is currently below budget to date due to the timing of income collection. It is expected to be within planned budget by the financial year-end.

#### **2. Capital Spending**

- 2.1. There are still some capital schemes with no or little actual expenditure up to the end of Quarter 2. It is important that these projects get underway as soon as possible and are closely monitored during the remainder of the financial year, in order to ensure that the relevant capital allocations are fully utilized by the financial year end.

#### **3. LSP Funded Schemes**

- 3.1. Spending on LSP schemes is slightly under budget at the end of Quarter 2 and will be monitored closely throughout the remainder of the year.

#### **4. Overall Directorate Financial Position**

- 4.1. In overall terms revenue spending to the end of Quarter 2 is under budget, however at this stage it is anticipated that it will be in line with budget by year-end.

## Children &amp; Young People's Directorate - Summary

Revenue Budget as at 30<sup>th</sup> September 2010

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
Employees	17,988	9,115	9,135	-20	9,298
Premises	689	160	201	-41	274
Supplies & Services	6,951	2,165	1,783	382	1,947
Transport	106	109	89	20	126
Agency Related Expenditure	7,828	4,380	4,325	55	4,333
Commissioned Services	3,517	1,165	1,104	61	1,119
Residential Placements	1,796	498	450	48	450
Out of Borough Adoption	80	40	26	14	26
Out of Borough Fostering	614	256	282	-26	282
In House Foster Carer Placements	1,442	720	586	134	594
In House Adoption	217	109	125	-16	125
Care Leavers	316	147	147	0	175
Child Trust Funds	4	0	0	0	0
Independent School Fees	1,493	768	768	0	768
Inter Authority Recoupment	764	0	0	0	0
Speech Therapy	46	0	0	0	0
Revenue Contribution from Reserves	-596	0	0	0	0
Redundancy	343	22	22	0	22
Schools Contingency Costs	1,930	0	0	0	0
Schools Non-Delegated Support	99	0	0	0	0
Schools Transport	1,086	359	349	10	861
Standards Fund	12,092	1,665	1,665	0	1,771
Area Based Grant	2,461	893	893	0	919
Other	107	71	70	4	73
<b>Total Expenditure</b>	<b>61,373</b>	<b>22,646</b>	<b>22,021</b>	<b>625</b>	<b>23,163</b>



	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
Dedicated Schools Grant	-10,126	-5,063	-5,063	0	-5,063
Government Grant Income	-1,099	-376	-419	43	-419
Reimbursements & Other Grant Income	-7,256	-5,546	-5,314	-232	-5,314
HBC Support Costs	-206	0	0	0	0
Income – Deferred Grant Write Down					
Inter Authority Income	-578	-289	-380	91	-380
Schools SLA Income	-702	-391	-414	23	-414
Surestart & Children's Centre Grants	-7,527	-3,986	-3,986	0	-3,986
Area Based Grant	0	0	0	0	0
Standards Funds	-12,506	-6,427	-6,427	0	-6,427
<b>Total Income</b>	<b>-40,000</b>	<b>-22,078</b>	<b>-22,003</b>	<b>-75</b>	<b>-22,003</b>
<b>Net Controllable Budget</b>	<b>21,373</b>	<b>568</b>	<b>18</b>	<b>550</b>	<b>1,160</b>
Premises	757	0	0	0	0
Transport	435	129	129	0	129
Asset Rental Support Costs	1,965	0	0	0	0
Central Support Service Recharges	4,912	0	0	0	0
<b>Total Recharges</b>	<b>8,070</b>	<b>129</b>	<b>129</b>	<b>0</b>	<b>129</b>
<b>Net Expenditure</b>	<b>29,443</b>	<b>697</b>	<b>147</b>	<b>550</b>	<b>1,289</b>

## Children &amp; Young People's Directorate – Departmental Analysis

Revenue Budget as at 30<sup>th</sup> September 2010

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<b>Children &amp; Families Services</b>					
Children in Care	7,385	3,471	3,401	70	3,534
Child Protection & Children in Need	4,255	2,252	2,225	27	2,315
Locality Services	-2,049	-2,148	-2,370	222	-2,232
<b>Total</b>	<b>9,591</b>	<b>3,575</b>	<b>3,256</b>	<b>319</b>	<b>3,617</b>
<b>Learning &amp; Achievement</b>					
0-11 Learning	3,765	998	921	77	979
11-19 Learning	1,993	635	590	45	510
Inclusion 0-25	4,926	2,289	2,140	149	2,227
Post 16 Dev & 14-19	658	-1,035	-860	-175	-753
Entitlement Strand					
Safeguarding, Quality & Review	533	93	88	5	-10
<b>Total</b>	<b>11,875</b>	<b>2,980</b>	<b>2,879</b>	<b>101</b>	<b>2,953</b>
<b>Children's Organisation &amp; Provision</b>					
Children's & Schools Services	827	399	395	4	421
Integrated Youth Support Service & Commissioning	3,617	689	674	15	727
Liverpool City Region - Connexions	-2	-1	-7	6	16
Place, Planning and Provision Lead	3,197	-7,002	-6,612	-390	-5,913
Transforming Children's Environment	338	57	-438	495	-532
<b>Total</b>	<b>7,977</b>	<b>-5,858</b>	<b>-5,988</b>	<b>130</b>	<b>-5,281</b>
<b>Total CYPD Directorate</b>	<b>29,443</b>	<b>697</b>	<b>147</b>	<b>550</b>	<b>1,289</b>

**Children & Young People's Directorate****Local Strategic Partnership Schemes as at 30<sup>th</sup> September 2010**




	Annual Budget	Budget To Date	Actual To Date	<b>Variance To Date</b> (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
Neglect – PACT	125	63	63	0	63
Barnardos Missing from Home	70	13	13	0	13
Teenage Pregnancy (Health)	67	0	0	0	0
Portage	0	0	2	-2	-2
Attendance	0	0	0	0	0
HITS	0	0	0	0	0
Vikings in the Community	38	16	16	0	16
Connexions – NEET	147	147	147	0	147
Transport Barriers/Independent Travel Training	55	0	0	0	0
Canal Boat Adventure	48	25	25	0	25
Improved Education for Vulnerable Youngsters	0	0	-14	14	-14
Kingsway Literacy Development	355	29	29	0	29
H9P PEP Dowries	0	0	0	0	0
Young Carers Strategic Development	50	25	25	0	25
Teenage Pregnancy & Sexual Health Support	45	0	0	0	0
Integrated Working Project	30	0	0	0	0
Publicity & Marketing	9	0	0	0	0
Unallocated Funds	0	0	0	0	0
<b>Total LSP</b>	<b>1,039</b>	<b>318</b>	<b>306</b>	<b>12</b>	<b>302</b>

**Children & Young People's Directorate****Capital Projects as at 30<sup>th</sup> September 2010**

	2010/11 Capital Allocation	Allocation To Date	Actual Spend To Date	Total Allocation Remaining
	£'000	£'000	£'000	£'000
Runcorn All Saints Children's Centre (Phase 2)	8	8	8	0
Astmoor Children's Centre (Phase 2)	2	2	2	0
Asset Management (CADS)	10	7	7	3
Fire Compartmentation	15	0	0	15
Repair & Maintenance	158	15	15	143
Capital repairs	482	259	348	134
School Development Planning	89	0	0	89
Asbestos Management	21	4	6	15
SEN Review	50	0	0	50
All Saints Upton PCP	2,620	1,800	781	1,839
Our Lady Mother of the Saviour PCP	1,093	50	0	1,093
MY Place	2049	1,600	1,611	438
Palacefields	266	183	201	65
Windmill Hill Children's Centre (Phase 3)	342	67	23	319
Early Years Capital	904	394	605	299
Schools Access Initiative	88	5	18	70
Moore Primary new classroom	58	49	54	4
Aim Higher for Disabled Children	116	71	45	71
Harnessing Technologies	622	442	442	180
Warrington Road Children's Centre	30	0	0	30
ICS/ICT	2	0	0	2
Education programme	46	0	0	46
Children's Centres (General)	32	0	0	32
<b>Total Capital</b>	<b>9,103</b>	<b>4,956</b>	<b>4,166</b>	<b>4,937</b>




## Appendix- Explanation for Use of Symbols

Symbols are used in the following manner:

<b>Progress</b>		<b>Objective</b>	<b>Performance Indicator</b>
<b>Green</b>		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>
<b>Amber</b>		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>
<b>Red</b>		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**

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

**REPORT TO:** Children, Young People & Families  
Policy and Performance Board

**DATE:** 06<sup>th</sup> January 2011

**REPORTING OFFICER:** Strategic Director (Resources)

**SUBJECT:** Sustainable Community Strategy  
2010 – 11 Mid-year progress report.

**WARDS:** Borough-wide

### **1.0 PURPOSE OF REPORT**

1.1 To provide information on the progress in achieving targets contained within the Sustainable Community Strategy for Halton.

### **2.0 RECOMMENDED THAT:**

- i. The report is noted
- ii. The Board considers whether it requires any further information concerning the actions being taken to achieve the performance targets contained within Halton's Sustainable Community Strategy.

### **3.0 SUPPORTING INFORMATION**

- 3.1 The Sustainable Community Strategy is the central document for the Council and its partners, providing an evidenced based framework through which actions and shared performance targets can be developed and communicated. An updated Sustainable Community Strategy for Halton is presently at an advanced stage of preparation and will become live from April 2011.
- 3.2 The coalition government has set out its intention to create greater transparency. This is intended to include the publication of performance as well as financial transactions. It is the government's expectation that Whitehall departments, local authorities and other public bodies will be performance managed by the communities and citizens which they serve. To this end, the coalition has set out its performance measures in government departmental business plans. Many of these performance measures are already included in the Sustainable Community Strategy.
- 3.3 The current Sustainable Community Strategy included targets which were also in the Local Area Agreement (LAA). In October this year, the coalition government announced the ending of government performance management of local authorities through LAA's.

3.4 Nevertheless, we need to maintain some framework of performance management to:

- measure progress towards our own objectives for the improvement of the quality of life in Halton.
- meet the government's expectation that we will publish performance information.

3.5 Attached as Appendix 1 is a report on progress to the 2010 – 11 mid-year which includes information for those specific indicators and targets that fall within the remit of this Policy and Performance Board.

3.6 In considering this report Members should be aware that:-

- a) All of the measures within the National Indicator Set (NIS) are monitored through Quarterly Departmental Service Plan Monitoring Reports. The purpose of this report is to consolidate information on all measures and targets relevant to this PPB in order to provide a clear picture of progress.
- b) In some cases outturn data cannot be made available at the mid-year point. Additionally, all measures captured through the National Place Survey, which was due to be undertaken this year, have been deleted from the NIS by central government and therefore no further data will be made available in 2010/11. The future requirement for localised perception survey under the transparency agenda is presently subject to consideration.

#### **4.0 CONCLUSION**

4.1 The Sustainable Community Strategy for Halton, and the performance measures and targets contained within it will remain central to the delivery of community outcomes. It is therefore important that we monitor progress and that Members are satisfied that adequate plans are in place to ensure that the Council and its partners achieve the improvement targets that have been agreed.

#### **5.0 POLICY IMPLICATIONS**

5.1 The Sustainable Community Strategy for Halton is central to our policy framework. It provides the primary vehicle through which the Council and its partners develop and communicate collaborative actions that will positively impact upon the communities of Halton.

## **6.0 OTHER IMPLICATIONS**

- 6.1 The publication by Local Authorities of performance information is central to the coalition government's transparency agenda. This is accompanied by a commitment to reduce top down performance management, with the existing National Indicator Data Set (NIS), replaced from April 2011 with a single comprehensive list of all data that Local Authorities are required to provide to Central Government.
- 6.2 Central Government target setting will be replaced by minimum standards in some areas e.g. the proposed new floor target that every school should achieve 35% of pupils with 5 good GCSEs including specified subjects.
- 6.3 Thus, it still remains to be seen whether the burdens placed on local government will be reduced or simply redefined.

## **7.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

- 7.1 This report deals directly with the delivery of the relevant strategic priority of the Council.

## **8.0 RISK ANALYSIS**

- 8.1 The key risk is a failure to improve the quality of life for Halton's residents in accordance with the objectives of the Sustainable Community Strategy. This risk can be mitigated through the regular reporting and review of progress and the development of appropriate actions where under-performance may occur.

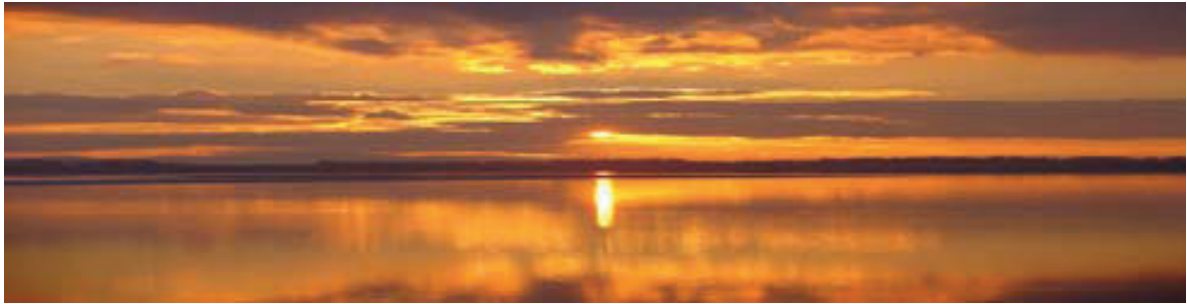
## **9.0 EQUALITY AND DIVERSITY ISSUES**

- 9.1 One of the guiding principles of the Sustainable Community Strategy is to reduce inequalities in Halton.

## **10.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

Document                      Sustainable Community Strategy 2006 – 11  
Place of Inspection      2<sup>nd</sup> Floor, Municipal Building, Kingsway, Widnes  
Contact Officer              Rob MacKenzie (0151 471 7416)





## **The Sustainable Community**

### **Strategy for Halton**

**2006 - 2011**

#### **Mid-year Progress Report**

**01<sup>st</sup> April 2010 – 30<sup>th</sup> Sept 2010**

**Children, Young People and**

**Families**







**Policy & Performance Board**

<b>Document Contact (Halton Borough Council)</b>	Hazel Coen (Divisional Manager Performance & Improvement) Municipal Buildings, Kingsway Widnes, Cheshire WA8 7QF <a href="mailto:hazel.coen@halton.gov.uk">hazel.coen@halton.gov.uk</a>
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This report provides a summary of progress in relation to the achievement of targets within Halton's Sustainable Community Strategy 2006 - 2011.

























It provides both a snapshot of performance for the period 1<sup>st</sup> April 2010 to 30<sup>th</sup> September 2010 and a projection of expected levels of performance to the year-end.

The following symbols have been used to illustrate current performance as against the annual targets and as against performance for the same period last year.







	Target is likely to be achieved or exceeded.		Current performance is better than this time last year
	The achievement of the target is uncertain at this stage		Current performance is the same as this time last year
	Target is highly unlikely to be / will not be achieved.		Current performance is worse than this time last year

## CHILDREN & YOUNG PEOPLE


















### Statutory Indicators

Page	NI	Descriptor	2009/10 Target	2010/11 Target	Direction of travel
7	72	<a href="#">Early years foundation stage attainment</a>			
9	73	<a href="#">Proportion achieving level 4 at KS2 in both English and Maths</a>			
10	75	<a href="#">Proportion achieving 5 A-C GCSE's including English and Maths</a>			
11	87	<a href="#">Secondary school persistence absence rate</a>			
12	92	<a href="#">Achievement Gap at Early Years Foundation Stage</a>			
13	93	<a href="#">Proportion progressing by 2 levels at KS2 in English</a>			
14	94	<a href="#">Proportion progressing by 2 levels at KS2 in Maths</a>			
15	99	<a href="#">Proportion of children in care achieving level 4 at KS2 English</a>			








## Statutory Indicators cont'd

Page	NI	Descriptor	2009/10 Target	2010/11 Target	Direction of travel
16	100	<u>Proportion of children in care achieving level 4 at KS2 Maths</u>			
17	101	<u>Proportion of children in care achieving 5 A – C GCSE's</u>			

## Non-statutory indicators



18	56	<u>Obesity among primary school age children-Year 6</u>			
19	63	<u>Stability of placements of looked after children</u>			
20	80	<u>Achievement of a Level 3 qualification at age 19</u>		N/A	N/A
21	111	<u>First time entrants to Youth Justice System</u>			
22	112	<u>Under 18 conception rate</u>			
24	115	<u>Substance misuse by young people</u>		N/A	N/A
25	116	<u>Proportion of children in poverty</u>	N/A		N/A
26	117	<u>16 – 18 Year olds not in education, training or employment</u>			

## Non Local Area Agreement Measures / Targets

27	CYP1	<u>Reduce the 13% gap in attainment of 5 A*-C GCSEs (including English and Maths) by 25% between those living in the worst 10% LSOA nationally and the Halton average in the three years to 2011</u>			
28	48	<u>Reduce the number of children and young people killed or seriously injured in road traffic accidents</u>			
30	199	<u>Increase the children and young people's satisfaction with parks and play areas</u>		N/A	N/A

## STATUTORY INDICATORS

**NI 72**
**Early years foundation stage attainment**

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
43.9% (2007/8)	<b>46.9%</b> (Academic Year 2008/09)	52%		<b>49.9</b>	-	-		

### Data Commentary

Data provided is provisional for the Academic Year for 2009/10. Validated data is expected in early 2011.

