

## Directorate Performance Overview Report

**Directorate:** Children and Enterprise Directorate

**Reporting Period:** Quarter 2, Period 1 July 2013 – 30 September 2013

### 1.0 Introduction

This report provides an overview of issues and progress within the Directorate that have occurred within Quarter 2. The way in which traffic light symbols have been used to reflect progress to date is explained within the Appendix (section 8).

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

## 2.0 Key Developments

### 2.1 Ofsted Inspection Framework

This has now been published and will cover all aspects of local authority children's services, from early help, assessment, children in need and child protection to children in care and care leavers. It will also include the fostering and adoption services as well as children who are missing education and quality of alternative provision. Ofsted has been very explicit that the bar has been raised in judging effectiveness and outcomes for children, and that it anticipates there will be a significant increase in the Local Authorities judged as "requires improvement"<sup>1</sup>. The Local Safeguarding Board will also be reviewed at the same time, and a judgement made about its effectiveness.

Work is already underway in preparing for the inspection which is implemented from November 2013. The inspection is unannounced, and takes place over a 4 week period. Inspections take place over a three yearly cycle, and as Halton's last full inspection was in February 2011 it is anticipated that Halton will be in the first or second phase of the cycle. Following inspection, the Local Authority will be required to publish its plan in response to the recommendations. (TC)

### 2.2 Adoption Inspection August 2013

The outcome of the adoption inspection was adequate overall, with good judgements for safeguarding and quality of outcomes, but adequate judgments for leadership and management, and quality of service. The revised and more exacting methodology and approach which will be part of the new Inspection Framework (see 2.1) was evident in the adoption inspection, even though it was undertaken under the Adoption Inspection Framework which will cease from November. There were no requirements made, and an action plan has been drawn up and implemented in response to the recommendations. (TC)

### 2.3 Contact Advice & Referral Team (known as CART)

This is a newly established central team which receives all contacts and referrals to Children's Social Care in one place. This team will ensure that the quality of information received is of a consistently high quality to inform decision-making about how the Levels of Need Framework is applied, and the outcomes for children and families are clearly recorded and overseen by one manager. (TC)

### 2.4 Performance reports

In conjunction with IT services, a new suite of performance and management information reports has been developed and implemented. This will improve the "real-time" management of activity

<sup>1</sup> "Requires Improvement" to be good

within the service, and also enables oversight and management of that activity at all levels within the service to be evidenced. This suite of reports will be key in improving outcomes for children and young people.

## **2.5 School Improvement Link Officer Support**

Following the national cessation in 2011 of funding to local authorities for the National Strategies' School Improvement Partner (SIP) programme, and at the same time the significant reduction in the number of school improvement personnel, a decision was taken not to maintain a link officer role within all of our schools. The expectation was that schools would have increased autonomy and accountability for their own improvement. Funding for consultants and advisory teachers was withdrawn from local authorities and was re-directed to schools to enable them to purchase their choice of school improvement, including external SIPs. The Local Authority focused its remaining school improvement resource on working with those schools that were not yet judged to be good or better.

As a result and overtime our knowledge, particularly of our good and outstanding schools, has diminished and we have genuinely missed those opportunities to engage with all of our head teachers in their schools on a personal level. Some of our head teachers have missed this too. Despite diminishing resources there is an expectation that the local authority maintains a good knowledge of all their schools, beyond desktop analysis and scrutiny of published data. This has become particularly apparent following recent inspections of some schools where it has been Ofsted's scrutiny of the schools' current internal data that has resulted in 'downgrading' of their overall effectiveness, including schools previously judged to be good or outstanding.

Sir Michael Wilshaw, Chief Inspector of Schools in England and head of Ofsted stated that; '*local authorities should support all schools, including academies .... Council's have a statutory responsibility to ensure that all children in their area have access to a good education so should also raise the alarm if academies were underperforming*'.

In response the Learning and Achievement Department have made the decision to reintroduce a link school improvement officer for all schools. For good and outstanding schools, this will continue to be relatively 'light touch' but there is an expectation that Head Teachers of good and outstanding schools, including academies, will agree to meet with their link officer for at least one meeting during the year. This will provide the opportunity to share what has been particularly successful and any areas of good practice that they would be willing to share with other schools. For other schools where we have identified that more support is needed, we will continue to ensure that the link officer works to support them and, as now, broker in any additional support that is identified. A schools' category will continue to determine how much officer time will be offered to each school. (SN)

## **2.6 Ofsted inspections of Schools**

Ofsted inspections include an increased focus on the use of the pupil premium. In 2012-13 eligibility was extended to pupils who have eligible for free school meals at any point in the last six years (known as Ever6) as well as those that have been looked after continuously for more than six months and children of service personnel. Inspectors consider the different in performance of these groups, supported through the pupil premium, with that of their peers in English and mathematics at the end of Key Stage 2, and GCSE at Key Stage 4. They report on whether the gap is narrowing and whether the £900 pupil premium per disadvantaged pupil is being used effectively. Inspectors are also reporting upon the use and impact of the primary school sport funding on pupils' lifestyles and physical wellbeing. (SN)