### General Performance Commentary

There has been a 3.2% increase in the percentage of children attaining this national indicator – i.e. the % of children scoring 6+ in *all* Personal Social Education Development (PSED) scales and *all* Communication, Language and Literacy (CLL) scales and the % with a total of 78 points or more. Given this upward trajectory it is to be hoped that the challenging 2011 target will be met.

There continues to be a focus upon developing communication skills. A range of programmes are in place and Halton has been working with settings on the Every Child a Talker (ECAT) Project new for this academic year (2010 / 11). Whilst this has not yet impacted upon profile scores as the children are not yet reception age, the ECAT child observation data shows a decrease in the percentage of children at risk of delay with spoken language.

Whilst social skills are still the weakest area of language, it did see the greatest improvement in data from July to November. Talking also saw a reduction of 16% of children no longer at risk of delay and now are developmentally age appropriate. These weaker areas fit with the national data, although improvements are currently above national average.

### Summary of key activities undertaken / planned during the year

There continues to be a programme of activities on offer to practitioners in schools and settings all aimed to improve quality of provision in order to raise standards. This includes:

- EYFS Profile Moderation meetings each term
- Moderation visits in spring and Summer term
- Training for the 2 areas to be moderated this year (CLL and Creative Development)
- 3 day training for those new to reception year



Practitioners have been encouraged to attend relevant training eg. "I Can", Letters and Sounds, Story Baskets, Speech and Language Referral Workshop; Becoming a Reflective Practitioner; Engaging Boys; Becoming a Dynamic Leader, ECAT Clusters etc

Specific to ECAT:

- All ECAT settings are now using specific child observation monitoring tools to identify childrens' levels of language in the four key areas. (To date 929 children have been observed)
- Workshops will be delivered at the Child Minders Conference to link with child minders rolling out good practice and ECAT principles that can be used by child minders with their children
- Meetings are planned with Riverside College to provide training/information to be delivered to practitioners in training on childcare/health courses
- An ECAT Celebration Event is planned for March 2011.

The Early Years Outcome Duty Group continues to meet to plan and deliver a range of support for EYFS practitioners, specifically focused upon raising attainment and closing the gap.

**NI 73 Proportion achieving Level 4+ at KS2 in both English and Maths**

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
71.7% (2007/8)	<b>73%</b> (Academic Year 2008/9)	79%		<b>76.9%</b> (provisional)	-	-		

**Data Commentary**

Data provided is provisional for the Academic Year 2009/10.. Validated data is expected early 2011.

**General Performance Commentary**

The 2010 data shows an increase in the percentage of pupils attaining level 4+ in English and mathematics, compared to 2009. As a result of this 3.9% increase, Halton's attainment in this key national indicator is now 3% higher than national performance (74%).



Given the gains made in 2010 and the upward trajectory it is anticipated that the challenging 2011 target of 79% will be met. This will require continued targeted support for those schools that are currently not attaining the expected levels of attainment in both English and maths.

**Summary of key activities undertaken / planned during the year**

In addition to consultant support in schools triggering intervention, a range of universally accessed development opportunities have been planned. These include:

- Training activities for teachers and teaching assistants in English and maths
- Targeted programmes including Every Child a Reader (ECAR), Every Child a Counter (ECAT) and continuation of the Communication, language and Literacy Development (CLLD)
- School Improvement Conference around Pupil Progress.

**NI 75 Proportion achieving 5 GCSEs including English and Maths**

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
41.1% (2007/8)	<b>44.4%</b>	52.3%		<b>49.8%</b> provisional	-	-		

**Data Commentary**

The 49.8% is the reported figure for Halton LA based upon the first release of data from the Department for Education (DfE). The figure is based upon all pupils at the end of Key Stage 4 in Halton maintained Secondary and Special schools in the 2009/10 academic year. The reported figure is currently provisional as schools in Halton have submitted remarks and appeals as part of the DfE School Checking Exercise. This indicator will be updated in the new year.

**General Performance Commentary**

At 49.8%, this is an increase of 5.4% upon the 2009-10 figure and represents Halton's best performance in this indicator. However the reported figure is 2.5% adrift of the challenging Local Authority DfE target (52.3%). However, Halton exceeded its Fischer Family Trust D target for 2010 which was 49% (FFT D indicates expected attainment to fall within the top 25% for attainment).

**Summary of key activities undertaken / planned during the year**

The focus remains on narrowing the gap for attainment especially for those who are eligible for free school meals.



Also to further establish Assessment for Learning. This is a coherent framework for assessment, in which evidence of learning can be gathered and interpreted to best meet the needs of learners, their parents and teachers, as well as school managers.

Assessing Pupil Progress (APP) in Maths and Science will be a priority area along with the continuing focus on English and Maths attainment and achievement especially at Key Stage 4.

New GCSE specifications from September 2010 included functional skills qualifications to give students the practical skills they need to get the most from life, learning and work.

For the first time, Halton now has two schools inspected as outstanding. In addition, none of the schools in Halton are below the floor targets.

**NI 87 Secondary school persistent absence rate**

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
7.2% 2006/7	<b>5.3%</b> 2008/09	5.0%	<b>N / A</b>	<b>6.26%</b>	-	-		

**Data Commentary**

Quarter 2 data has reduced from 7.80% in 09/10 to 6.26% 10/11.

**General Performance Commentary**

2011 target is likely to be exceeded.



**Summary of key activities undertaken / planned during the year**

Persistent absence monitored on a six weekly basis throughout the current academic year.

Multi agency actions plans implemented where appropriate to address and seek to resolve the persistent absence and legal interventions implemented as necessary.



**NI 92 Achievement gap at early years foundation stage**

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
33.8% (2007/8)	<b>31.4%</b> July 09	27.66%	<b>N / A</b>	<b>29.4%</b>	-	-		

**Data Commentary**

Data provided is provisional for the Academic Year 2009/10. Validated data is expected early 2011.

**General Performance Commentary**

There has been a reduction in the % gap between the median point score and the average score of the lowest attaining 20% of the cohort by 2% from 2009 based on provisional data. Given this improvement it is to be hoped that the challenging 2011 target will be met.

Achievement in the 30% most deprived Super Output Areas has increased in Personal Social and Emotional Development, 71.3% compared to 68.6% in 2009, and in CLLD, 48.7% compared to 46.9% in 2009.



**Summary of key activities undertaken / planned during the year**

There are a range of training opportunities on offer to practitioners to further improve quality of provision and raise achievement, particularly for our most vulnerable children, examples include:

- CLLD Programme for targeted schools(15) early literacy- phonics, reading, writing
- Universal CLLD including bespoke training for Phonics, reading, writing
- Universal training re Systematic phonics
- Training for leaders and managers re Phase 1 Phonics
- Universal training re Early Literacy including systematic phonics
- Targeted cluster groups and support for calculating and writing( those schools where data is below the LA average)
- Parents meetings in targeted schools re Systematic Phonics/ Early Reading

The Early Years Outcome Duty Group continues to meet to plan and deliver a range of support for EYFS practitioners, specifically focused upon raising attainment and closing the gap.

**NI 93 Proportion progressing by two levels at KS2 in English**

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
63.1% (2007/8)	83%	89%	89%	85.6%	-	-		

**Data Commentary**

Data provided is provisional for the Academic Year 2009/10. Validated data is expected early 2011.

**General Performance Commentary**

The 2010 data shows an increase in the percentage of pupils making the expected 2 levels of progress in English, compared to 2009. As a result of this 2.6% increase, Halton's progression rates (85.6%) are higher than the national (84%) progression rates.

Given the gains made in 2010 and the upward trajectory it is anticipated that the challenging 2011 English progression target of 89% will be met, although this will be challenging. This will require continued targeted support for those schools that are currently not making the expected rates of progress.



**Summary of key activities undertaken / planned during the year**

In addition to consultant support in schools triggering intervention, a range of universally accessed development opportunities have been planned. These include:

- Training activities for teachers and teaching assistants
- Literacy subject leader cluster meetings
- More able writer clusters
- Every Child A Writer (ECAW) programme (targeted programme)

The ECAW programme involves close partnership between the LA lead and leading teachers in schools who provide support for receiving schools.

**NI 94 Proportion progressing by two levels at KS2 in Maths**

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
61.4% (2007/8)	82%	87%	87%	85.6%	-	-		

**Data Commentary**

Data provided is provisional for the Academic Year 2009/10. Validated data is expected early 2011.

**General Performance Commentary**

The 2010 data shows an increase in the percentage of pupils making the expected 2 levels of progress in English, compared to 2009. As a result of this 2.6% increase, Halton's progression rates (85.6%) are higher than the national (84%) progression rates. The 2010 data shows an increase in the percentage of pupils making the expected 2 levels of progress in mathematics, compared to 2009. As a result of this 3.7% increase, Halton's progression rates (85.7%) are higher than the national (84%) progression rates.



Given the gains made in 2010 and the upward trajectory it is anticipated that the challenging 2011 maths progression target of 87% will be met. This will require continued targeted support for those schools that are currently not making the expected rates of progress.

**Summary of key activities undertaken / planned during the year**

In addition to consultant support in schools triggering intervention, a range of universally accessed development opportunities have been planned. These include:

- Training activities for teachers and teaching assistants
- Maths subject leader cluster meetings
- Maths conference in November focused on Problem Solving.

<b>NI 99</b>	<b>Proportion of Children in Care achieving Level 4 at KS2 in English</b>						
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Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
100% (2007/8)	50%	55%		45.5%	-	-		

### Data Commentary

Actual results - 45.5% CIC achieved L4+ in English. These results mean that Halton has not achieved the SaLT set by National Strategies for 2009-10 of 54% for English. Based on real intelligence and analysis undertaken at the time, this was flagged up as an extremely challenging stretch target for this cohort.

For those children who did not achieve in line with their predictions or attain L4+, further detailed analysis has not highlighted any previously unidentified significant issues that could have impacted on their performance.



### General Performance Commentary

This does represent a slight widening gap from last year's performance, whilst the trend over the past three years has remained fairly constant. However, it is important to note that each year's cohort numbers are very small and therefore not statistically significant.

### Summary of key activities undertaken / planned during the year

Every child in care is able to access additional educational support if required and identified through the personal education plan. For example, this can be in the form of 1:1 subject specialist tuition or direct work undertaken by Education Support Workers around more general homework/coursework completion. The Education Support Service, as part of the virtual school for CIC, also run activities targeted at increasing young people's self esteem and employability skills. This targeted support will continue throughout the next academic year.

**NI 100 | Proportion of Children in Care achieving Level 4 at KS2 in Maths**

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
83% (2007/8)	50%	55%		36.4%	-	-		

**Data Commentary**

Actual results for 2009-10 - 36.4% CIC achieved L4+ in Maths. These results mean that Halton has not achieved the SaLT set by National Strategies for 2009-10 of 54% for Maths. Based on real intelligence and analysis undertaken at the time, this was flagged up as an extremely challenging stretch target for this cohort.

For those children who did not achieve in line with their predictions or attain L4+, further detailed analysis has not highlighted any previously unidentified significant issues that could have impacted on their performance.



**General Performance Commentary**

This does represent a slight widening gap from last year's performance, whilst the trend over the past three years has remained fairly constant. However, it is important to note that each year's cohort numbers are very small and therefore not statistically significant.

**Summary of key activities undertaken / planned during the year**

Every child in care is able to access additional educational support if required and identified through the personal education plan. For example, this can be in the form of 1:1 subject specialist tuition or direct work undertaken by Education Support Workers around more general homework/coursework completion. The Education Support Service, as part of the virtual school for CIC, also run activities targeted at increasing young people's self-esteem and employability skills. This targeted support will continue throughout the next academic year.

**NI 101 | Proportion of Children in Care achieving 5 A\*-C GCSEs**

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
12.5% (2007/8)	7.7%	22.5%		15%	-	-		

**Data Commentary**

Actual performance for 2009-10 was 15%. These results mean that Halton has not achieved the SaLT set by National Strategies for 2009-10 of 24% for 5A\* - C including English and Maths. Based on real intelligence and analysis undertaken at the time, this was flagged up as a challenging stretch target for this cohort, and the results were significantly impacted upon by the changing personal circumstances of some of the young people predicted to achieve the required results.



**General Performance Commentary**

Comparison with last year's performance attainment has significantly improved. In addition, the attainment gap compared with all Halton young people has also narrowed from last year. The attainment trend for KS4, whilst erratic due to the small numbers, is also showing improvements.

**Summary of key activities undertaken / planned during the year**

Every child in care is able to access additional educational support if required and identified through the personal education plan. For example, this can be in the form of 1:1 subject specialist tuition or direct work undertaken by Education Support Workers around more general homework/coursework completion. The Education Support Service, as part of the virtual school for CIC, also run activities targeted at increasing young people's self esteem and employability skills. This targeted support will continue throughout the next academic year.

**NI 56 Reduce obesity among primary school age children in Year 6**

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
22.4% (2008)	<b>21.7%</b>	21.3%	-	<b>21.7% (09/10)</b>	-	-		

**Data Commentary**

Provisional results for the National Child Measurement Programme (NCMP) 2009/10 academic year have been received and are shown here as a proxy for 2010/11 data which will not be available before August 2011

**General Performance Commentary**

Halton has just missed the 2009/10 National Indicator and the LAA target, however, the percentage of obese Year 6 age children decreased significantly in 2009/10 compared to 2008/9. If this progress continues it is expected Halton will meet next year's target of 21.3%.

**Summary of key activities undertaken / planned during the year**



A range of weight management activities are planned for school age children. The Fit 4 Life programme is now being incorporated into all schools to work with overweight as well as obese children. To enable the programme to become sustainable teachers, parents and staff are being trained in the key elements of diet, nutrition and exercise.

The extended school programme continues with a further four schools on board. Family cook and taste sessions are meeting their key performance indicators and 387 children and adults have attended so far.

Passport for Health, which includes school staff, parents and children on healthy life styles training has started and will run throughout the year.

A new marketing approach has also been developed and delivered in schools to enable staff and pupils to refer into weight management services.

<b>NI 63</b>	<b>Increase the stability of placements for looked after children</b>
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Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
69% (2008)	<b>70.2%</b>	81.5%	<b>89%</b>	<b>88%</b>	-	-		

### Data Commentary

Performance against this indicator is cumulative with an expected reduction throughout the year. There has been a very small decline in the cumulative performance within Q2.

### General Performance Commentary

Performance against this target continues to show an improved position against both the 09-10 actual and the 2011 target and is expected to meet the end of year target.

### Summary of key activities undertaken / planned during the year

A number of factors contribute to the positive performance including additional foster care capacity, careful matching processes for both foster care and residential placements, the introduction of Support Assistants within the foster care service, training and support for foster carers and residential staff, advice and support from specialist services such as CAMHS.



<b>NI 80</b>	<b>Increase the proportion of young people achieving a Level 3 qualification by the age of 19</b>
--------------	---

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
33.5% (2008)	<b>33%</b>	42.2%		N / A	Available Q3	-	<b>N/A</b>	<b>N/A</b>

### Data Commentary

Data for the indicator is based on the Fisher Family Trust matched administrative dataset for the academic year. The dataset is made up of PLASC (pupil level annual school census) data collected by DfE, ILR (individual learner record) data from The Data Service and exam results taken from awarding body data.

The numerator is based on those young people studying Halton aged 15 (i.e. in year 11) who reach Level 3 at 19 (regardless of where they eventually gain the Level 3). The denominator is based on the Annual School Census figure for number attending schools in Halton at age 14. This equates to 525 learners achieving a level 3 from a cohort of 1592 learners in total.

### General Performance Commentary



Halton level 3 at 19 has remained around 33% since 2004/05. Year on year tracking of the 2009/10 academic year cohort shows that this cohort expected to improve (reported early 2011). However, the 2011 Target of 42.2% represents a significant challenge for the borough.

### Summary of key activities undertaken / planned during the year

In February 2010 Riverside College, the boroughs largest Further Education provider was inspected by Ofsted and rated as 'Good' with Outstanding features. This will have a positive impact on the indicator in the long term.

In addition Sixth Form action plans are being monitored and reviewed with providers as part of the Support & Challenge agenda

<b>NI 111</b>	<b>Reduce the number of first time entrants aged 10-17 entering the Youth Justice System</b>
---------------	--

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
249 (2007/8)	<b>149 (YOT)</b> <b>174 (PNC)</b>	234	<b>44</b>	<b>82</b>	-	-		

### Data Commentary

The Youth Offending Team (YOT) has reported on the actual outturn for 09/10. The 2 figures represent the different reporting structures within the National Indicator.