## **2.7 Inspiring Families (nationally known as Troubled Families)**

The wider impact across the partnership for the 101 families where the payment by results has been claimed is showing the following;

- Engagement with 205 young people and 248 adults
- 3519 less police calls for the service in Year 1. There is the potential for the Police Service to benefit by £2000 per family per year in reduced calls/arrest
- 48 adults on the Work Programme

- 70 families successfully claimed education outcome
- 42 families successfully claimed YOT outcome. There has been a 78% reduction in the number of offences and 75% reduction in the number of young people offending
- 93 families successfully claimed ASB outcome
- Improved engagement with adult drug and alcohol services
- An increase of families with registered doctors and dentists; and
- 38% of young people are accessing youth provision. (AMc)

## 2.8 Missing from Home

Cheshire Constabulary will be producing local data for 13/14 onwards which will include a split of adults and young people. For quarter 3 onwards this will include CICOLAs (Children in the Care of Other Local Authorities) and the breakdown of incidents and number of repeat young people. For quarter 2 there were 178 incidents for 96 children, of which 45 incidents were for Children in Care.

Performance mapping is regularly taking place to enable targeted prevention work, particularly in schools. There have been a series of sessions on Risks and Dangers delivered in both primary and secondary schools. Catch22 have co-facilitated with HSCB training events to highlight the Missing from Home Service and the link of Missing to potential Child Sexual Exploitation.

The Department for Education has been consulting around revised statutory guidance on children who go missing from home or care. The guidance is being updated to take account of recent developments, in particular around child sexual exploitation, hidden missing, unauthorised absences from care placements. It is expected that the guidance will come into effect next year. This will impact on the current pan-Cheshire protocol as each local authority will need to have a process in place around absence/unauthorised absence. (AMc)

## 2.9 Shared Services: Commissioning

In July, Halton Borough Council and Cheshire West and Chester Council appointed a Strategic Lead for Children's Commissioning to undertake an interim role. The role is focussing on four key areas;

- Commissioning of services including the effective performance management of outcomes and resources
- Develop, lead and manage a Children's Joint Commissioning service across both local areas
- Effectively manage the commissioning activity for children, young people and their families so that the totality of resources are used effectively and efficiently to improve agreed outcomes
- Act as the strategic lead officer for Youth Services across the Borough by developing, commissioning and implementing an integrated youth support services strategy.

It has been identified that there is an opportunity to look at developing a shared service for children's commissioning. (AMc)

## 2.10 Teenage conceptions

In Halton teenage conceptions have continued to reduce. The latest data indicated a reduction of 10.7% on the previous quarter, with Halton conception rates at their lowest since 1998. (AMc)

## 2.11 Post-16 destinations

The 2013 school leavers entered the 16-18 cohort during August and are currently being tracked into learning destinations. Monthly tracking data shows that a high proportion of 16 year olds are currently recorded as 'not known'. The Halton Borough Council commissioned tracking service is following up these young people to confirm their education status. Halton has achieved its best ever performance in the September Guarantee Offer (to ensure all young people leaving school have an appropriate offer of learning) with 98.2% of Year 11 school leavers having received and post-16 offer. This is an increase from 97.9% recorded in 2012. A quality assured NEET figure is expected in mid-November. (AMc)

## **2.12 European Programme 2007-13**

### Merseyside Business Support (ERDF 4.2) Programme

The Business Improvement and Growth (BIG) Team have been managing the Halton element of the pan-Merseyside European Regional Development Fund 4.2 Merseyside Business Support Programme for almost 12 months. The programme supports local eligible small and medium enterprises (SME) who have been trading for twelve months. Support is in the form of expert advice and guidance on a range of business critical activities following the development of an Action Plan for Growth. To date the programme has;

- Received 131 enquiries since November 2012
- Actively assisted 77 businesses who are receiving assistance via the programme either in the initial diagnostic phase or the subsequent specialist intervention phase
- Established formal links with Halton Employment Partnership (HEP) to ensure that the additional support is available to those businesses seeking assistance with recruitment. Currently eight businesses have been referred to HEP and a further three are in the pipeline.
- Undertaken a comprehensive expenditure re-profile to extend the end date for financial completion of the programme from September 2014 to March 2015. This means that the programme can support additional eligible local SMEs.

Feedback from businesses has been very positive to date. The programme also recently underwent two audits covering business files, expenditure and compliance. The project was described as '*a beacon of good practice*'.

A statement explaining the vision of the European Programme and frequently asked questions will be developed and circulated to stakeholders in the coming months. (WR)

## **2.13 Regional Growth Fund**

### Liverpool City Region Business Growth Fund

The Liverpool City Region Business Growth Grant scheme has been soft launched and can provide a grant of between £0 and £750,000 across the city region based on a private sector leverage ratio of 5:1 and the creation of sustainable jobs.

The delivery of the scheme in Halton has been fully process mapped with input from colleagues from Halton Borough Council's Legal and Finance Departments. A report will be presented to the Executive Board in October 2013 seeking approval to sign the formal agreement with the Liverpool City Region Local Enterprise Partnership to roll out the programme in Halton. (WR)

## **2.14 Employment and Skills Governance Board**

Merseylink established the Employment and Skills Governance Board which has been put in place to drive forward the Employment and Skills Delivery Plan/ The Divisional Manager for Employment, Learning and Skills and the Halton Employment Partnership will sit on the Board alongside the Divisional Manager for 14-19, the National Apprenticeship Service and colleagues from the Merseylink Consortia. (WR)

## **3.0 Emerging Issues**

### **3.1 European Programme 2014-20**

Work continues via an internal cross Directorate sub-group to develop Halton's priorities for the 2014-20 funding programme. Halton has received an indicative allocation of £16.9 million and we are working to prioritise the best use of this funding. The Business Improvement and Growth team are developing a number of potential business support programmes under the "business" thematic portfolio. Potential projects include;

- SME competitiveness as a follow on project for the current ERDF 4.2 Business Support Programme (outlined in 2.11 above)
- Business Engagement to proactively engage with the most significant employers and fastest growing companies in the Borough

- Develop a bespoke Halton advanced manufacturing programme which complements existing sub-regional and national provision, for example, AMSCI (Advanced Manufacturing Supply Chain Initiative) and MAS (Manufacturing Advisory Service)
- Maximising the benefits of Superfast Broadband
- Open Innovation in partnership with Science and Technology Facilities Council and others
- Place Marketing

The team are also discussing with Sci-Tech Daresbury and The Heath Business and Technical Park, the development of a series of stand-alone propositions to complement the above. (WR)

### **3.2 Work Programme**

The greater emphasis on supporting those furthest away from being 'job ready' into work will be a challenge for the division. 'Priority Group' customers that enter employment will result in greater income being received. Other changes to the Work Programme payment model include the loss of income for 'attaching' customers onto the Work Programme. (WR)

### **3.3 Governor Support (Administration and Clerking)**

Officers are currently working with colleagues in Cheshire West and Chester to explore the option of a shared service for Governor Support. It is hoped that some economies of scale can be identified, whilst broadening the offer available to Halton's schools. (AMc)

### **3.4 Two Year Old Free Entitlement**

The Department for Education has made available £355,000 capital funding to Halton to support Childcare providers in Halton to increase their capacity in relation to funded two year old places in areas of the authority with the greatest demand. The team promoted the availability of the funding to all providers and has asked for bids to be submitted which will be assessed against agreed criteria. The local authority will work with those providers whose bids are successful to ensure that additional capacity is appropriately placed, and that any places created will enhance the teaching and learning environment for the children of Halton. (AMc)

### **3.5 Alternative Provision Consultation**

An independent education consultant has been tasked to review the existing alternative education provision within the borough. This will include re-shaping the current alternative provision offer to coincide with the recent amalgamation of the Key Stage 3 and Key Stage 4 Pupil Referral Units (not The Bridge School). The consultation will provide a set of key recommendations to inform the future model for implementation in January 2014. The consultation will include;

- Questionnaires
- A workshop
- Discussions with pupils, families and other agencies
- Face to face meetings with Schools and other providers
- Desk based analysis of existing provision and performance data (AM)

### **3.6 Information Advice Guidance commissioning**

The current Liverpool City Region Connexions contract for the delivery of Careers Information Advice and Guidance services and the Tracking of Young People ends on 31 March 2014. All six local authorities are in the process of planning potential service options which will improve the service offer to young people and provide budget efficiencies. (AMc)

### **3.7 Social Work Reform**

As part of ensuring that we deliver consistently good outcomes for children and young people, a range of activities are currently underway to improve the underpinning systems and structures for staff, investment in staff training and support, and reviewing the current model of service delivery. Proposals on the new model should be ready for consultation in the new year. (TC)

## 4.0 Risk Control Measures

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

As a result, monitoring of all relevant 'high' risks was undertaken during Q2 reporting with no issues to report.

## 5.0 Progress against high priority equality actions

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

As a result of undertaking a Departmental Equality Impact Assessments no high priority actions were identified for the Directorate for Quarter 2 2013/14.