The YOT figure of 149 is based upon the information received from the Police in terms of first time entrants and is entered onto the YOT case management system.

The Police National Computer (PNC) figure of 174 is the actual figure that is used to measure the target.

As can be seen from these figures there is a discrepancy of 25 young people.

A certain variance is expected, however when Council Officers have tried to drill down or reduce this variance in the past with the Police, through the Criminal Justice Board, this has proved challenging. Further work will be undertaken to quality assure this indicator.

### General Performance Commentary



According to the YOT figures we are within target for 2010/11.

### Summary of key activities undertaken / planned during the year

The YOT continues to work through the Criminal Justice Board with the Police to minimise the variance in the YOT figures which are tracked quarterly, and the PNC figures which are used in the annual target.

The YISP continues to be funded until March 2011 as is the main prevention activity of the YOT. The YOT continue to provide Friday night reparation and remains involved in Operation Stay Safe.

<b>NI 112</b>	<b>Reduce the under 18 conception rate by 55% by 2011 from the 1998 figure</b>
---------------	--

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
47.3 per 1000 in 1998	52.6 per1000 (Rolling Qtrly Average Rate Dec 2008) +12%	21.3 per 1000 (Rolling Qtrly Average Rate -55% (change since 1998)	55.8 per 1000 (Rolling Qtrly Average Rate March 2009) +18%	59.7 per 1000 (Rolling Qtrly Average Rate June 2009) +26%	-	-		

### Data Commentary

The latest verified data is from June 2009.

### General Performance Commentary

The rolling average quarterly teenage conception rate for June 2009 (latest data) is 59.7 per 1000 girls aged 15-17 which represents 41 conceptions for this quarter. Halton BC is now 26.2% above the baseline figure of 47.3 per 1000 in 1998.

The target to reduce the rate of teenage conceptions by -55% from 1998 appears highly stretched given that the England National Average rate is 39.5 per 1000 and for the North West 45.1 per 1000 at June 2009. In Halton , the number of girls in this age group has dropped from 2673 (1998) to 2392 (June 2009).Provision of further postcode actual data it is hoped would lead to improved targeting of resources.

### Summary of key activities undertaken / planned during the year

The following key activities have been undertaken:

- Local sexual health service information have been made available through a range of locations including youth clubs, doctors, pharmacies, workplaces, nightclubs and other community settings
- A variety of media resources have been used to promote sexual health services to young people such as text messaging and Facebook
- Encouraged parents and carers through Speakeasy and radio campaigns to talk with their children about relationships, sex and sexuality
- Offered sexual health awareness training to workers in community and health and social care settings
- Increased the number of sexual health clinics and made them young people focused.

Planned work includes:

- Ensure the VRMZ outreach bus provision is accessible to young people across Halton providing universal and targeted interventions
- Further develop young person focused sexual health services that are more responsive and flexible and take into account the differing needs of young people.

**NI 115 Reduce the number of young people misusing substances**

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
12.6% (2008)	12.3%	9.8%		N/A	-	-	Refer comment	

**Data Commentary**

This indicator previously was measured through TellUs Survey data. The survey has now been abolished. The Council is currently considering other methods of tracking this indicator.

**General Performance Commentary**

Whilst the rates of Substance Misuse have remained stable from 2008 to 2009 in England and the Northwest, Halton has seen an increase of 2.9% to 12.3%, placing Halton higher than the average for Northwest (11%) and England (9.8%).

**Summary of key activities undertaken / planned during the year**

Within Halton targeting of young people with substance misuse issues has been improved with more young people being able to access specialist services in identified hotspot areas. The delivery of targeted outreach/ activities in identified wards has led to a reduction in youth nuisance calls related to substance misuse. The VRMZ outreach bus is routinely used and valued by young people engaged in interventions aimed at reducing substance misuse.


Clear links with Extended Services have been established to ensure that drug and alcohol users at school can access individual support and activities to support their wellbeing and prevent exclusion.

Young people friendly services that are available at appropriate times have been developed and are delivered across the borough every Friday and Saturday night.

Young people are more involved in developing leaflets, posters, and information.

Clear links and access to treatment between CAMHS and the specialist substance misuse service have been developed.

**NI 116 | Reduce the proportion of children in poverty**

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
5.7% (2007)	<b>4.8%</b>	4.6%		<b>4.8%</b>	-	-		Refer comment

**Data Commentary**

Issues around the poverty indicator have prevented the indicator from being reported previously. Government Office North West were using data for the proportion of families claiming out of work benefits where there are children as a proxy measure for children in poverty. The target adopted for the indicator is to reduce the gap between the Halton figure and the North West average from 5.7% in 2007 to 4.6%.



**General Performance Commentary**

Halton are on course to meet this target with the latest data provided indicating the gap is currently 4.8%.

**Summary of key activities undertaken / planned during the year**

A multi-agency working group has been formed to develop a Child Poverty Needs Assessment and Strategy in line with the requirements of the Child Poverty Act 2010. The Needs Assessment is being developed across the six Greater Merseyside local authorities and will be available by the end of 2010. A specific Halton Child & Family Poverty Strategy for Halton is being written and will be published by April 2011.

<b>NI 117</b>	<b>Reduce the number of 16-18 year olds not in education, employment or training (NEET)</b>
---------------	---

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
11.5% (2008)	13.5% (Nov 2008 to Jan 09 average figure)	7.7%	10.3% (Nov 09- Jan 10 Avg Fig)	9.2% (Snapshot @ Sept 10)	-	-		

### Data Commentary

Although this indicator is reported annually, snapshot monthly data from September 2010 has been used to show progress made to date. The 9.2% is calculated from a 16-18 NEET cohort of 362 learners from a 16-18 population of 3931 learners. These figures have been calculated from Connexions National Client Caseload Information Service (NCCIS) data, reporting 'adjusted' NEET and population figures.

### General Performance Commentary

Halton 16-18 NEET has reduced by 2.3% compared to the 2008 baseline figure and also decreased by 1.1% when compared to 2009-10 reported figure. The 2011 Target of 7.7% represents a significant challenge for the borough.



### Summary of key activities undertaken / planned during the year

Activities undertaken through the 14-19 Strategic Partnership have led to this reduction, including;

- Introducing a case-conferencing approach to NEET (where individual NEET learners are matched to possible vacancies)
- Implementing more flexible start dates for provision within the borough such as the 'Step-up' programme
- Improved tracking and monitoring of learners through the multi-agency September Guarantee group
- The Post-16 Gateway programme has been effective in engaging young people who would otherwise be NEET

The Halton Strategic Commissioning Statement 2011/12 has identified 5 emerging priorities to inform the commissioning of Post-16 provision for Education and Training in Halton, one of these priorities is NEET

<b>CYP 1</b>	<b>Reduce the 13% gap in attainment of 5 A*-C GCSEs (including English and Maths) by 25% between those living in the worst 10% LSOAs nationally and the Halton average in the 3 years to 2011</b>
--------------	---

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
Halton: 49% Worst 10% LSOAs: 36% (2008)	<b>13.1</b> (2009 Figure)	Gap no larger than 9.75%		Halton: 50% Worst 10% LSOAs: 41% Gap – 9%	-	-		

### Data Commentary

2010 pupil level exam results data has been matched to those postcodes falling into the 'worst 10% LSOAs nationally'. Pupil results for the 5 A\*-C GCSEs (including English and Maths) are then aggregated to produce the 'worst 10% LSOA' figure. This is then compared to the overall Halton LA figure, and the difference is calculated.

### General Performance Commentary

Following the dip in performance (i.e. the gap widening) in 2009, the 2010 examination results has shown a significant closing of the gap to 9%, exceeding the target set to achieve by 2011. This is especially significant as it comes in a year when overall attainment of 5 A\*-C GCSEs rose rather than fell – attainment in the worst 10% LSOAs has simply risen to a greater degree, indicating that the activities undertaken are bringing success.

### Summary of key activities undertaken / planned during the year


This issue is frequently raised at meetings of secondary headteachers and other senior leaders in schools in order to keep the profile high. Gap data and strategies for narrowing the gap are shared and discussed

Secondary Teaching and Learning Consultants work with Middle Leaders in all secondary schools to support them with devising and implementing action plans to narrow this gap.

Three targeted secondary schools are engaged with the LA in bespoke "Narrowing the Gap" projects based on a "team around the family" approach.



<b>NI 48</b>	<b>Reduce the number of children killed or seriously injured in road traffic accidents</b>
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Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
29.5% (2007)	<b>0</b> (2009 calendar year)	0 (2011 calendar year)	Not available	<b>-12.5%</b>	-	-	?	

### Data Commentary

The 2010 – 11 Cumulative outturn data figure provided above is calculated on the basis of the casualty numbers to end of Q2 each year.  
NB This indicator is unstable due to the very narrow numeric base on which it is calculated.

### General Performance Commentary

NI048 measures the annual % change in the 3 year rolling average of children killed or seriously injured in road traffic collisions. Good performance is indicated by a positive % change indicating a reduction in the number of KSI casualties.

Excellent progress has been made in reducing child deaths/serious casualties on Halton's roads but the data has a very narrow base causing large fluctuations in the value of NI048.

### Summary of key activities undertaken / planned during the year

The large reductions in casualty and accident numbers in Halton have been achieved through the rigorous application of conventional traffic engineering methods backed by the latest available national guidance and supported by road safety education, training and publicity initiatives (RSETP).

The role the Council's road safety unit plays in educating and training children and adults and publicising road safety is invaluable and makes a significant contribution towards the prevention of accidents to children within the Borough, both while travelling to school and at other times.

Whilst RSETP can be specifically targeted towards children's needs, the lack of any correlation between deprivation and casualties requires that engineering local safety schemes will continue to be implemented on the basis of casualty concentrations and the viability of schemes to address specific issues.

The national Road Safety Strategy "Tomorrow's Roads – Safer for Everyone" set out a framework for delivering road safety to help achieve its established long-term casualty reduction targets, which are to be reached by 2010. Halton

Borough Council's RSETP programme has continued to develop in line with the strategy and has contributed to the overall downward trend in casualties alongside engineering and enforcement strategies and the 20120 target will easily be met. The working relationship the Unit has with schools is excellent though funding cuts are bound to have an impact in the coming years, already causing a 50% drop in RSETP staff.

<b>NI 199</b>	<b>Increase children and young people's satisfaction with parks and play areas</b>
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Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
39% (2008)	52.1% (Mid Year Actual)	42%	N/A	N/A	-	-	N/A	N/A

### Data Commentary

This indicator was previously measured through the Tellus survey. The survey has now been abolished by the collision government. The Council is considering a replacement local survey 2011/12.

### General Performance Commentary

N/A

### Summary of key activities undertaken / planned during the year

As part of the consultation work to be undertaken for the new Children & Young People's Plan for Halton from 2011, our parks and play areas will be an issue looked at with our young people and this information can be fed into this or a similar indicator in the future.

**REPORT TO:** Children and Young People Policy & Performance Board

**DATE:** 6<sup>th</sup> January 2011

**REPORTING OFFICER:** Strategic Director Children and Young People

**SUBJECT:** Business Plans 2011-2014

**WARDS:** Borough wide

**1. PURPOSE OF THE REPORT**

- 1.1. To provide an update on Business Planning for the period 2011-14 and to consider the Directorate priorities, objectives and targets for services for this period that fall within the remit of this Policy and Performance Board.

**2. RECOMMENDED: that**

- i. The Board identifies any objectives and targets for the next three years that it wishes to see included in the Business Plans.
- ii. That Board Members pass any detailed comments that they may have on the attached information to the relevant Operational Director by 20<sup>th</sup> January 2011.

**3. SUPPORTING INFORMATION**

- 3.1 Each Directorate of the Council is required to develop a medium term business plan, in parallel with the budget, that is subject to annual review and refresh. Draft Service Objectives and Performance Indicators and targets have been developed by each Department and this information is included within Appendices to the Directorate Plan. These departmental objectives and measures will form the basis of the quarterly performance monitoring received by the Board during the future year.
- 3.2 Due to the proposed structural changes across the Council and the need to better integrate the Directorate's priorities as last year a combined plan will be published rather than individual Departmental Service Plans. This plan is still subject to reconfiguration of services between Directorates, subject to consultation.

3.3 PPB input to the business planning process and the setting of priorities for the Directorate is an important part of this process and the report outlines some options for consideration. Comments additional to those made following the PPB meeting should be made to the relevant Operational Director by 20<sup>th</sup> January 2010 to allow inclusion in the draft business plan.

3.4 The draft Directorate Business Plan will be revised given proposed reconfiguration of Directorates during January and will go to Executive Board for approval on 12<sup>th</sup> February 2011, at the same time as the draft budget. This will ensure that decisions on Business Planning are linked to resource allocation. All Directorate plans will be considered by full Council at the 2<sup>nd</sup> March meeting.

#### **4.0 POLICY IMPLICATIONS**

4.1 Business Plans form a key part of the Council's policy framework.

#### **5.0 OTHER IMPLICATIONS**

5.1 Directorate Plans will identify resource implications.

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

All service objectives and performance indicators demonstrate how Directorate plans contribute to the delivery of Council's strategic priorities and key areas of focus.

#### **7.0 RISK ANALYSIS**

7.1 Risk assessment will continue to form an integral element of Directorate Plan developments. This report mitigates the risk of members not being involved in the setting of service delivery objectives.

#### **8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 All Service Plans will be subject to an equality impact assessment and any high priority implications will be summarised within the plans.

#### **9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

9.1 There are no relevant background documents to this report.



# Children & Young People's Directorate

## DIRECTORATE PLAN

**April 2011 to March 2014**

## Contents

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*NB – Please note that at the time of writing, this Directorate Plan has not been able to take into account the full implications of the Schools White Paper and Halton Borough Council restructuring and this should be kept in mind when reading the document*

## Foreword from Strategic Director

The Children & Young People's Directorate (CYPD) Service Plan for 2011 to 2014 comes at a point of significant change for both the Council and Halton's Children's Trust.

CYPD remains at the heart of the Trust; having a dual responsibility to both the Council and the contribution it makes to the strategic priorities of the Children's Trust. Although the Trust is no longer a Statutory Board, as part of the Coalition Government's reforms, partners have universally reaffirmed their commitment to continue their involvement in the partnership as before, under the Children's Trust banner.

This commitment to working in partnership will be crucial as we look to work through tough economic times, with reducing resources, while maintaining the same high quality level of service for our children and young people and their families in Halton. We have been successful in achieving this so far, as shown by Halton's Children's Services Assessment for 2010 from Ofsted, and must continue to achieve the highest levels of performance in the years ahead.

We are facing many challenges, including the implications of the new Education White Paper, the Munro Review of Child Protection, the Government's Comprehensive Spending Review and the Council's continuing efficiency programme, but I believe that the Directorate is well placed to meet these challenges and continue to work to improve outcomes for our children and young people in Halton.

Gerald Meehan

Strategic Director  
Children & Young People's Directorate





## Introduction

The Children and Young People Directorate (CYPD) sits within Halton's Children's Trust and plays a key role within the Council. Whilst CYPD works to the key priorities that appear within Halton's Children & Young People's Plan, it is a business unit within its own right, requiring clear leadership and direction as it operates within a complex and changing environment.

Business planning is the process of developing the blueprint for the ongoing performance management of the Directorate and, without it, the preparation needed to manage performance is missing. Without ongoing performance management, strategies and plans developed through business planning will not be implemented and will have no impact upon actual activities of the Directorate, or on outcomes for service users.

This document is a key business planning document and should be used alongside performance information when developing service and team plans. Its overall aims are to:-

- identify the key objectives for the Directorate over the next 12 months;
- improve the quality of the services provided; and
- deliver better outcomes for service users.

The plan is underpinned by the principles and strategic objectives Halton Borough Council has adopted in its Corporate Plan 2011 - 2016. It aims to be a key reference document for elected members, staff in the Directorate and our partner agencies. It provides the rationale and framework for the major areas of the Directorate's activity. It does this by taking account of the national, inter-agency and Council planning and budget priorities and inter-weaves these with what we know - or what our service users and carers tell us - about how services should be developed in order to meet needs and expectations more effectively. The plan needs to be understood in the context of a wide range of other documents. The main strategic documents are:-

- Sustainable Community Strategy for Halton: 2011 – 2026;
- The Borough Council's Corporate Plan 2011 - 2016;
- Halton Children & Young People's Plan

These plans/strategies commit the Borough Council and its partners to achieving explicit and realistic priorities over the coming year. This Business Plan highlights the Children and Young People Directorate's elements of those commitments within the context of the Government's overall agenda for Local Government. The achievement of these continues to depend on partnerships with many other agencies, and members are committed to testing these achievements.

The plan does not attempt to describe all the day-to-day activities that make up most of the Directorate's work, but only to set out the overall framework within which that work takes place. It needs to be remembered, however, that

it is the everyday assessment of needs and arrangement of services to meet those needs that is the fundamental task of the Directorate. Undertaking this effectively requires the continuing dedication and enthusiasm of staff, together with the Directorate's commitment to recruit, retain and train staff who are able to meet the challenges of the future.