## 6.0 Performance Overview

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

### Driving economic prosperity

#### Key Milestones

Ref	Milestones	Q2 Progress
EEP 02	Deliver the BID Year 1 action plan by March 2014	
EEP 03	Deliver Work Programme via sub contract arrangements to Prime Contractors A4E and Ingeus Deloitte in line with the contract	

#### Supporting Commentary

EEP02: All outputs associated with the BID Year 1 Action Plan are on programme and on budget.

EEP02: Job start and job outcome targets for Ingeus Deloitte were achieved in quarter 2. Performance on the A4E contract was slightly behind target but a performance development plan was implemented.

#### Key Performance Indicators

Ref	Measure	12/13 Actual	13/14 Target	Q2	Current Progress	Direction of Travel
DIS LI 05	Number of inward investment enquiries per annum	246	130	126		
DIS LI 06	Inward investment enquiry conversion rate percentage	15%	10%	12%		
SCS ELS 01	Number of active enterprises within the Borough	N/A	N/A	N/A	N/A	N/A
SCS ELS 02	The proportion of business diversity in the following sectors: Knowledge Economy, Superport, Low carbon/green, Visitor economy	N/A	N/A	N/A	N/A	N/A
SCS ELS 03	The number of people classed as self-employed	6.2%	6.5%	6%		
SCS ELS 04	The proportion of people achieving NVQ Level 4 and above	24.5%	11.25%	N/A	N/A	N/A

Ref	Measure	12/13 Actual	13/14 Target	Q2	Current Progress	Direction of Travel
SCS ELS 07 NI 152	The percentage of people registered unemployed and seeking employment (JSA Claimants)	5.2%	5.2%	4.5%		
SCS ELS 08	The percentage of the working age population claiming out of work benefits	16.87%	17%	15.74%		

### Supporting Commentary

DISLI05: Enquiries continue to rise.

DISLI06: Conversion rate is higher than the same period last year.

SCS ELS03: 15 learners accessing Halton People into Jobs Enterprising Halton service gave become self-employed during Quarter 2. The quarter 2 performance is based on the Local Economic Assessment made in July 2013.

SCS ELS07: In August 2013, there were 3663 people registered unemployed and on JSA. This is a decrease of 588 from the same time last year.

SCS ELS08: In August 2013, the percentage of the working age population claiming out of work benefits was 15.74% (12,783) – an improvement on quarter 1 performance.

## Integrated Commissioning

### Key Milestones

Ref	Milestones	Q2 Progress
COPS1	Complete the Childcare Sufficiency Assessment (CSA) and implement the action plan to ensure sufficient provision in all areas and age groups	
COPS1	Ensure that priorities in capital spend are in line with the Government guidance and agreed by all representative bodies	
COPS2	Evaluate and monitor the sustainability of current school provision following the transfer of maintained schools to academies and the introduction of Free Schools, working in partnership with all schools to ensure diversity for parents by March 2014	

### Supporting Commentary

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

COPS2 A members briefing was delivered on Academisation in September 2013. A briefing note has now been circulated to members and a briefing note will be provided to all local authorities on governing bodies. Cavendish School have indicated they would wish to convert to academy status on 1 January 2014. The Heath Family Trust have indicated that they would wish the conversion of The Park to take place 1 March 2014.

### Key Performance Indicators

Ref	Measure	12/13 Actual	13/14 Target	Q2	Current Progress	Direction of Travel
SCS CYP15 (NI112 adjusted)	Under 18 conception rate, percentage change from 2009 baseline (58.9 rolling quarterly rate)	41.5 Rolling quarterly average rate	56.3 Rolling quarterly average rate	Refer comment below		

Ref	Measure	12/13 Actual	13/14 Target	Q2	Current Progress	Direction of Travel
SCS CYP07	Rate of CYP admitted to hospital for substance misuse from 2010/11 (22.7 rate per 10,000 baseline)	6.7	N/A	6.7	N/A	N/A
SCS SH04	Reduce the number of Young People who repeatedly run away in Halton	623	N/A	178	N/A	N/A
SCS CYP09	Percentage of maintained educational settings with overall effectiveness of Good or Outstanding	74%	84.5%	74%		

SCS CYP15: Halton continues to reduce teenage conceptions and in Q1 2012 there were 25 conceptions, which equates to a reduction of 10.71% compared to quarter 4 2011. Halton conception rates are at their lowest since 1998.

SCS CYP07: Local data is showing that the numbers have dropped in 2012/13 for admissions specifically due to alcohol and substance misuse in under 18's. There has been a reduction of 3% from 2011/12 to 2012/13. Further analysis of hospital admissions data is needed to identify if admissions are related to the over the counter medicines and therefore possible mental health issues and not experimental, recreational or dependence on illegal substances.

SCS SH04: Cheshire Constabulary will be producing data for 13/14 onwards that will include a split of adults and young people. Cheshire Constabulary have seen a 25% increase in the number of episodes reported during the quarter, although the number reported from children missing from care has reduced by approximately 29%. Numbers presented above should be used as an indication only at this stage.