None of this is straightforward. However, this does not diminish the Directorate's determination to deliver improved outcomes. It makes it even more of a challenge, but one which we will seek to tackle as effectively as possible through partnership with other agencies and corporate working across the Borough Council.

## Key messages

### 3.1 OVERALL DIRECTORATE STRATEGIC DIRECTION

The structure for the Directorate is set out in detail in Section 6 but in summary is split into the following departments:

- Children & Family Services
- Children's Organisation & Provision
- Learning & Achievement Services

In addition the Children's Safeguarding Unit reports directly to the Strategic Director.

The headline messages for CYPD in terms of progress made over the past 12 months against the agreed priorities is outlined below. These are separated by department, and further details can be found within the relevant Departmental Plan.

#### Children & Family Services

- Children in Need/Child Protection – improved recruitment and retention of managers, maintained performance in Child Protection.
- Team Around Family (TAF) – the service is now established and operational across Runcorn and Widnes. The Common Assessment Framework process has been absorbed into the service and anecdotal evidence is emerging regarding positive early intervention/reduction in Children's Social Care (CSC) referrals, through improved linkages created by the new Integrated Working Support Team within TAF with CSC.
- Children in Care – placements have improved through stability and increased choice

#### Children's Organisation & Provision

- The Department was restructured at the beginning of 2010-11 and has since had 2 in-year restructures around IT and Post-16 and 14-19 Development
- Significant reduction in NEET figures following the September guarantee being offered all year and increasing flexibility of provision
- A virtual Joint Commissioning Team has been established with colleagues in PCT and a Joint Commissioning Strategy is in place and 5 key commissioning priorities agreed after extensive consultation.
- Despite demographic changes in the primary sector, Halton has been able to offer all children a place in its primary/secondary settings.
- School Transport Policy has been reviewed and cost savings made
- Early Years Providers – improved outcomes have been achieved through identifying more targeted support

- Capital Strategy – one brand new primary school and one remodelled primary in place from 2011. Secondary school reorganisation has been implemented with one all-through school created and one school closed, bringing savings. In addition, £60m capital has been secured for 2 schools in revised BSF Programme and preferred bidder advised.
- C-RMZ (£3 million My Place youth centre) and V-RMZ (mobile outreach service delivering information and support) facilities for young people have opened.
- Commissioned Action for Children to provide Halton's Youth Service provision following a review of youth provision.

### **Learning & Achievement Services**

- Improved attainment at all Key Stages
- Significant reduction in NEET figures following the September guarantee being offered all year and increasing flexibility of provision
- Positive Ofsted inspection outcomes, including 2 'Outstanding' secondary schools and Key Stage 3 Pupil Referral Unit.
- No secondary schools below the current floor targets.
- One primary school has been in Special Measures but is on track to come out of these in 2011.
- Two primary schools listed in The Times top 100 state schools
- There has been some impact made on narrowing the gap
- Improved attendance and reduced persistent absenteeism
- Special Educational Need (SEN) provision has been reviewed and a new service will be implemented by September 2011.
- New SEN School Strategy in place

### **Children's Safeguarding Unit**

- The Unit has been consolidated, having recruited a new Business Manager and Safeguarding Development Officer.
- Halton Safeguarding Children's Board (HSCB) Development Day reaffirmed partner commitment to the partnership, which will look to become more outcome focussed.
- The Unit is now working to a new framework for Ofsted announced and unannounced inspections that gives a clearer focus on health, partnership working and outcomes.
- Community engagement within the HSCB has been improved through the appointment of two Lay Members to the Board.
- The relationship with the Children & Families Department is both challenging and supportive, as shown by well embedded auditing of practice, but closer links need to be forged with other departments.
- Multi-agency auditing is working well.

### 3.2 MAJOR ACTIVITIES

Over the past twelve months, CYPD has contributed to a wide range of wider areas of work that directly impact on the Directorate. These major activities are outlined below:-

#### **Ofsted Children's Services Assessment 2010**

Halton's Ofsted Children's Services Assessment for 2010 was published in December 2010. This annual assessment of children's services is derived from the performance profile of the quality of services and outcomes for children and young people in each local area.

This assessment is done on a four point scale, on which Halton was judged to be a '3' – performing well. The strengths within Halton noted in the Assessment include:

- That a large majority of services, settings and institutions inspected by Ofsted are good or better
- The unannounced inspection of front-line child protection services found much that was strong and no areas for priority action
- Analysis of national performance measures for outcomes, educational attainment and progress show Halton is in line or above the national average and statistical neighbours for a large majority of indicators
- Prospects for improvement are good as there is clear understanding of that needs to be done to achieve better progress in the Identified key areas and resources are focused on meeting these challenges.

The key areas highlighted for further development that will continue to be a major part of the Directorate's focus were:

- Improving the quality of those secondary schools that are satisfactory
- Further improving numbers of 16-19 year olds gaining good GCSE and higher level qualifications.

#### **Children & Young People's Plan**

Halton's second Children and Young People Plan was published in June 2009, covering the period 2009-2011. The Plan set out the following priorities for the Trust:

- Children and Young People are physically, emotionally and sexually healthy
- Every Young Person is successful when they leave school
- Children and Young People will have the same opportunities wherever they live and whatever their needs
- Children and Young People will feel safe at home, in school and their communities

This Plan was subject to an annual review of progress in 2010 and updated accordingly. A third overarching, multi agency Plan for Halton will be

published in April 2011. Although the Coalition Government has indicated that the statutory duty to produce a Children & Young People's Plan that is owned by all Children's Trust partners will be removed, it has been agreed locally to produce a new Plan from April 2011 to provide strategic direction for the Trust.

The new Plan has been developed around the following new priorities that have been agreed for the Children's Trust (**subject to final agreement**):

- A: Strengthen partnership working to effect better joint commissioning in order to improve outcomes for children and young people*
- B: Improved outcomes for our most vulnerable children and young people by targeting services effectively*
- C: Use effective integrated processes to intervene early for improved outcomes for all children and young people*

The priorities of the Directorate complement these overarching priorities.

### **Halton Sustainable Community Strategy**

This strategy outlines the goals that the Halton Strategic Partnership (HSP) wants to achieve to build a better future for the Borough. It concentrates on the challenges and priorities in order to improve the quality of life for people in Halton, as well as the achievements made since the HSP Board was formed in 2001. The Board brings together Halton's main service providers and agencies from the public, private, community and voluntary sectors.

Halton's Sustainable Community Strategy provides a framework in which the organisations and groups within the HSP can work together. The third version of this Strategy has been developed as an overarching 15-year document from 2011-26, in line with the complementary Core Strategy and Local Transport Plan 3 for Halton. It sets out a plan to tackle the five agreed overarching priority areas, including Children and Young People, to improve quality of life in Halton. In full the five priorities are:

- A Healthy Halton
- Employment, Learning and Skills in Halton
- A Safer Halton
- Halton's Children and Young People
- Environment and Regeneration in Halton

### **Children in Care & Safeguarding Inspection**

Each Local Authority will be subject to an announced multi agency inspection by the Ofsted during a three year cycle from June 2009. A working group is meeting regularly to prepare for the inspection in Halton. As part of this, a library of key documents is being continually updated and a bi-monthly newsletter produced to inform staff across agencies of the preparations and what will be involved during the inspection.

### **Early Intervention: Team Around the Family**

Through multi agency working in Halton a clear need had been identified to change the way in which we work with families who are lower down the

continuum of need, in order to prevent their needs increasing and them requiring more specialist intervention. This has brought about the creation of two new 'Localities Teams' within Halton (Runcorn and Widnes). The focus being on working with children and families where additional needs and been identified that did not yet require statutory social work/child protection intervention. This work was initially termed as 'Locality Working' but this name is now being replaced by 'Team Around the Family' (TAF).

The key messages and objectives regarding Halton's TAF development are:

- To strategically develop and implement TAF structures and service configuration (including CAF) where the focus is on smooth transitions between lower level interventions and statutory interventions managed by Social Care. From a client's perspective the whole process needs to feel seamless.
- To create a culture, moving away from 'referrals' to separate services, to a seamless provision of services around the child and family, via CAF wherever appropriate.
- To review Halton's continuum of need, especially in respect of levels 2 and 3a, with the aim that needs are better met via appropriately commissioned and coordinated services lower down the continuum, where possible and safe to do so.

#### **Joint Commissioning Unit and Strategy**

The local authority and the PCT have established a joint commissioning team for children and young people, and contracts and commissioning staff from across both the local authority and Health are now co-located as part of the developing Joint Commissioning Unit. Staff from the new Procurement Centre of Excellence within the local authority will support this team. Five key commissioning priorities have been agreed, along with an agreement to combine the collective resources of both agencies to address each priority, these being:

- Pupil referral provision
- Breastfeeding
- Alcohol
- Localities
- Children in Care.

#### **Integrated Children's Workforce Strategy**

An Integrated Children's Workforce Strategy for all agencies across the Children's Trust was launched in November 2010. This Strategy will provide strategic direction for developing a fully integrated Children's Trust workforce for Halton.

#### **Children's Trust Equality & Diversity Scheme**

This Scheme for the Trust builds upon the Equality & Diversity Strategy already in existence for CYPD and takes into account the implications and additional duties of the Equality Act 2010. The Scheme was launched in November 2010.



## Factors affecting the Directorate

### 4.1 CHALLENGES AND PRIORITIES BY DEPARTMENT

This section looks at the main challenges that the Directorate expects to face during 2011-12, again split by department. Further information on these issues can be found within the relevant departmental plan.

#### Children & Family Services

- Embedding the integrated Team Around the Family service with a single point of access across a continuum of needs for all children and families
- Further promote Safeguarding through early intervention and prevention delivered through the Team Around the Family
- Refocus Children's Centres to be more targeted and supporting the work of the Team Around the Family
- Ensuring that the Department continues to become further integrated with other departments within CYPD.
- Continue to engage with partners within a climate of a changing relationship with Health and Schools
- The impact of the Munro Review findings when the third report is received.
- Continuing to improve the quality of business support functions and impact data
- Assessing the impact of the new Ofsted inspection regime on services provided.
- Government agenda around Children's Centres and Early Intervention.
- Funding Resources – removal of ring fenced funding
- Improving outcomes for Children in Care and Care Leavers – although the service is improving, more impact needs to be made on outcomes and ensuring a more joined up approach across the Council.

#### Children's Organisation & Provision

- Levels of grant funded staff within the Department
- Challenge with and support from the new Centres of Excellence and external partners
- Relationship with partners such as GPs and Schools
- Education White Paper and wider changes in Government policies and our ability to respond positively.
- Radical changes in provision to adapt to reduced resources to ensure sustainability
- Identifying tasks that are not going to continue and implementing measures to stop these
- Continue to review SEN costs – although out of Borough costs are sustainable but still need to reduce those incurred by schools.
- Staff wellbeing – ensuring smooth transition through the changes.
- Develop a viable capital strategy in light of the decisions about Building Schools for the Future.



### **Learning & Achievement Services**

- Funding/Workforce – ensuring capacity and resources to continue to improve standards.
- Ensuring the Department can meet the Coalition Government’s developing agenda around Academies, Floor Standards, QTS requirements, the new Inspection Framework and schools causing concern/satisfactory schools
- Remodelling School Improvement in terms of core/retained, shared and traded services, as well as school to school support in terms of cost and brokerage
- Delivery of the SEN Policy Framework for Inclusion
  - Mainstream
  - Mainstream with Support
  - Mainstream : Specialist Units
  - Special Schools
  - Specialist Provision – External
- Reducing Out of Borough education
- Maintaining a balance between the autonomy of schools versus support and challenge/Local Authority accountability
- Demonstrate improved performance at Early Years Foundation Stage and Primary attainment
- The School Improvement Service to evaluate their service providing a service proportionate to need, whilst supporting the most vulnerable children to achieve the best outcomes.
- Commissioning quality Post 16 provision
- Improving Level 2 and Level 3 performance at 19 and improving young people’s employability and reduce NEETs.

### **Children’s Safeguarding Unit**

- Explore shared services with another council/other councils
- Continue the focus on getting the basics right within multi agency working and Child Protection
- Continuing to ensure all departments work as one team across CYPD and HSCB, not retreating into Silos due to efficiencies
- Ensuring staff and partner agencies understand the Ofsted Profile and inspection framework
- Team Around the Family is a priority in terms of a seamless transition through all levels of needs
- Review the Children’s Trust Levels of Need
- Continue to ensure Children in Care services are seen as all of the Council’s responsibility

## 4.2 BUSINESS CRITICAL ISSUES 2011

The Directorate has continued to be successful in improving the services provided for out children and young people, as evidenced by externally validated inspections of its services, and in a range of performance indicators. To maintain this and continually improve, a set of Business Critical Issues to be driven by the Directorate's Senior Management Team (SMT) have been agreed to provide direction for the duration of this Plan.

Three overarching Business Critical Issues have been agreed to cover cross-cutting themes that link together the work of the Directorate and the Children's Trust. These themes and the areas that they cover are outlined below;

- **Standards in Education**

Standards set out what students are expected to learn in each age group and in each subject. Standards show what should be taught and be tested for.

This theme looks to raise standards in education in Halton by focusing on:

- Narrowing the Gap
- Early Years
- Primary
- Secondary
- Vulnerable Groups

- **Continuum of Need: From Early Intervention to Safeguarding**

This theme looks at work across the four levels of the Children's Trust Levels of Need – from universal services through early intervention to tackle additional needs at the earliest stage to higher level safeguarding concerns.

This theme includes:

- Narrowing the Gap
- Team Around the Family
- Integrated Youth Support Service
- Multi-agency development
- Safer recruitment
- Parenting support
- Child Protection processes
- Role of schools/school improvement partners
- Training and professional development

- **Managing resources effectively**

Although this is always a crucial issue within the public sector, it is even more important within the current financial climate as resources become more and more scarce. Areas covered within this Issue include:

- Narrowing the Gap
- Commissioning
- Financial planning
- Efficiency agenda and links to Centres of Excellence
- Staffing at appropriate levels
- Inspection and external scrutiny
- Transition to new structures
- Building schools for the future

- Primary re-organisation
- Children’s Centre development
- Extended schools
- Post 16 provision (14-19 strategy)
- Provision for vulnerable groups
- My Place

The focus on these Business Critical Issues and how we align our services with those of partners in the Children’s Trust will be particularly important within the current difficult economic climate that we are facing.

Central to meeting these Issues is the development of the two new Team Around the Family Divisions in Widnes and Runcorn, bringing together front line services at a local level. This is major development as we progress to more integrated service delivery.

To meet these Business Critical Issues, the Directorate have agreed a number of priorities and areas for development to concentrate upon in the next 12 months. These are:

- Maintaining highest levels of performance in statutory social work
- Narrowing the gap for Children in Care and care leavers in terms of attainment, education and employment
- Embedding the Team Around the Family model in Halton by establishing uniform multi agency early intervention; and seamless transition to statutory services
- Redesigning delivery through our Children’s Centres
- Developing the Children’s Trust workforce through the development of an in-house training programme together with partners
- Monitoring the impact of the Children in Need Independent Reviewing process
- Reviewing the Levels of Need within the Children’s Trust
- Exploring shared services within areas such as Adoption and EDT
- Improving Standards in Post-16 and 14-19 education
- Reviewing Early Years provision and sustainability
- Ensuring delivery of an Integrated Youth Support Service (IYSS) and reduce Teenage Pregnancy and NEET.
- Reviewing Halton’s Information, Advice and Guidance offer, including a review of the Greater Merseyside Connexions contract
- Developing a shared service(s) with partner council(s)

### **4.3 EXTERNAL FACTORS**

In order to meet the Business Critical Issues and priorities for the Directorate, external factors need to be considered that are outside of the Directorate’s control but link closely to its work. These are set out below within the PESTLE framework.

## **POLITICAL**

### **Coalition Government**

The Coalition Government's priorities are underpinned by radical reform of public services to build The Big Society where everyone plays their part, shifting power away from central government to the local level. For Halton this will mean continued development and strengthening of partnerships, which may include joint provision or commissioning with other Local Authorities, key statutory partners and in some circumstances with providers within the community, independent and voluntary sector.

The abolition of the Comprehensive Area Assessment, Local Area Agreement and National Indicator set could impact on the Council's ability to work effectively with partner organisations due to the lack of a statutory framework.

### **Comprehensive Spending Review**

With the announcement of the Coalition Government's Comprehensive Spending Review, the Council will continue to face ongoing budgetary pressures and each Directorate will need to ensure that they effectively contribute to the Authority's response to dealing with the current economic climate. Working closely with service users to achieve outcomes that people want will be paramount to the work of the Directorate.

### **Children's Trust Arrangements**

The Children's Trust is the key delivery mechanism for integrated Children's Services in Halton and the work of the Trust is focused on the priorities set out in the Children & Young People's Plan.