SCS CYP09: Based upon reports of maintained schools published as of 30<sup>th</sup> September 2013. Overall effectiveness across phases: Nursery 67%, Primary 78%, Special 100%, Secondary 25%, PRU's 0%. This measure excludes Academies and Free Schools.

## Child's Journey through the Continuum of Need

### Key Milestones

Ref	Milestones	Q2 Progress
CFS2	Further develop opportunities to integrate and co-locate teams by partner agencies by March 2014	
CFS2	Embed integrated services further within Department, Directorate and Halton Children's Trust by March 2014	
CFS2	Statement on new Level of Needs framework and family assessment programme to be implemented after the launch April 2012	
CFS3	Implement the new social work assessment and planning model in line with deadline required	
CFS3	Effectively implement the new Framework for the Assessment of Children in Need and the changes to Working Together to Safeguard Children	
CFS1	Evaluate the impact of the management trainee programme for aspiring managers, with the aim of increasing candidates by September 2012	

### Supporting Commentary

CFS2: A series of meetings have taken place within the Trust, focussing on the next steps of the early help model. The general consensus is to establish multi-agency teams operating at level 2 of the levels of need framework, with a remit of 0-19 year olds and their families. Further project meetings will progress this further, with more detailed discussion around line management, roles and responsibilities and membership of these teams. As of September 2013, a health visiting team has been co-located within Kingsway Children's Centre, alongside Children's Centre staff. This is the second arrangement in the Borough.

The Trust project group has agreed that processes, systems and services should be more integrated, from universal to universal plus to Level 2 of the framework. The learning from Kingsway

and Warrington Road Children's Centres will inform how services can become more integrated across the Trust.

Guidance on Halton's new levels of need has been published and sent to partners across the Trust. Individual presentations have been made to key stakeholders, for example, GP's.

CFS3: The single assessment has been implemented in line with the timescale, 2 September 2013.

CFS1: The management trainee programme will form part of the new service model referenced at 3.7 above.

### Key Performance Indicators

Ref	Measure	12/13 Actual	13/14 Target	Q2	Current Progress	Direction of Travel
CFS LI02	Social Work Assessment measures				Refer comment	
CFS LI03	Number of multi-agency interventions (e.g. CAF) which are in place and operating	318	250	285		
SCS CYP12	Improve the identification of Special Educational Needs at School Action and School Action Plus	19.7%	20.2%	18.4%		
SCS CYP8	Percentage of referral to social care where there is evidence of multi-agency planning in the previous 12 months				Refer comment	

CFS LI02: There will be a number of review point in the new Single Assessment; Number of children seen within 5 working days (98% target), Number of assessments completed within 45 working days (95% target). As this is a new process that not all Local Authorities have implemented yet, it is difficult to establish a baseline to inform the reporting measures and this reporting of target and progress will need refining over the next 18 months.

CFS LI03: The number of CAF's is in line with the target, although lower than the level seen at the same time last year.

SCS CYP12: The data given is the position excluding Academies and Free Schools. It rises to 20.6% when including all pupils in Halton. The position is slightly above the national average and is making good progress.

SCS CYP08: The Children's Trust are currently completing a piece of work to incorporate all assessments under one banner for this measure.

### Improving opportunities for our most vulnerable young people

#### Key Milestones

Ref	Milestones	Q2 Progress
CFS4	Continue to implement the appropriate action plan from the multi-agency Children in Care strategy (2011-14) by March 2014	
LAS1	Review the performance of all schools and Early Years settings with a specific focus on those currently graded as satisfactory/requiring improvement by October 2013	
LAS1	Evaluate the outcomes of school inspection through the School Development Panel, and summarised within the Ofsted summary reports, to ensure that learning resulting from the inspection process is effectively shared with schools on an on-going basis.	
LAS2	Conduct analysis of school performance data and ensure appropriate deployment of School Improvement support for identified schools and settings, including school to school support as appropriate	
LAS3	Through data analysis RAG rate schools with end of Key Stage attainment gaps between Free School Meals pupils and their peers and identify areas of need and support required by December 2013	
LAS3	Analyse, evaluate and report on attainment and achievement outcomes for pupils identified as part of the Virtual School for Vulnerable Groups, including Children in Care, by December	

	2013	
LAS3	Analyse the levels of absence, including persistent absence, across all phases on a termly basis	<input checked="" type="checkbox"/>
COPS1	Review and improve the quality of childcare provision, in particular child minders through targeted training and support by August 2014	<input checked="" type="checkbox"/>

### Supporting Commentary

CFS4 Actions continue to be implemented and reviewed at the Children in Care Partnership Board.