The Children's Trust was put on a statutory footing when the Apprenticeships, Skills, Children and Learning (ASCL) Act received Royal Assent in November 2009. From this Children's Trusts became statutory on April 1<sup>st</sup> 2010. This statutory footing was revoked however in the initial reforms of the Coalition Government, from October 31<sup>st</sup> 2010 onwards. Despite this, the Children's Trust arrangements will continue in Halton, underlining the level of commitment to and strength of partnership arrangements in place locally.

## **ECONOMIC**

### **Funding**

The Comprehensive Spending Review announcements in October 2010 will have significant implications for the work of the Directorate, the wider Council, Children's Trust and Halton Strategic Partnership, as described below:

- A number of grant funding streams will come to an end on 31<sup>st</sup> March 2011, including Working Neighbourhoods Fund and National Strategies. These funding streams support a variety of projects delivered by the Council and its partners, placing these services under threat and creating challenges for future service delivery around the priorities identified in the new Sustainable Community Strategy and Children & Young People's Plan.

- The Government will devolve significant financial control to local authorities. Ring-fencing of all local government revenue grants will end from 2011-12, except simplified schools grants and a new public health grant. The number of separate core grants, will be radically reduced from over 90 to fewer than 10, excluding schools, police and fire. More than £4 billion of revenue grants will be rolled into formula grant.

### **Deprivation**

Halton shares many of the social and economic problems associated with its urban neighbours on Merseyside. The Index of Multiple Deprivation (IMD) for 2007 is the most comprehensive source of deprivation indicators, as some 37 different indicators are used. It shows that overall, Halton is ranked 30th nationally (a ranking of 1 indicates that an area is the most deprived), which is third highest on Merseyside, behind Knowsley and Liverpool, and 10th highest in the North West, although this is an improvement on being fifth highest in 2004). Other authorities, St Helens (47th), Wirral (60th) and Sefton (83rd), are all less deprived compared to Halton.

This Index suggests that deprivation has improved in the borough, as Halton ranked 21<sup>st</sup> overall nationally in 2004. The proportion of Halton's population in the top category (i.e. the top 20% most deprived super output areas) has also decreased from 50% in 2004 to 47% in 2007. Halton's concentration of deprivation has improved from 20th worst in England in 2004 to 27th in 2007. Concentration is a key way of identifying hot spots of deprivation within an area. Of England's 975 'Super Output Areas', which form the top three per cent most deprived areas within England, eight are situated in Halton. The most deprived neighbourhood in Halton is ranked 306th out of 32,482 and is situated in Runcorn. Much has been done but clearly there is still much to do.

### **Employment**

Halton has the 28<sup>th</sup> highest unemployment claimant rate out of 326 local authorities in England and a higher proportion of young people not in employment, education or training than the regional and national averages. In the past the mismatch in the needs of local, new and incoming businesses and the skills of Halton's local people has meant that opportunity and need have been out of balance, contributing to the continuing widespread deprivation in Halton.

The number of jobs in the borough is largely the same as it was 10 years ago but the proportion employed in manufacturing has fallen and the reliance on a small number of large employers is beginning to be reduced. The wealth of the borough has improved overall during the last 10 years as illustrated by rising numbers of detached houses, rising car ownership, increases in professional and managerial households in parts of the borough. There are currently approximately 52,000 employee jobs in Halton, of which 37,900 are full time.

## **SOCIAL**

### **Demographic Changes**

The 2009 population estimate for Halton was 118,700. This is down from the mid-2005 population of 119,200 but the population is projected to grow to 122,900 in 2023.

Halton has a larger number of people in the 5-24 age categories than the national average, and a lower proportion of population over age 65+. However Halton's proportion of over 50s is increasing at one of the highest rates at 4% higher than the national average. The next ten years will see a reduction in teenagers by 20%. This presents new risks for social exclusion and shifting demands for services. Single person households will rise, and single parenthood will become even more common. One result is likely to be a marked increase in social isolation, which will have profound effects on people's health and involvement in their communities.

### **Health**

The health of people in Halton is generally worse than the national average, and there are a number of indicators which are among the worst in the country, including life expectancy and the early death rate from cancer.

Focusing on children and young people's services, the teenage conception rate is significantly worse than the England average, breastfeeding initiation is poor and a relatively high proportion of children are obese.

Within Halton itself, health inequalities exist by gender, level of deprivation and ethnicity. For example, people from the most deprived areas have between 6 and 8 years shorter life expectancy than those from the least deprived areas. Over the last ten years, the death rate from all causes has decreased. However the early death rate from heart disease is above the England average.

There are some indicators though that are around, or are better than, the England average, such as the rate of road injuries and deaths.

## **TECHNOLOGICAL**

The Directorate has an ICT Development Plan mapping out its ICT requirements and areas for development. There are number of major ICT projects that will be central to the development of the Directorate and act as enablers for service delivery. The Directorate is working in conjunction with ICT services to successfully deliver these projects. The most significant projects for the Directorate over the period of this plan are as follows;

### **Carefirst 6/ESCR/ICS**

Implementation of Carefirst 6 collaboratively with ICT Services and the Adults and Community Directorate is critical in providing an effective ICT solution for Children's Social Care. There are statutory requirements relating to both ICS and ESCR as well as the benefits the system will provide in terms of



operational efficiency. The process will require new ICT infrastructure, scanning and new working arrangements.

### **Synergy CYP Database**

Synergy Gateway which was purchased by Halton as an 'Early Adopter' primarily to host the E CAF module and provide full integration to Contact Point. Although Contact Point has been abolished the Database is still in place and allows web based access to core pupil information and will be developed to replace existing modules allowing wider and more flexible access opportunities. Further improvements to the Tribal Synergy CYP import processes are underway with the development of Systalk. Wider access to Synergy CYP Database to better inform practitioners to include Duty Desk and School Health PCT Teams. Reviewing all modules / processes to identify improvements such as the reporting model, use of LLPG and possible new modules that will provide solutions for more efficient and time saving processes within teams e.g. the FIS Online funding module.

### **Synergy Connect - Children Centre MIS**

Synergy Connect is a flexible, web based database allowing development of its components depending on the service provider's engagement or to tie in with local or national requirements. Tribal Group is currently working on developing Synergy- Connect and the Synergy CYP Database to enable both systems to exchange information on the regular basis. The system has been used to record data from health personnel to enable integrated reporting of performance. The funding for the initial pilot has now been withdrawn which is likely to have a major impact on the use of the system.

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

ICT is a core part of the programme and our vision is for an ICT enabled learning community, which covers not just the students and teachers but also extends the provision of learning across to the community. Through BSF, ICT will transform the way that education is delivered in Halton ensuring it is a real tool for the delivery of education and is embedded across all schools.

## **LEGISLATIVE**

The Coalition Government has announced a number of intentions around the children and young people agenda, which have come into force with immediate effect or will from later this year. This section outlines the major recent and upcoming policy developments.

### **Schools White Paper**

The White Paper, 'The Importance of Teaching' was published in November 2010. It covers teaching and leadership; behaviour; curriculum, assessment and qualifications; the new school system; accountability; school improvement; and school funding. In setting out a major programme of reform for schools, it necessarily also includes some major changes in the role of local authorities (and other bodies). A Schools Bill will follow and most of the proposed changes are intended to be introduced between 2011 and 2014.

The White Paper draws on evidence from the world's best education systems within a radical reform programme that puts heads and teachers at the heart of school improvement. It looks to free schools from government bureaucracy and interference, aiming to give greater accountability to parents and local communities. It is envisaged that the reforms will raise the quality of new teachers and transform the quality of initial training and continued professional development.

The White Paper also sets out:

- Powers for teachers to improve discipline in the classroom
- A vision for a transformed school curriculum
- The reform of school performance tables
- A pupil premium to channel more money to the most deprived children
- Plans to develop a fairer and more transparent funding system

### **SEN Green Paper (yet to be published)**

The Green Paper published at the beginning of 2011 aims to improve radically the entire special education needs (SEN) system and will cover issues including school choice, early identification and assessment, funding and family support. Ministers are considering how to ensure parents can send their child with SEN or disabilities to their preferred educational setting – whether that is a mainstream school, special school or an academy. Ministers are considering a range of options, including how to:

- give parents a choice of educational settings that can meet their child's needs
- transform funding for children with SEN and disabilities and their families, making the system more transparent and cost-effective while maintaining a high quality of service
- prevent the unnecessary closure of special schools and involve parents in any decisions about the future of special schools
- support young people with SEN and disabilities post-16 to help them succeed after education
- improve diagnosis and assessment to identify children with additional needs earlier.

### **Academies Act 2010**

The Act enabled schools in England to become academies from September 2010. In Halton, Halton High opened as an academy from September 2010. Academies will be funded at a comparable level to maintained schools but would also get their share of central funding that local authorities used to spend on their behalf. Academies will be allowed to keep any surplus balances that they hold. There would be no expansion of selection but grammar schools and other schools which select or partially select pupils would be able to continue to do so. Key areas of the Act include:

- enabling all maintained schools to apply to become academies, with schools rated 'outstanding' by Ofsted being pre-approved



- allowing maintained primary and special schools to apply to become academies in their own right
- giving the Secretary of State the power to issue an academy order requiring the local authority to cease to maintain the school
- removing the requirement to consult the local authority before opening an academy
- requiring the consent of any existing foundation (mainly churches) before a school applies to become an academy (and prohibits the religious character changing during the conversion to academy)
- deeming academy trusts to be exempt charities.

### **Free Schools**

The Conservative Party in its election manifesto committed itself to enabling good education providers to establish new good small schools, initially in the most deprived parts of the country. The Coalition Government has called these schools Free Schools, developed the idea further and launched an application process for schools to become Free Schools in June.

### **Child Poverty Act 2010**

The Child Poverty Act 2010 came into force in March 2010, placing duties on partners within each local authority to work together to reduce levels of child poverty. Halton is an area with relatively high levels of poverty and deprivation, as highlighted by the following key statistics:

- Almost 50% of children live in poverty in Halton (14,380 children and young people) in 2008
- In terms of families there are around 8,000 families with children living in poverty
- In 2007 Halton has the 6<sup>th</sup> highest proportion of children in poverty in the North West.
- The IMD 2007 identified 17 Lower Super Output Areas that fell within the top 10% most deprived areas nationally for income affecting children. These 17 areas contain a quarter of Halton's child population.

The Act also places a requirement on each local authority to have in place a child poverty needs assessment and strategy by April 2011. In Halton the needs assessment has been completed as part of an overall needs assessment for the six Greater Merseyside local authorities, with each producing their own strategy. The Strategy in Halton is known as the 'Child & Family Poverty Strategy' to reflect the broad nature of the issue.

### **Children's Trust Reforms**

The Government announced in July 2010 its intention to reform Children's Trusts. The proposals came into force from October 31<sup>st</sup> 2010 and included:

- removing the duty on schools to co-operate through Children's Trusts
- removing the requirement on local authorities to set up Children's Trust Boards and the requirement on those Boards to prepare and publish a joint Children and Young People's Plan (CYPP)

- revoking the regulations underpinning the CYPP and withdrawing the statutory guidance on Children's Trusts.

The Coalition has however reconfirmed its commitment to working in partnership to improve outcomes for children and young people through locally agreed partnerships. Children's Trusts became statutory in April 2010 and so the announcement is a reversal to the pre-April status of the partnership. The intention of partners on Halton's Children's Trust is for the Trust to continue in much the same way as present. The name will remain the same, both to avoid the costs incurred by rebranding, and also to ensure awareness across all agencies of the Trust's role and remit is maintained.

### **Simplification of 16-19 Funding**

The Coalition Government has announced measures to try to reduce bureaucracy and red tape in 16-19 education in order to reduce the complexity of the existing funding processes. The proposals include:

- freeing up local authorities to focus on their strategic role in 16-19 education
- scrapping the need for local authorities to set up 'sub-regional groups' and 'regional planning groups'
- paying further education colleges, sixth form colleges and other training providers direct from the Young People's Learning Agency (YPLA).

Further measures to simplify the process are expected in time for the 2011/12 round of allocations.

### **Decommissioning of ContactPoint**

ContactPoint was shut down on 6<sup>th</sup> August 2010. The Government continues to consider the feasibility of a new signposting service for professionals to help them to support and protect our most vulnerable children, particularly when these children move areas or access services in more than one area.

## **ENVIRONMENTAL**

### **Climate Change**

The Comprehensive Spending Review contained a number of announcements on carbon management including funding for low carbon technologies, the introduction of a Green Investment Bank and Green Infrastructure fund and a new Green Deal which will enable households to fund energy efficiency improvements in their home through savings on energy bills. The funding announcements will contribute towards the delivery of a Climate Change Strategy to Halton.

## Organisational initiatives

There are a number of initiatives that have been developed at an organisational level in order to ensure consistency and synergy between individual business units of the Council. As such these initiatives are relevant to the work of all Directorates of the Council and have implications for, and are supported by, the work of the individual departments that sit beneath them. Such initiatives include:-

### 5.1 Equality, Diversity and Community Cohesion

Halton Council is committed to ensuring equality of opportunity within all aspects of its service design and delivery, policy development and employment practices. This commitment is reflected in a range of policies, strategies and other framework documents and practices that underpin the work of the Council through its day to day operational activities.

The Council reviewed and refreshed its [Single Equality Scheme](#) in 2009. As a result of the introduction of the Equalities Act (2010) the scheme has recently been further reviewed and slightly refined to ensure that it remains current and fit for purpose.

The scheme sets out the Council's approach to promoting and securing equality of opportunity, valuing diversity and encouraging fairness and creating and promoting a social environment in which people can work, learn and live free from discrimination and victimisation in all of its forms. The Council will combat discrimination throughout the organisation throughout the organisation and will use its position of influence in the borough to help to identify and remove discriminatory barriers and practices where they are found to exist.

The Council has developed a systematic approach to examine and address the equality implications of its existing and future policies, procedures and practices through the use of a Community Impact Review and Assessment process.

As a result of such assessments any actions considered to be of high priority will be monitored and reported through the Council's Quarterly Performance Reporting process.

The CYPD Equality & Diversity Group has been expanded to become a multi agency group for the Children's Trust. The group has updated and broadened the Equality Scheme already in place for CYPD to take into account the additional duties and implications of the Equality Act 2010 and to allow the Scheme to be a useful multi agency document

## 5.2 Environmental Sustainability

The Council is committed to taking a lead and setting an example in tackling climate change. The Council has developed a Carbon Management Strategy that will support the Council in managing its carbon emissions and developing actions for realising carbon and financial savings and embedding carbon management into the authority's day to day business. The Plan will be reviewed and updated during 2011/12.

The Council has set a target to reduce its emissions by 20% from 2008 – 09 levels over 4 years by 2013/14. If this target is to be achieved individual services areas will need to develop service specific plans for their areas. The Council's total emission levels in 2009/10 were (to be added)

This breaks down as follows : -

- Corporate Buildings
- Schools
- Street Lighting
- Vehicle Fleet
- Business Miles

To improve the focus on achieving its targets the Directorate, through the Carbon Group, will develop specific plans and, where appropriate, specific reduction targets around buildings and vehicle fleet, business miles (need to insert Street Lighting in environment plan and IT and Procurement in Resources Plan Schools as a separate classification in CYP Plan)

The Council has also worked with the Energy Saving Trust to develop opportunities for reducing emissions in the wider community. The opportunities will form the basis of a Corporate Climate Change Strategy to be developed in 2011/12. Directorates will contribute to and support specific actions within the overall Strategy.

## 5.3 Risk Management

Risk Management, which forms a key element of the strategic and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of departmental / organisational activities. All high risks and the

implementation of their associated mitigation measures will be monitored and reported through the Council's quarterly performance monitoring arrangements.