LAS1, LAS2, LAS3 The performance of all schools is monitored as new data becomes available. Following publication of un-validated 2013 test and assessment outcomes, a detailed analysis of school performance has been undertaken. However, validated data will be available in late Autumn when further analysis will be conducted. Target schools will be identified as a result of this analysis. Ofsted outcomes are included as part of the dataset, as well as feedback from Early Years Consultant Teachers and school improvement officers. In providing levels of support the categorisation of private and voluntary settings is undertaken by Early Years Consultant Teachers. This is an ongoing process with categories subject to change depending on the context of the setting. This categorisation of settings informs the level of support provided.

Absence analysis is completed for all schools on a monthly basis. National comparison is completed on a termly basis when data is available. Absence is also benchmarked against Halton's statistical neighbours.

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

### Key Performance Indicators

Ref	Measure	12/13 Actual	13/14 Target	Q2	Current Progress	Direction of Travel
SCS CYP16	Percentage of Children in Care achieving expected outcomes at KS2 and KS4	100% KS2 60% KS4	N/A		Refer comment	
SCS CYP03	Proportion achieving 5+GCSE A*-C including English and Maths	59%	56%		Refer comment	
SCS CYP10	Achievement gap at Key Stage 2 English and Maths FSM and peers	13%	12%		Refer comment	
SCS CYP11	Achievement gap at Key Stage 4 FSM and peers	31.9%	24%		Refer comment	
SCS CYP01	Early Years Foundation Stage	54.1%	N/A		Refer comment	
SCS CYP14	The percentage of children with Statements of Special Educational Needs or receiving enhanced provision achieving levels or sub-levels of progress	86.2% English 79.6% Maths	N/A		Refer comment	
SCS CYP02	Proportion achieving level 4 Key Stage 2 English and Maths	83%	81%		Refer comment	

Due to the timing of this report all attainment data currently available is un-validated. A full report will be provided at the point of published data. In addition, nationally available measures have been subject to significant refresh and therefore comparison with previous years is not always relevant. The full report will cover this data and future reports will need amending to pick up the changes to the measures.

## 7.0 Financial Summaries

### CHILDREN & FAMILIES DEPARTMENT

#### SUMMARY FINANCIAL POSITION AS AT 30 SEPTEMBER 2013

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
<b>Expenditure</b>				
Employees	8,016	4,089	4,100	(11)
Premises	418	201	206	(5)
Supplies & Services	1,332	511	437	74
Transport	34	6	5	1
Agency Related Expenditure	305	147	141	6
Commissioned Services	404	157	147	10
Out of Borough Placements	1,600	871	1,287	(416)
Out of Borough Adoption	80	56	43	13
Out of Borough Fostering	414	137	110	27
In House Adoption	387	84	382	(298)
In House Foster Carer Placements	1,695	868	919	(51)
Care Leavers	316	121	100	21
Family Support	113	37	23	14
Capital Financing	11	9	9	0
<b>Total Expenditure</b>	<b>15,125</b>	<b>7,294</b>	<b>7,909</b>	<b>(615)</b>
Fees & Charges	-113	-56	-62	6
Adoption Placements	-42	0	0	0
Transfer to/from Reserves	-1,726	-1,322	-1,322	0
Early Intervention Grant	0	0	0	0
Government Grant Income	0	0	0	0
Reimbursements & Other Grant Income	-222	-20	-21	1
<b>Total Income</b>	<b>-2,103</b>	<b>-1,398</b>	<b>-1,405</b>	<b>7</b>
<b>NET OPERATIONAL BUDGET</b>	<b>13,022</b>	<b>5,896</b>	<b>6,504</b>	<b>(608)</b>
Premises Support Costs	347	174	174	0
Transport Support Costs	91	42	42	0
Central Support Service Costs	3,090	1,535	1,535	0
Asset Rental Support Costs	46	0	0	0
<b>Total Recharges</b>	<b>3,574</b>	<b>1,751</b>	<b>1,751</b>	<b>0</b>
<b>Net Expenditure</b>	<b>16,596</b>	<b>7,647</b>	<b>8,255</b>	<b>(608)</b>

### **Comments**

Employee expenditure is slightly above budget. This is due to some agency workers being utilised and some areas not achieving their staff savings turnover targets. There have been a number of vacancies across the Department, which have offset some of the over spend.

Supplies and Services expenditure is below budget, due to staff across the Department reducing the demand on these budgets. This is expected to stay within budget for the year.

Expenditure relating to Out of Borough Placements is over budget, which is expected to be the trend for the year. Every effort is made to use in house services, but in some cases this is not possible. At present there is a high demand for long term placements. This is an unpredictable budget due to emergency placements or some long term placements ending earlier or continuing longer than originally anticipated.

In house Adoption is currently over budget. This is due to an increased demand, particularly around Special Guardianship. Some Special Guardianship allowances have recently been re-assessed and subsequently increased. This increase has also had to be back dated and these additional costs are reflected above.