#### **5.4 Arrangements for managing Data Quality**

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

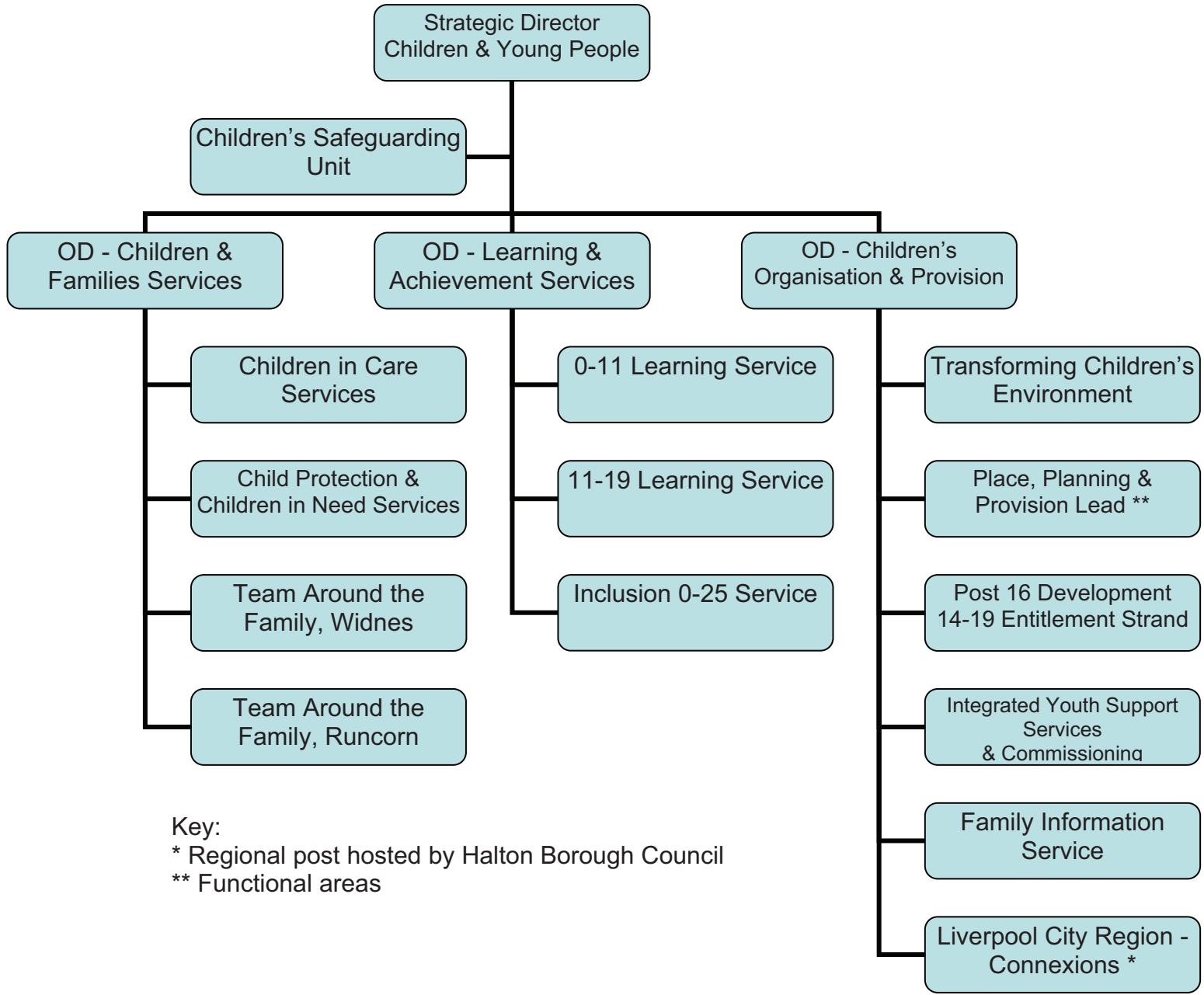
In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, identifies five Key Corporate Objectives and establishes the key dimensions of good quality data i.e. that data is:-

- Accurate:** For its intended purpose;
- Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- Reliable** By reflecting stable and consistent data collection processes;
- Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- Relevant** For the purpose intended;
- Complete** In that the monitoring of incomplete, missing or invalid data is avoided as far as is possible.

In supporting the delivery of the corporate strategy the Directorate will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk-based review.

**Directorate structure**

The current CYPD structure is as follows: (note: a new structure will be in place by April 2011)



Key:

\* Regional post hosted by Halton Borough Council

\*\* Functional areas

**6.1 CHILDREN AND FAMILIES SERVICES**

The department provides services to Children and Families from Universal to Complex Needs, as set out in Halton's Level of Need Framework. The services aim to support and protect children, ensuring that they are safe and have the opportunity to reach their potential across the five outcomes. We aim, together with partners, to narrow the gap in outcomes for these most vulnerable children. For the majority of children this will be with their families, and we will provide services and support to families to achieve this. When this

is not possible we provide services to ensure that children live somewhere that is safe, caring and appropriate to their needs.

The Department's main responsibilities are summarised in the work of the 3 divisions detailed below.

#### **Children in Care & Care Leavers**

- Care Leavers services
- Recruitment, assessment and support for adoptive parents and foster carers
- Provision of Residential Care for Children
- Support to Children in Care to improve outcomes
- Inter Agency Working

#### **Children in Need & Child Protection**

- Assessing promptly the needs of children and families in need
- Planning and delivering integrated services for vulnerable children and families across the levels of need
- Crisis and emergency intervention in families
- Intensive support to families and carers
- Child Protection services,
- Targeted interventions with the most vulnerable children in need and their families
- Provision of short breaks for disabled children

#### **Early Intervention: Team Around the Family**

- Children's Centres - provision of the full core offer and extended services
- Multi-agency locality support team
- Co-ordinated early targeted intervention based on CAF
- Parenting and family support across the levels of need
- Provision a range of accessible short breaks for disabled children
- Integrated services for Young Carers
- Family Intervention Projects, Targeted Youth Support

## **6.2 LEARNING AND ACHIEVEMENT SERVICES**

The Department works in partnership with schools and settings to raise standards of attainment and achievement. This work is undertaken by a team of specialists who focus on for example the curriculum, attendance, inclusion and behaviour within the different phases of education. School Improvement Partners (SIPs) are also a key part of this department. We work together with the other departments within Children's Services to achieve the best possible outcomes for all young people and to narrow the gap in outcomes for the most vulnerable young people.

The Department's main responsibilities are summarised in the work of 4 divisions detailed below:



### **0-11 Learning**

- Early Years Foundation Stage and the Early Years Outcome Duties
- Quality assurance of the Early Years Foundation Stage
- Key Stage 1 and 2 standards of achievement and attainment
- Healthy Schools and PSHCE
- School and setting leadership and management
- Sports, the Arts and Music developments in schools and settings
- Intervention and support in schools and settings

### **11-19 Learning**

- School Improvement Partners (SIPs)
- Safeguarding in schools
- Support and intervention in secondary schools
- Key Stage 3, 4 and 5 standards of achievement and attainment
- Key Stage 3 Pupil Referral Unit
- The 'Virtual Headteacher' role for vulnerable pupils
- Support the development of the Learning agenda within the Building Schools for the Future Programme leading to the raising of standards

### **0-25 Inclusion**

- Statutory assessments for pupils with Special Educational Needs (SEN)
- Behaviour and attendance
- Transition
- SEN service delivery for schools covering areas such as cognition and learning, visually impaired and hearing impaired
- Statutory duties covering all areas of SEN for young people to the age of 25
- Implementation and delivery of new resource base provision for schools

### **Post 16 development and 14-19 entitlement strand**

- Delivery of the 14-19 curriculum pathways
- Key Stage 4 short stay school
- Aim Higher
- Key Stage 4 Engagement Service
- Education Business Partnership
- 14-19 collaborative quality assurance
- Learning and Skills transfer and associated deliverables

## **6.3 CHILDREN'S ORGANISATION AND PROVIISION**

The Department will be responsible for the management, co-ordination and delivery of all capital programmes aimed at transforming Children's Environment including the Buildings Schools for the Future and Primary Capital. It will lead and facilitate the strategic arrangements for joint commissioning of services to children, young people and their parents and



carers within the Directorate, Statutory Partners, the Independent Sector, Voluntary and Community organisations. In addition it co-ordinates the effective delivery of youth support, community justice and sexual health service and manage the Liverpool City Region Connexions Contract.

The main responsibilities of each team are detailed below:

### **Transforming Children's Environment**

- Building Schools for the Future
- Local Education Partnership (LEP)
- Primary Capital Programme
- Children's Centres Capital
- Extended Schools
- Childcare
- Playbuilder
- Sufficiency & Suitability Childcare
- Condition
- Accessibility
- My Place
- Broader Projects

### **Place Planning and Provision**

- Early Years Sufficiency.
- Child and pupil place planning (schools and other settings).
- School Transport.
- Services to schools and settings (SLAs).
- Information, support and guidance for schools and Children's Services settings.
- Educational visits.
- Health and Safety
- Technical Support
- Business Continuity/Critical Incident Support.
- Governor Support.

### **Children's and Schools Services**

- SIMS (SLA)
- Analysis of School & Pupil Performance Data.
- Data to support CYPD.
- Information Guidance – Data Sharing Protocols.
- Management of IChoose Halton and Online Prospectus.
- Support for schools for Pupil Performance and Tracking (SLA).
- School BECTA Review, E Safety
- Virtual Learning Platform/ Managed Learning Environment.
- Family Information Service.
- Management of Help4Me and Halton4Teens.
- Management School Census/Surveys.

### **Integrated Youth Support Services and Commissioning**

- Integrated planning and commissioning
- Joint Commissioning
- Effective delivery of Integrated Youth Support
- Deployment of youth support services
- Deployment of sexual health services including Teenage Pregnancy
- Substance Misuse.
- Alcohol Services.
- Anti Social Behaviour.
- Community Safety.
- Information, Advice and Guidance Services.
- Promoting Positive Activities.

### **Liverpool City Region**

- Ensure the effective management of the Liverpool City Region Connexions Contract.

## **6.4 CHILDREN'S SAFEGUARDING UNIT**

The Safeguarding Unit consists of lead officers for Safeguarding in Halton including Children's Services, the PCT, Education, and Police. This co located and virtual team strengthens multi agency working, making efficient use of knowledge and expertise across the CYPD and the Children's Trust.

Members of the Safeguarding Unit are responsible for identifying the themes and issues, which impact on the delivery of front line practice. Through scrutiny, challenge and support, the Unit will continuously enhance standards and good practice through quality assurance and professional development.

The Unit informs and is informed by national and local guidance as well as research, to positively enhance the delivery of front line services to vulnerable children and young people in Halton.

### **Core Business of the Unit**

- Providing an Independent chairing service within the Child Protection and Children in Care systems and for those children in need identified as requiring services at level 3b.
- Independent review of Foster carers
- Responsibility for the management of allegations against adults who work with children, including the statutory role of Local Authority Designated Officer (LADO)
- Via the Halton Safeguarding Children Board manager, providing all the business support requirements for HSCB.
- Lead responsibility for the rigorous auditing of practice within children's services and multi agency file audits.
- Ensuring safeguarding is prioritised in schools –dedicated safeguarding skill base with a priority afforded to anti bullying work.
- To support engagement of the community in safeguarding.
- Multi agency support, challenge and scrutiny.

## Resources

The Directorate faces a number of challenges in ensuring it has the resources available to support the delivery of its service objectives during a period of reducing financial resources. A number of functions, including finance, workforce, performance, policy development, support to the Children's Trust, management of information and administration have moved into the Resources Directorate during 2010. Whilst these changes should enable the Council to achieve the required efficiencies without impacting on the quality of service there are likely to be some impact during the transitional period.

### 7.1 BUDGET SUMMARY AND SERVICE COSTS

To follow when 2010-11 budgets are finalised

### 7.2 HUMAN RESOURCE REQUIREMENTS

The Directorate employs approximately 3,500 staff, including school staff, and are considered to be our most valuable asset. The Directorate (and the Council as a whole) is committed to training and developing its staff and has in place an Employee Development Review Process producing Personal Action Plans for every employee. These are monitored on a regular basis and a Training and Development Plan is produced each year detailing future training that is planned and reviewing achievements from the previous year in terms of qualifications gained and training courses attended.

The Directorate also operates a comprehensive supervision policy for all staff. The supervision process provides a framework for linking the needs and skills of employees with the wider strategic objectives of the Directorate and Halton Borough Council and is one of the key processes by which performance and service outcomes are monitored and the quality of services maintained and improved.

Supervision is not just about getting the job done; it is also about investing time and energy in developing and motivating staff for the benefit of the individual and the organisation as a whole and ultimately the local community. Good supervision will result in well-trained and motivated staff who are clear about their role within the organisation and the tasks they need to achieve.

A major upcoming requirement will be the implementation of the new Integrated Children's Workforce Strategy for Halton's Children's Trust. The key aim of the strategy is a workforce that is reformed, integrated and making the best contribution possible to Halton's Children & Young People's Plan.

Linked to this strategy are a number of key workforce initiatives which have been implemented as a result of national, regional and local drivers.

In the new council structures responsibility for workforce strategy has moved to the Policy & Strategy Division and training goes to the Learning and Development section in HR. This will bring some challenges during transition and also in aligning the partnership and organisational requirements.

### **7.3 ACCOMMODATION AND PROPERTY REQUIREMENTS**

The accommodation requirements of the Directorate have been impacted upon by the efficiency programme and the establishment of the Centres of Excellence. The continued development and embedding of Team Around the Family services will further influence the Directorate's needs as the ambition is to establish community based accommodation providing front line access for all services through effectively utilising Children's Centres, GP practices and the secondary provision developed through the Building Schools for the Future programme.

## Business planning

Directorate Plans form an integral part of the authority's corporate planning framework, as illustrated within the diagram opposite.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.



### 8.1 PERFORMANCE REPORTING

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly monitoring reports on the Councils intranet site.**

In demonstrating its commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and its associated quarterly monitoring reports, are available via the Council's website at

<http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

## *Appendices*

### Appendix A: Departmental Service Objectives & Performance Indicators

#### Children & Families Services Objectives

<b>Service Objective:</b>	CFS1: To ensure that the Children and Families workforce have Managers who have the appropriate skills and that social workers have the support, skills and competence to enable them to contribute to improving outcomes for children and to maintain professional standards
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>• Evaluate the implementation of the supervision policy by March 2012</li> <li>• Ensure training standards for Newly Qualified Social Workers (NQSW) are evaluated and subject to performance management by March 2012</li> <li>• Establish a programme of bespoke training for frontline operational managers by March 2012</li> <li>• Develop a Management Traineeship for aspiring managers as part of the recruitment and retention strategy to ensure a sufficient supply of skilled managers by March 2012</li> </ul>
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>• Continue to develop and embed training standards for Social Workers and NQSW by March 2013</li> <li>• In conjunction with the Children’s Trust Integrated Workforce Strategy analysis the workforce requirements for Children’s Services Social Care and develop an appropriate action plan by March 2013</li> </ul>
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Implement appropriate action plans in relation to workforce development by March 2014</li> </ul>

<b>Service Objective:</b>	CFS2: To ensure that Children requiring intervention at level 3 b and 4 of Halton's Levels of Need receive high quality assessments and interventions to improve outcomes
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>• Develop and implement the Child in Need reviewing process to ensure that plans are effective, improve outcomes for children and that interventions are being provided at the appropriate level of need by March 2012</li> <li>• Establish and implement appropriate CAVA pathways with the Police by March 2012</li> <li>• Develop a pathway for Child in Need cases that require a multi-agency co-ordinated plan at level 2 – 3a (CAF) on closure have a named Lead Professional and a clear plan to take forward</li> <li>• Ensure that ICT are supported in the implementation of CareFirst6, prioritising practitioners involvement in ICS Development workshops and appropriate representation on the CareFirst6 Board by March 2012</li> </ul>
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>• Embed Child in Need reviewing processes by March 2013</li> <li>• Evaluate and embed the CAVA pathways by March 2013</li> </ul>
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Review the impact of the Child in Need reviewing processes and embedded pathways and develop any appropriate action plans to further improve outcomes for Children in Need by March 2014</li> </ul>
<b>Service Objective:</b>	CFS3: Improve outcomes for children in care and care leavers
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>• Revise the facilitation of the Children in Care Council to improve the engagement of young people by December 2011</li> <li>• Develop and commence implementation of a revised multiagency Children in Care Strategy by March 2012</li> <li>• Develop a shared adoption service by March 2012</li> <li>• Undertake an outcomes audit of all children in care by March 2012</li> <li>• Implement actions from the Placement strategy to increase accommodation for care leavers and the number of foster carers by March 2012</li> </ul>
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>• Implement the Children in Care Strategy as appropriate by March 2013</li> <li>• Evaluate the performance of Children in Care at Key Stages 2 and 4 and develop and action plan to narrow the gap between them and their peers</li> </ul>
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Evaluate impact of the Children in Care Strategy on outcomes and develop appropriate action plans to improve the outcomes for Children in Care and care leavers</li> </ul>



<b>Service Objective:</b>	CFS4: To develop a model of early intervention and prevention providing seamless service delivery to children and families from universal to specialist services
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>• Embed the Integrated Working Support Team (IWST) to improve early intervention and prevention by March 2012</li> <li>• Integrate the universal and early intervention services for Disabled Children within the Team around the Family model to reduce the need for more specialist intervention by March 2012</li> <li>• Complete a review of the levels of need framework and report to the Children’s Trust by March 2012</li> </ul>
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>• Evaluate the impact of IWST on outcomes for children and young people by March 2013</li> <li>• Implement action plan from the review of the levels of need framework by March 2013</li> </ul>
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Evaluate the impact of the actions completed from the review of the level of needs framework by March 2014</li> </ul>