There has been a recent increase in demand for the in house Fostering service, which has consequently meant expenditure has gone above budget.

The over achievement of income on fees and charges is due to the Community Cafes and Catering Sales Income.

In overall terms it is anticipated that net expenditure will be significantly above the overall Departmental budget by year-end, as a result of the increasing demand on Out of Borough Placements and In House Adoption.

## LEARNING & ACHIEVEMENT DEPARTMENT

### SUMMARY FINANCIAL POSITION AS AT 30<sup>th</sup> September 2013

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
<b>Expenditure</b>				
Employees	3,870	1,436	1,374	63
Premises	10	7	7	0
Supplies & Services	982	157	61	96
Agency Related Expenditure	91	41	35	6
Commissioned Services	34	0	0	0
Independent School Fees	1,584	692	692	0
Asset Recharges	3	1	1	0
Inter Authority Recoupment	811	198	198	0
Speech Therapy	120	60	60	0
<b>Total Expenditure</b>	<b>7,505</b>	<b>2,592</b>	<b>2,428</b>	<b>164</b>
<b>Income</b>				
Fees & Charges	-153	-27	-32	5
Government Grant Income	-77	-39	-39	0
Inter Authority Income	-578	-15	-15	0
Reimbursements & Other Income	-40	-5	-6	1
Schools SLA Income	-39	-32	-32	0
<b>Total Income</b>	<b>-887</b>	<b>-118</b>	<b>-124</b>	<b>6</b>
<b>NET OPERATIONAL BUDGET</b>	<b>6,618</b>	<b>2,474</b>	<b>2,304</b>	<b>170</b>
Premises Support Costs	112	56	56	0
Transport Support Costs	19	10	10	0
Central Support Service Costs	667	334	334	0
Asset Rental Support Costs	1	0	0	0
<b>Total Recharges</b>	<b>799</b>	<b>400</b>	<b>400</b>	<b>0</b>
<b>Net Expenditure</b>	<b>7,417</b>	<b>2,874</b>	<b>2,704</b>	<b>170</b>

#### Comments

There is a staffing underspend to date as there are a number of vacancies within the Department. There are 3 vacancies within the 0-19 Division. There are also vacancies within the 0-25 Inclusion Division such as Education Psychologists. These vacancies are contributing to the Department's staff turnover savings target.

There is an underspend to date due to the Inclusion Panel having limited numbers of individual case agreements in relation to Enhanced Payments. Therefore fewer cases are being brought / agreed by them and fewer payments are being made.

The underspend to date on supplies & services is linked to the graduate leader fund, only existing commitments are being expended and no new funding has been approved for graduate courses.

Budgets will be monitored closely throughout the year and it is expected that spend will remain within budget to the end of the year. The department is making a conscious effort to reduce expenditure on supplies and services as various budgets have been offered up as proposed savings for 2014-15.

## CHILDREN'S ORGANISATION & PROVISION DEPARTMENT

### SUMMARY FINANCIAL POSITION AS AT 30th SEPTEMBER 2013

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
<b>Expenditure</b>				
Employees	3,602	1,658	1,609	49
Premises	438	29	29	0
Supplies & Services	1,191	524	514	10
Transport	5	1	1	0
Agency Related Expenditure	1,954	255	251	4
Commissioned Services - Youth Serv.	900	450	450	0
Commissioned Services	1,695	509	500	9
Connexions	1,123	442	363	79
Capital Financing	11	10	10	0
Nursery Education Payments	2,170	1,737	1,737	0
Schools Contingency Costs	397	0	0	0
NQT Contingency	230	0	0	0
Schools Non Delegated Support	99	3	3	0
Schools Transport	866	320	338	(18)
Special Education Needs Contingency	1,129	155	155	0
<b>Total Expenditure</b>	<b>15,810</b>	<b>6,093</b>	<b>5,960</b>	<b>133</b>
Fees & Charges	-271	-22	-22	0
Transfer to / from Reserves	-571	-571	-571	0
Dedicated Schools Grant	-10,926	-5561	-5561	0
Reimbursements & Other Income	-461	-332	-341	9
Schools SLA Income	-527	-527	-547	20
<b>Total Income</b>	<b>-12,756</b>	<b>-7,013</b>	<b>-7,042</b>	<b>29</b>
<b>NET OPERATIONAL BUDGET</b>	<b>3,054</b>	<b>-920</b>	<b>-1082</b>	<b>162</b>
Premises Support Costs	167	86	86	0
Transport Support Costs	272	152	152	0
Central Support Service Costs	1,141	445	445	0
Asset Rental Support Costs	6,854	0	0	0
<b>Total Recharges</b>	<b>8,434</b>	<b>683</b>	<b>683</b>	<b>0</b>
<b>Net Expenditure</b>	<b>11,488</b>	<b>-237</b>	<b>-399</b>	<b>162</b>

#### Comments

Employee Expenditure is below budget to date due to vacancies within Integrated Youth Services Division, and Place Planning & Provision. Further savings have been achieved as a result of the Divisional Manager vacancy within Transforming Children's Environment and maternity leave savings across all Divisions. Savings have contributed towards the staff turnover savings target.

Supplies and Services expenditure is below budget as budget managers have restricted spend within controllable budgets in a conscious effort to achieve savings were possible

Agency Related expenditure is underspent to date due to Childcare Sustainability applications. The costs result when childcare providers fall into financial difficulty. It is anticipated that payments will be less than the budget provision set aside for these claims.

There is an underspend to date on Commissioned Services as we have received a reimbursement in relation to a contract within Integrated Youth Support Services Division.

Connexions underspend to date has been achieved due to the renegotiation of contract, and reduction in spend.

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

Reimbursement and Other Grant Income: Over achievement of income is as a result of additional income mainly achieved within Place Planning & Provision Divisions Technical Services Budget.

Income relates to payment for services such as training, and reimbursement of other services provided. Income has also been achieved within COP Management in relation to educational visit training.

School SLA Income: There has been an overachievement of income as extra provision has been offered and schools have bought back these additional services.

In overall terms it is anticipated that net expenditure will below the overall Departmental budget by year-end.

## ECONOMY ENTERPRISE & PROPERTY DEPARTMENT

### SUMMARY FINANCIAL POSITION AS AT 30 SEPTEMBER 2013

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
<b>Expenditure</b>				
Employees	4,360	2,184	2,225	(41)
Repairs & Maintenance	2,541	1,264	1,262	2
Energy & Water Costs	603	283	279	4
NNDR	647	806	809	(3)
Rents	372	291	291	0
Marketing Programme	85	15	12	3
Promotions	60	12	6	6
Supplies & Services	1,240	536	526	10
Capital Financing	7	4	4	0
Other	4	5	5	0
Agency Related Payments	176	90	90	0
<b>Total Expenditure</b>	<b>10,095</b>	<b>5,490</b>	<b>5,509</b>	<b>(19)</b>
Fees & Charges	-501	-398	-398	0
Rent - Markets	-758	-382	-382	0
Rent - Industrial	-970	-440	-422	(18)
Rent – Commercial	-516	-324	-320	(4)
Government Grant Income	-916	-431	-431	0
Transfer from Reserves	-215	-100	-100	0
Recharges to Capital	-649	-325	-325	(0)
Reimbursements & Other Grant Income	-370	-39	-38	(1)
Schools SLA Income	-501	-501	-501	0
<b>Total Income</b>	<b>-5,396</b>	<b>-2,940</b>	<b>-2,917</b>	<b>(23)</b>
<b>NET OPERATIONAL BUDGET</b>	<b>4,699</b>	<b>2,550</b>	<b>2,592</b>	<b>(42)</b>
Premises Support Costs	1,498	767	767	0
Transport Support Costs	38	16	16	0
Central Support Service Costs	1,707	870	870	0
Asset Rental Support Costs	2,390	0	0	0
Repairs & Maintenance Recharge Income	-2,185	-1,093	-1,093	0
Accommodation Recharge Income	-2,759	-1,380	-1,380	0
Central Supp. Service Rech Income	-1,891	-946	-946	0
<b>Total Recharges</b>	<b>-1,202</b>	<b>-1,766</b>	<b>-1,766</b>	<b>0</b>
<b>Net Expenditure</b>	<b>3,497</b>	<b>784</b>	<b>826</b>	<b>(42)</b>

### **Comments**

Expenditure for employees remains above budget as staff savings targets are not being achieved. This is due to an insufficient level of staff turnover across the department. In particular the Building and School Cleaning Staffing Service which needs to fully staffed at all times.

The adverse variances relating to property income has continued in year as tenant's vacate Moor Lane ready for the demolition of the site. There still remains a shortfall in income on Seymour Court and contingency plans are in place for 2014/15 budgets. Income within the remaining Industrial sites remains steady at the end of Quarter 2 with most units fully occupied.

The under achievement of Commercial Rent has reduced in Quarter 2 due to renegotiation of contacts which have resulted in additional income received in year.

Work has been undertaken with Managers during the last quarter to realign the budgets based on in year pressures and this is reflected in the variances above.

In overall terms it is anticipated that net expenditure will above the overall Departmental budget by year-end, primarily as a result of the Staff Savings target and the shortfalls in income.

## 8.0 Appendix – Explanation for use of symbols

Symbols are used in the following manner:

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

### Direction of Travel Indicator

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

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

### Key for Operational Director lead:

WR – Wesley Rourke, Operational Director, Economy Enterprise and Property Service (EEP)

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

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

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