## Children & Families Services Performance Indicators

Ref	Description	Halton 09/ 10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14
<b>Corporate Health</b>							
LPI01CFS	Newly qualified social workers (NQSW) receive the level of supervision as set out in the supervision policy	New indicator			100%	100%	100%
LPI02CFS	All NQSW attend a minimum of two “Tools for Social Worker’s” events within 12 months of qualifying	New indicator			100%	100%	100%
LPI03CFS	All NQSW’s receive safeguarding training up to and including level 4 within 12 months of qualifying	New indicator			100%	100%	100%
<b>Cost &amp; Efficiency</b>							
CPI04CFS	Increase the number of foster carers with Halton Borough Council Fostering Agency	New indicator			8	6	Not applicable
<b>Quality</b>							
NI147	Care Leavers in suitable accommodation	89%	90%		90%	90%	90%
LPI05CFS	Increase the units of accommodation for care leavers	New indicator			4	Not applicable	Not applicable
LPI06CFS	Child in Need plans are independently reviewed (baseline number of plans to be established)	New indicator			50%	100%	100%

Fair Access							
NI148	Care Leavers in Education, Employment or Training at 19	55.6%	72.5%		75%	75%	75%
LPI07CFS	Number of apprenticeships/employment opportunities for care leavers established within the year	New indicator			2	1	Not applicable
Service Delivery							
NI059 (adjusted)	Initial Assessments completed within 10 working days (adjusted indicator in line with Working Together to Safeguard Children 2010)	New indicator			85%	85%	85%
NI060	Core Assessments completed within 35 working days	94%	92%		92%	92%	92%
LPI08CFS	Percentage reduction of the number of referrals to Children's Social Care that are generated by Police CAVA notifications and close within 3 months of referral from baseline (2009-10)	New indicator			-10%	-20%	-20%
LPI09CFS	Percentage of CIN Cases that require a multi-agency co-ordinated plan at level 2 – 3a (CAF) on closure have a named lead professional and a clear plan to take forward	New indicator			100%	100%	100%
LPI10CFS	Percentage increase multi-agency interventions (CAF's) in place and operating for level 2/3 cases from the 2010 baseline	New indicator			+25%	+35%	+40%
LPI11CFS	Percentage of agencies accessing IWST processes	New indicator			75%	100%	100%
LPI12CFS	Percentage of referrals to social care that had been subject to CAF in the previous 12 months	5.8%	30%		Awaiting information on audited CAF to set target		
NI062	Stability of placements of Children in Care: number of moves	14.3%	8.2%		7.5%	7.5%	7.5%
NI063	Stability of placements of Children in Care: length of placements	69.6%	81.5%		90%	90%	90%
NI068	Referrals to children's social care going on to Initial Assessment	93%	95%		95%	95%	95%

LPI01CYP	Percentage gap between Children in Care attainment at Key Stage 2 and their peers	New indicator	Awaiting information to set target
LPI02CYP	Percentage gap between Children in Care attainment for 5+ GCSE's grades A*-C including English and Maths and their peers	New indicator	Awaiting information to set target
LPI03CYP	Percentage of Children in Care achieving expected outcomes at KS2 and KS4	New indicator	Awaiting information to set target

### Other National Indicators

The following National Indicators have been included pending the publication of a single comprehensive list of all data that Local Authorities are required to provide to central government. All indicators are monitored on an annual basis at the least, and those where information is available more regularly are monitored on a quarterly basis. Where indicators underpin the priorities of the Children and Young People's Trust or the Halton Safeguarding Children's Board, these are monitored through the appropriate performance management frameworks of these partnerships.

Ref	Description	Halton 09/ 10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
NI051	Effectiveness of Child and Adolescent Mental Health services (CAMHs)	12	15		14	14	14
NI053	a) Prevalence of breastfeeding at 6-8 weeks from birth	19.26%	23%		25%	27%	28%
NI054	Services for disabled children	62	66		Target not appropriate		
NI055	Obesity among primary age children – reception	11.5	10		10	10	10
NI056	Obesity among primary age children – Year 6	22.4%	21.3%		21%	20%	19%
NI058	Emotional and behavioural health of looked after children	16.7	16		16	16	16
NI061	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	76.9%	Target not appropriate		Target not appropriate		

NI064	Child Protection plans lasting 2 or more years	3%	0%		0%	0%	0%
NI065	Children subject to a child protection plan for a second or subsequent time	7%	10%		8%	8%	8%
NI066	Children in Care cases are reviewed within timescales	99.3%	100%		100%	100%	100%
NI067	Child Protection cases are reviewed within timescales	100%	100%		100%	100%	100%
NI070	Hospital admissions caused by unintentional and deliberate injuries to children and young people	155	150		145	145	145
NI071	Missing from home	14	15		15	15	15
NI109	Delivery of Sure Start Children's Centres	100%	100%		100%	100%	100%
NI099	Children in Care achieving Level 4+ at KS2 English	50%	33%		Awaiting information to set target		
NI100	Children in Care achieving Level 4+ at KS2 Maths	50%	33%		Awaiting information to set target		
NI101	Children in Care achieving 5+ GCSE's including English and Maths A*-C	7.7%	22.5%		Awaiting information to set target		
NI116	Children in poverty (proxy indicator: narrow the gap between North West average and Halton for percentage of families in receipt of out of work benefits)	+4.8%	Not set		+4.6%	+4.6%	+4.6%

## Childrens Organisation and Provision Services Objectives

<b>Service Objective:</b>	COPS1: Ensure provision for children and young people is sufficient and sustainable
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>• Implement the actions from the Children in Care sufficiency assessment (conducted March 2011) by March 2012</li> <li>• Complete the comprehensive review of Early Years provision informed by the Childcare Sufficiency Assessment by August 2011</li> <li>• Implement the action plan from the Early Years provision review by March 2012</li> </ul>
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>• Further assess childcare provision in line with requirements and implement appropriate action plans by March 2013</li> </ul>
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Further assess childcare provision in line with requirements and implement appropriate action plans by March 2013</li> </ul>
<b>Service Objective:</b>	COPS2: Further develop and implement commissioning to improve outcomes for Children and Young People
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>• Review and evaluate the Commissioning Strategy by May 2011</li> <li>• Develop the Children’s Trust Commissioning Strategy by July 2011</li> <li>• Develop commissioning arrangements with GP consortia by March 2012</li> <li>• Implement the appropriate action plans in line with the 5 commissioning priorities agreed with health colleagues by March 2012</li> <li>• Review and evaluate the performance management framework for commissioning by May 2011</li> </ul>
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>• Review progress on the relevant Commissioning Strategies and develop and implement appropriate action plans in response by March 2013</li> <li>• Further develop commissioning arrangements with GP consortia by March 2013</li> </ul>
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Review progress on the relevant Commissioning Strategies and develop and implement appropriate action plans in response by March 2014</li> <li>• Embed commissioning arrangements with GP consortia by March 2014</li> </ul>

<b>Service Objective:</b>	COPS3: Further develop a 14-19 commissioning framework to improve outcomes for young people
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>• Implement a strategic commissioning framework for 14-19 across the 5 priorities for commission from September 2011 according to the appropriate action plans</li> <li>• Implement the appropriate action plans to improve Sixth Form provision across Halton by March 2012</li> <li>• Implement the action plan from the review of quality and sustainability of The Gateway by March 2012</li> <li>• Ensure the successful transition of the future of information, advice and guidance provision by March 2012</li> </ul>
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>• Evaluate 14-19 commissioning, and develop and implement appropriate action plans to ensure provision is appropriate and sustainable by March 2013</li> </ul>
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Further evaluate 14-19 commissioning, and develop and implement appropriate action plans to ensure provision is appropriate and sustainable by March 2014</li> </ul>
<b>Service Objective:</b>	COPS4: Improve outcomes for young people through integrated and targeted youth support
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>• Refresh the Integrated Youth Support Service (IYSS) Strategy by May 2011</li> <li>• Implement the agreed action plan in relation to the IYSS Strategy by March 2012</li> <li>• Develop the national young persons substance misuse plan by April 2011</li> </ul>
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>• Review outcomes for young people, to inform further action plans for integrated and targeted youth support by March 2013</li> </ul>
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Review outcomes for young people, to inform further action plans for integrated and targeted youth support by March 2013</li> </ul>

It should be noted that capital strategy information is awaited from central government. Once the notification has been received a service objective will be included should the local authority have a role in future capital development for schools.

## Childrens Organisation and Provision Services Indicators

Ref	Description	Halton 09/ 10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14
<b>Quality</b>							
LPI01COP	Percentage of Childminders graded as good or better of those inspected in the period	New indicator			Definition of indicator to be confirmed		
LPI02COP	Percentage of non-domestic childcare settings graded as good or better of those inspected in the period	New indicator			Definition of indicator to be confirmed		
LPI03COP	Percentage of Sixth Form Schools graded as good or better of those inspected in the period	New indicator			Definition of indicator to be confirmed		
LPI04COP	Percentage of GFE graded as good or better of those inspected in the period	New indicator			Definition of indicator to be confirmed		
LPI05COP	Percentage of Pupil Referral Units graded as good or better of those inspected in the period	New indicator			Definition of indicator to be confirmed		
<b>Fair Access</b>							
LPI06COP	Take up of early years entitlement for 3 year olds	New indicator			Definition of indicator to be confirmed		
LPI07COP	Take up of early years entitlement for disadvantaged	New indicator			Definition of indicator to be confirmed		
NI117	Percentage of 16-18 yr olds not in education, employment or training	10.3%	7.7%		7.5%	6.9%	Not set
LPI08COP	Percentage of vulnerable groups in EET	New indicator			Definition of indicator to be confirmed		



Service Delivery							
LPI09COP	Attainment by vulnerable groups	New indicator			Definition of indicator to be confirmed		
LPI10COP	Percentage increase in enrolment on apprenticeships from baseline year	New indicator			Definition of indicator to be confirmed		
LPI11COP	September guarantee indicator (98%)	New indicator			Definition of indicator to be confirmed		
NI079	Achievement of Level 2 qualification at 19	66.8%	67%		68%	70%	Not set
NI080	Achievement of Level 3 qualification at 19	33.7%	42.2%		44%	45%	Not set
NI112	Under 18 conception rate percentage change from 1998 baseline rate	+12%	-55%		-61%	-61%	Not set
LPI12COP	Under 18 conception rate (for information rather than target setting)	52.6	Target set against the percentage change				
LPI13COP	Percentage change in the number of Anti-Social Behaviour incidents from the baseline	New indicator			Definition of indicator to be confirmed		
NI111	Number of First Time Entrants to Youth Justice System	149	237		234	230	Not set
LPI14COP	Percentage change in the number of First Time Entrants to Youth Justice System from the baseline	New indicator			Target set against the percentage change		

### Other National Indicators

The following National Indicators have been included pending the publication of a single comprehensive list of all data that Local Authorities are required to provide to central government. All indicators are monitored on an annual basis at the least, and those where information is available more regularly are monitored on a quarterly basis. Where indicators underpin the priorities of the Children and Young People's Trust or the Halton Safeguarding Children's Board, these are monitored through the appropriate performance management frameworks of these partnerships.

NI081	Inequality gap in achievement at level 3 by the age of 19	24%	16%		14%	11%	Not set
NI082	Inequality gap in achievement at level 2 by the age of 19	18%	51%		50%	49%	Not set
NI088	Percentage of extended schools	100%	100%	100%	100%	100%	100%
NI091	Participation of 17 year olds in education or training	79%	80%		80%	80%	Not set
NI113	Chlamydia: Prevalence	23.5%	10%		10%	10%	10%
NI113	Chlamydia: Screening rate	23.5%	35%		35%	35%	35%
NI118	Take up of formal childcare by low income families	Awaiting information. This is nationally produced annual data published several years in arrears.					

## Learning and Achievement Services Objectives

<b>Service Objective:</b>	LAS1: To increase the percentage of schools where Ofsted judge overall effectiveness to be good or better
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>• Review all schools currently graded as satisfactory to identify actions required to improve inspection outcomes by July 2011</li> <li>• Evaluate the outcomes of all inspections to ensure that learning is carried through to all schools and align to School Development Panel meetings on a minimum of a termly basis</li> <li>• Utilise the Cross Service Monitoring Group (CSMG) screening of schools using alerts and triggers</li> <li>• Support schools' understanding of the requirements of the new Ofsted Framework for inspection by September 2011</li> <li>• Complete data analysis for all schools to align the appropriate support for all schools through the school improvement process by December 2011</li> </ul>
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>• Continue the process of analysis, deployment of support and monitoring for all schools, with focus on those not judged as good or better by March 2013</li> </ul>
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Continue the process of analysis, deployment of support and monitoring for all schools, with focus on those not judged as good or better by March 2014</li> </ul>
<b>Service Objective:</b>	LAS2: Increase GCSE attainment for 5 or more at grades A*-C including English and maths
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>• Conduct the annual analysis of school performance data for all primary, secondary and special schools during September to December 2011</li> <li>• Map consultant and school to school support for all phases, including settings (this support to be negotiated with schools) during September to December 2011</li> <li>• Complete target setting with all schools to ensure targets set are sufficiently challenging in line with Fischer Family Trust D with the aim of improving LA attainment levels year on year by January 2012</li> <li>• Complete the mid-year review of anticipated outcomes against KS2 and KS4 targets by May 2012</li> <li>• Analyse the levels of absence, including persistent absence, across all phases on a termly basis</li> </ul>
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>• Continuation of the above cycle of review and evaluation with monitoring on a termly basis</li> </ul>

Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>Continuation of the above cycle of review and evaluation with monitoring on a termly basis</li> </ul>
<b>Service Objective:</b>	LAS3: Narrow the gap in attainment between vulnerable groups and their peers through early identification of need, and effectively targeted school improvement support.
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>Conduct data analysis for children in care and with schools ensure that action plans for individual pupils are in place by September 2011</li> <li>Review Children in Care Educational plans and amend as appropriate on a termly basis</li> <li>Children in Care end of Key Stage targets monitored termly for those in year 5 and year 10 by December 2010</li> <li>Conduct data analysis for Free School Meals pupils and identify areas of need and support required by November 2011</li> <li>Conduct data analysis for SEN pupils and with schools identify areas of need and support required by October 2011</li> <li>Analysis of Ofsted inspections in relation to safeguarding practice carried out termly to inform sharing of practice with schools</li> </ul>
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>Continuation of the above cycle of review and evaluation with monitoring on a termly basis</li> </ul>
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>Continuation of the above cycle of review and evaluation with monitoring on a termly basis</li> </ul>
<b>Service Objective:</b>	LAS4: Ensure that service redesign results in the most efficient use of available resources to meet local needs and also delivers the requirements of the Education White Paper / Education Act and the SEN Green Paper.
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>Structural redesign, informed by school survey, to ensure capacity to deliver core functions and manage a range of potentially shared and / or traded services by April 2011</li> <li>Draft structure produced by April 2011</li> <li>Transitional phase implemented during April to August 2011</li> <li>New structure / service delivery model in place September 2011</li> <li>Prepare for reviewed SEN resource bases during April to July 2011</li> <li>Resource bases up and running by September 2011</li> <li>Evaluation of provision to be conducted by March 2012</li> </ul>

Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"><li>• Implementation of any action plans arising from the evaluation of the provision by March 2013</li></ul>
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"><li>• Further evaluation of provision to be conducted with formation of appropriate action plans by March 2014</li></ul>

## Learning and Achievement Services Indicators

Ref	Description	Halton 09/ 10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14
<b>Service Delivery</b>							
LPI01LAS	Percentage of schools setting targets at FFT level D	87.5%	90%		100%	100%	100%
NI075	Proportion achieving 5+ GCSE A*-C including English and Maths	45%	52.3%	50% (provisional)	54%	55.5%	Not set
NI087	Secondary School persistent absence rate	5.3%	5%		Awaiting national guidance to set targets		
NI114	Rate of permanent exclusions from school	0.35%	0.04%	n/a	0.35%	0.35%	0.35%
<b>Quality</b>							
LPI02LAS	Percentage of primary schools inspected in the period graded good or better (including special schools)	New indicator			Definition of indicator to be confirmed		
LPI03LAS	Percentage of secondary schools inspected in the period graded good or better (including special schools and PRUs)	New indicator			Definition of indicator to be confirmed		
LPI04LAS	Percentage of primary schools in Halton with latest inspection grade of good or better (including special schools)	New indicator			Definition of indicator to be confirmed		
LPI05LAS	Percentage of secondary schools in Halton with latest inspection grade of good or better (including special schools and PRUs)	New indicator			Definition of indicator to be confirmed		
LPI06LAS	Percentage of primary schools below the floor standard	New indicator			0%	0%	0%
LPI07LAS	Percentage of secondary schools below the floor standard	New indicator			0%	0%	0%

Fair Access							
NI102(a)	Achievement gap at Key Stage 2 English and Maths FSM and peers	18.2%	12%	15.2% (provisional)	12%	12%	Not set
NI102(b)	Achievement gap at Key Stage 4 FSM and peers	26.7%	22%	28% (provisional)	20%	18%	Not set
NI104	SEN/Non-SEN achievement gap at KS2 English and Maths	42%	37%	50% (provisional)	35%	33%	Not set
NI105	SEN/Non-SEN achievement gap at GCSE 5+ A*-C including English and Maths	42.1%	29.5%	48.6% (provisional)	28%	27%	Not set
LPI01CYP	Percentage gap between Children in Care attainment at Key Stage 2 and their peers (to match with CFS plan)	New indicator			Awaiting information to set targets		
LPI02CYP	Percentage gap between Children in Care attainment for 5+ GCSE's grades A*-C including English and Maths and their peers (to match with CFS plan)	New indicator			Awaiting information to set targets		
LPI03CYP	Percentage of Children in Care achieving expected outcomes at KS2 and KS4 (to match with CFS plan)	New indicator			Awaiting information to set targets		

### Other National Indicators

The following National Indicators have been included pending the publication of a single comprehensive list of all data that Local Authorities are required to provide to central government. All indicators are monitored on an annual basis at the least, and those where information is available more regularly are monitored on a quarterly basis. Where indicators underpin the priorities of the Children and Young People's Trust or the Halton Safeguarding Children's Board, these are monitored through the appropriate performance management frameworks of these partnerships.

Ref	Description	Halton 09/ 10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
NI052	Take up of school lunches (Primary and Secondary)	46.4% 52.4%	46% 50%		50% 52%	53% 53%	Not set
NI057	Participation in sport and PE	78%	81%		81.5%	82%	82%
NI072	Early Years Foundation Stage Attainment	46.9%	52%		54%	56%	Not set
NI073	Proportion achieving level 4 Key Stage 2 English and Maths	73%	79%		80%	81%	Not set
NI076	Reduction in schools below floor targets at Key Stage 2	3	2		2	2	2
NI078	Reduction in schools below floor targets at Key Stage 4	1	0		0	0	0
NI089	Reduction in the number of schools in special measures and time taken to come out of special measures	2 (23 months)	0		0	0	0
NI092	Early Years Foundation Stage Gap in achievement	31.4%	27.7%		27%	26.5%	Not set
NI093	Progress by 2 levels at KS2 English	83%	89%		90%	91%	Not set
NI094	Progress by 2 levels at KS4 Maths	82%	87%		88%	89%	Not set
NI103	Statements of SEN issued within 6 weeks (including/excluding exceptions)	100%	100%		100%	100%	100%
NI107	Key Stage 2 attainment for BME group	No targets set as small cohorts exempt from statutory target setting. Comparators with year on year inappropriate due to small cohorts.					
NI108	Key Stage 4 attainment for BME group						



## Appendix B: Department of Education Subset of Data

The table below is the subset of data the Department of Education have published as the requirement. The majority of indicators have yet to be defined although a small number are likely to mirror some existing National Indicators

Ref	Description	Halton 09/10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14
	3-4 year old spend per child						
	Primary school spend per child						
	Secondary school spend per child						
	Unit funding of post-16 education						
	Funding per disadvantaged pupil						
	Capital spending (to be determined following the review of capital spending)						
	Spending by maintained schools on their "back office" functions and procurement e.g. financial management as a percentage of total school expenditure						
	Readiness to progress to next stage of schooling (early years into primary, primary into secondary) <sup>1</sup>						
	Attainment at age 16 <sup>2</sup>						
	Attainment at age 19 <sup>3</sup>						

<sup>1</sup> Expected to mirror National Indicators: 072, 073

<sup>2</sup> Expected to mirror National Indicators: 075, 078, 094

<sup>3</sup> Expected to mirror National Indicators: 079, 080

	Narrowing the gap in educational attainment: the achievement of children from different backgrounds or in different circumstances in comparison to the overall average (for example, child on free school meals, children with special educational needs, children in care) <sup>4</sup>						
	School choice facing parents: indicator to be developed through consultation						
	How pupils are progressing in their attainment in English and Maths between Key Stages <sup>5</sup>						
	Ensuring a strong start for disadvantaged children: including an indicator based on Frank Field's Review on Poverty and Life Chances						
	Reducing teenage pregnancy: Under 18 conception rate <sup>6</sup>						

<sup>4</sup> Expected to mirror National Indicators: 081, 082, 092, 102, 104, 105, 099, 100, 101,

<sup>5</sup> Expected to mirror National Indicator: 093, 094

<sup>6</sup> Expected to mirror National Indicator: 112

**REPORT TO:** Children, Young People and Families Policy and Performance Board

**DATE:** 6 January 2011

**REPORTING OFFICER:** Chief Executive

**SUBJECT:** Special Strategic Partnership Board minutes

**WARD(s):** Boroughwide

**1.0 PURPOSE OF REPORT**

1.1 The Minutes relating to the Children and Young People and Families' Portfolio which have been considered by the Special Strategic Partnership Board are attached at Appendix 1 for information.

**2.0 RECOMMENDATION: That the Minutes be noted.**

**3.0 POLICY IMPLICATIONS**

3.1 None.

**4.0 OTHER IMPLICATIONS**

4.1 None.

**5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

**5.1 Children, Young People and Families in Halton**

None.

**5.2 Employment, Learning and Skills in Halton**

None.

**5.3 A Healthy Halton**

None.

**5.4 A Safer Halton**

None.

**5.5 Halton's Urban Renewal**

None.

**6.0 RISK ANALYSIS**

6.1 None.

**7.0 EQUALITY AND DIVERSITY ISSUES**

7.1 None.

**8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

8.1 There are no background papers under the meaning of the Act.



### Halton Children's Trust

## Minutes of Executive Group Meeting held on Tuesday 26th October 2010 2.00pm, Municipal Building Widnes

#### Present:

Ann McIntyre	Operational Director, Children's Organisation and Provision (Chair)
Jane Lunt	Operational Director, Child & Family Health, Halton & St Helens PCT
Julia Rosser	Public Health Specialist Registrar, Halton & St Helens PCT
Jonathan Potter	Divisional Manager, Children's Locality Services, HBC
Gareth Jones	Warrington & Halton Youth Offending Team
Mark Grady	Children's Trust Principal Officer, HBC
Joe Linnane	Performance Manager, Connexions
Karen Hickey	Assistant Policy Officer, HBC (minutes)

#### Apologies

Gerald Meehan	Strategic Director of Children's Services, HBC
Steve Collett	Chief Officer, Cheshire Probation Area
Nigel Moorhouse	Operational Director, Specialist Services, HBC (Co-chair)
Diane Sproson	Area Manager, Connexions
Paula St Aubyn	Divisional Manager, Safeguarding, Quality and Review, HBC
Michelle Bradshaw	Assistant Director, Child & Family Services, Halton & St Helens PCT

#### In attendance

Les Unsworth	Policy Officer, HBC
John Gallagher	Principal Policy Officer, HBC
Val Stoddart Cross	Principal Educational Psychologist, HBC

Item		Action
1.0	<b>MATTERS ARISING</b>	
1.1	<b>Item 1.2, Children's Trust website</b> , development is still on-going, the site will now be hosted within Halton Strategic Partnership website to ensure that it is accessible to all partners.	
1.2	<b>Item 2.1, WNF Review and Evaluation</b> - evaluation has now taken place across all 5 SSP partnerships and 3 generic areas have been identified which would have the biggest impact across all priorities within the LSP. <ul style="list-style-type: none"> <li>• Alcohol harm reduction</li> <li>• Employment/NEET issues</li> <li>• Safer communities</li> </ul> The 4 priorities for Children and Young People previously identified will fit within these areas.	
1.3	<b>Item 3.1 Children's Trust meetings</b> – work on the matrix of meetings is still ongoing, this will be discussed at the away day in November.	<b>MG</b>
1.4	<b>Item 4.1, Sustainable Community Strategy</b> – drafting of the strategy is progressing. A report was submitted to the Children's Trust Board which will be circulated with the minutes.	<b>KH</b>
2.0	<b>DECISION MAKING</b>	

2.1	<p><b>Children's Workforce Development Strategy</b></p> <p>The document has been to the Children's Trust Board and the draft agreed pending further amendments. This will be an enabling strategy which will interlink with other strategies and work plans to provide direction. The action plan within the document now provides more specific timescales and outcome measures. The document will be sent to print on the 29<sup>th</sup> October</p> <p>A launch event for the strategy will take place on the 18<sup>th</sup> November, in conjunction with the Children's Trust Equality and Diversity Scheme. Multi agency shadowing opportunities will be on offer at the event, as a result of feedback from the Children's Trust/HSCB joint event in February. Children's Trust partners have been asked to promote the event to staff within their organisations. AMc highlighted that JG will need to ensure adequate supplies of the strategy, plus promotional material are issued to all partner organisations.</p>	
2.2	<p><b>Children's Trust Equality &amp; Diversity Scheme</b></p> <p>This has been developed as an action identified within the Children &amp; Young People's Plan 2009-11. Under the Equality Act 2010 general duties are reaffirmed, and the socio-economic duty towards protected characteristics is also included, which cover new areas of protection. It is imperative for all Children's Trust partners to be responsible for, and have a real commitment to, equality and diversity, to ensure it is incorporated in to everyday business and practice. Five critical factors have been identified for improving equality and diversity across the partnership:</p> <ul style="list-style-type: none"> <li>• Commitment</li> <li>• Involving users</li> <li>• Mainstreaming equality and diversity</li> <li>• Monitoring performance data</li> <li>• Sustainability</li> </ul> <p>An action plan is included within document, including monitoring mechanisms. Partner organisations will need to raise awareness of legislative changes and individual responsibility to adhere to new guidance within their practice and procedures. The possibility of multi agency training needs to be explored. JL to nominate representative from PCT for the Children's Trust E&amp;D working group.</p>	JL
2.3	<p><b>Anti Bullying Work in Halton</b></p> <p>The Executive Group members were informed of the current status of anti bullying work within Halton. Val Stoddart Cross is now leading on this area of work. A multi agency anti bullying operational group has now been established and will report directly to SDP1. There are a number of tasks for the group to address, including establishing local measures for bullying following demise of Tellus. Additionally a means of sharing good practice is to be established, to include adult services. The Anti Bullying Charter is also to be updated. The approach was supported by the Executive Group, and members were asked to note in their diaries Anti-bullying Week in November, including a conference on 15<sup>th</sup> November at the Stadium.</p>	ALL
2.4	<p><b>Maternity Matters Strategy</b></p> <p>The strategy and action plan has been developed to facilitate the</p>	

	<p>commissioning of high quality maternity care that is more flexible and responsive to the clinical, social and cultural needs of women and their families with the aim of increasing choice. Options on how to re-energise the Maternity Matters steering group are currently being explored.</p> <p>The Executive group were asked for endorsement of strategy and action plan, and acknowledgement of opportunities for integrated working with Team Around the Family. A Children's Centres Away Day will take place on the 8<sup>th</sup> December to establish priorities, JL will attend this. The Executive Group endorsed the strategy</p>	<b>JL</b>
2.5	<p><b>Team Around the Family</b></p> <p>The Executive Group were updated on Team Around the Family (TAF) developments within Runcorn and Widnes, with note to key areas of development and priorities over the next 3 months.</p> <p>Staffing structures are now in place for TAF, and an Integrated Working Support Team (IWST) has been established. Earlier this year the Children's Trust agreed that the Operational Director of PCT Commissioning would be the Chair of a new Strategic Group that would oversee the development, practice and processes of integrated and preventative working within the Borough and this group is now operational. Ongoing work is needed to ensure CAFs are completed when required but that appropriate help is given via the IWST Team. Improving and maintaining relationships with all key partners is a key priority for TAF.</p> <p>Recommendations were that the Children's Trust Executive Group accepts the terminology associated with the TAF model. Further reports will be brought to the Children's Trust on progress, on a quarterly basis.</p>	
2.6	<p><b>NHS White Paper Consultation</b></p> <p>A short response has been submitted to the consultation on behalf of the Children's Trust. There is a possibility for school health services to transfer over to the local authority in future. JL agreed to circulate the response.</p>	<b>JL</b>
2.7	<p><b>Family Nursing</b></p> <p>This is an intensive preventative programme for teenage parents, with the aim of improving antenatal health and child health and development. NHS Halton &amp; St Helens have withdrawn from the current implementation phase of Family Nursing due to resource constraints. The Children's Trust need to be aware of the decision taken, and take this into account when deciding their commissioning priorities for 2011/12, to consider how best to work with teen parents in order to improve outcomes for this group. This will be examined further as part of the Joint Commissioning Unit work.</p>	
2.8	<p><b>Children's Trust Development Day</b></p> <p>This will take place on the 26<sup>th</sup> November, 9.30am – 1.00pm at the HBC Corporate Training Centre, Widnes. The event will be a launch pad for development of the Children &amp; Young People's Plan 2011</p> <p>The agenda will cover:</p> <ul style="list-style-type: none"> <li>• Progress of existing priorities</li> <li>• Emerging national priorities</li> </ul>	

	<ul style="list-style-type: none"> <li>• Halton issues</li> <li>• New Children's Trust priorities and structures to take forward.</li> </ul> <p>MG to circulate draft agenda for further comment.</p>	<b>MG</b>
3.0	<b>PRIORITIES</b>	
3.1	<p><b>SDP Update - Young People are Physically, Emotionally and Sexually Healthy</b></p> <p>Recent focus has been on in year budget cuts in some local authority grants and defining the commissioning intentions based on the priorities to get maximum impact with funding available. The NHS White Paper has set out the intention regarding GP commissioning from 2013. The Public Health White paper in late autumn will provide further clarity regarding where commissioning for children's services will sit. Also the Comprehensive Spending Review in late October will clarify funding for 11/12 and beyond. To assist this process, SDP 1 is to hold a workshop to start looking at needs analysis, gaps and current funding to enable a commissioning and financial plan for 11/12 to be developed</p>	
3.2	<p><b>SDP Update – All Young People are Successful when they Leave School</b></p> <p>At the end September 2010 the percentage of 16 to 18 year olds NEET in Halton had fallen to 9.15% compared with 10.56% at the end September 2009. This equates to fall in real terms from 437 young people in September 2009 to 362 in September 2010. Schools data shows improved outcomes at 16, with 90% of pupils leaving with 5 A-Cs which impacts on self esteem as well as greater opportunities. Multi agency working has contributed to this recent improvement. There is some concern regarding Youth Offending Team (YOT) figures as there has been slight rises. The abolition of EMA will also impact on this, as this will particularly affect YOT cohort.</p>	
3.3	<p><b>SDP Update – Children and Young People do Well Wherever they Live and Whatever their Needs</b></p> <p>At the last meeting the Group looked in detail at ongoing work within Halton on Child &amp; Family Poverty, and this will be a key item at future meetings. In response to the Child Poverty Act 2010 an overall needs assessment for Halton will be in place shortly and a Child &amp; Family Poverty Strategy will be launched by March 2011. The SDP will be informed of progress around this and involved in its development. It was agreed that the needs assessment should be used by the SDP to lead on the development of a wider needs assessment covering all issues to ensure all children do well wherever they live and whatever their needs across the full age range.</p>	
4.0	<b>Information Items</b>	
4.1	<p><b>Aiming High for Disabled Children</b></p> <p>The Executive Group were advised on progress of the Aiming High for Disabled Children programme and the significant issues for the future delivery of disabled children's services. Nationally there is uncertainty with regards to future direction for disabled children's services, and also future funding for short breaks. Locally improvements have been made in short breaks provision, however families have requested support for more family</p>	



	orientated activities. There are current issues around collection of data, as current recording mechanisms do not support reporting requirements. Alternative ways to deliver services in absence of funding are currently being explored.	
4.2	<p><b>Comprehensive Spending Review</b></p> <p>Key changes within the review are as follows:</p> <ul style="list-style-type: none"> <li>• An overall 60% reduction in capital funding for local authorities.</li> <li>• Within Health there will be 1% growth over next 4 years</li> <li>• From 2014 1 billion of NHS funding will be given back to Social Care</li> <li>• The Youth Justice Board has been abolished; this was single largest funder for YOT. Funding cuts on police and probation service will also impact on YOT.</li> </ul> <p>Any areas of development or growth that partners are aware of should be shared in order to assist with staff migration and avoid losing workforce skills within Children's services.</p>	
4.3	<p><b>Children's Trust Performance Report</b></p> <p>Deferred until next meeting, pending production of report.</p>	
4.4	<p><b>Update from Children's Trust Board meeting 14.10.10</b></p> <p>Deferred until next meeting, pending agreement of minutes.</p>	
	<p><b>Date and Time of Next Meeting:</b></p> <p>Tuesday 7<sup>th</sup> December 2010, 2.00pm Marketing Suite, Municipal Building Widnes</p>	

#### Outstanding Actions to date:

Item	Action Required	Who by	When by
1.3	Children's Trust meetings matrix – to be discussed at Away Day in November	MG	
1.4	Sustainable Community Strategy report to be circulated with minutes	KH	
2.2	JL to nominate representative from PCT for the Children's Trust E&D working group	JL	
2.3	members to note in their diaries Anti-bullying Week in November, including a conference on 15 <sup>th</sup> November at the Stobart Stadium.	ALL	
2.4	JL to attend Children's Centres Away Day on the 8 <sup>th</sup> December	JL	
2.6	NHS White Paper Consultation – JL to circulate response	JL	
2.8	MG to circulate agenda for Children's Trust Away Day for further comment	MG	