

# Education and Skills – 2013/14

## 1.1 DELIVERY UNIT DASHBOARD

Revenue budget actual variance £000 <sup>[1]</sup>	Capital actual variance £000	Corporate Plan Performance	Management Agreement Performance
570	(6,327)	-0.5	3.5

## 1.2 TOP ACHIEVEMENTS AND ACTIONS

Top 3 Achievements	Key Escalations	Actions required
98% primary aged children placed on offer day	SEN Transport budget is at risk of not being met	Comprehensive review of Transport Policy and Procedure being undertaken
Project Planning Framework for SEN and Inclusion Strategy in place and agreed; in line with the requirements of the Children & Families Bill	Ensuring sufficient reception places in primary schools for September 2013 continues to be a risk due to the number of late applications which continue to arrive.	The creation of bulge classes is being agreed with a number of governing bodies.
We've now reached agreement with a sponsor for the two schools in special measures and conversions are scheduled by the beginning of the school year 2013/14	One school has been judged as requiring improvement to become 'good' by Ofsted.	Supporting the school to become good through the implementation of an Action Plan.

## 1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

The newly established Education and Skills Delivery Unit is now operating with strong governance arrangements in place. A good relationship has been developed with Lead Commissioners and the management agreement is steering the priorities of the service. A number of service area reviews are currently taking place within the SEN service to drive continuous improvement and to prepare for impending legislative change and ensure that the service operates within a sustainable budget envelope.

In response to the more demanding Ofsted framework for school inspections, work is underway to strengthen the early identification of schools that may be vulnerable to an adverse Ofsted rating. Good progress is being made in identifying potential local solutions to support weaker schools. There remain a number of residual issues in relation to the school funding changes arising from the staffing difficulties within the school funding team and changes in structure and personnel within the SEN service. A plan is in place to resolve the outstanding issues.

## 2. DELIVERING THE CORPORATE PLAN

### 2.1 How the Delivery Unit is performing against its Corporate Plan indicators

Performance measures for attainment will be available in quarter 2.

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
3001	Increase the percentage of children achieving the early learning goals								
3003 (A)	Increase the percentage of children making two levels progress in Reading between Key Stages 1 and 2 to 93 per cent								
3003 (B)	Increase the percentage of children making two levels progress in Writing between Key Stages 1 and 2 to 93 per cent								
3004	Increase the percentage of pupils achieving 5 or more GCSEs A*-C (or equivalent) including English and Maths								

Data expected to be reported in Q2.

3006 (A)	Reduce the achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2	
3006 (B)	Increase the percentage of looked after children making the expected level of progress in English and Maths between Key Stages 2 and 4	
3010	Increase the percentage of school children who spend a minimum of two hours each week on high quality PE and school sport within and beyond the curriculum	TBC

\*The relevant previous outturn used will either be the previous quarter, or the same quarter of the previous year. The same quarter of the previous year will be used for annual indicators, cumulative indicators (where the numbers add up during the year and are reported as 'year to date') and if the indicator is affected by seasonal fluctuations.

## 2.2 Interventions & Escalations

None

## 3. BUSINESS PLANNING

### 3.1 Overview of performance against Management Agreement

Total No. of KPIs	RAG ratings				Positive/neutral DoT	Negative DoT	No. of indicators expected to report this quarter
	Green	Green Amber	Red Amber	Red			
9	4 (80%)	0 (0%)	1 (20%)	0 (0%)	4	1	5

### 3.2 How is the Delivery Unit achieving against its Management Agreement:

KPI NO and title	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
OF001a	Percentage of primary schools judged as good or better by Ofsted	Rolling month	92.0%	92.0%	78/87	89.7%	2.5%	▼ 2.5%	England: 79% London: 83% Source: Ofsted Data view, 31/03/2013

### 3.3 Interventions & Escalations

KPI NO and title	Comments and Proposed Intervention
OF001a Percentage of primary schools judged as good or better by Ofsted	<p><b>Level 1 (No intervention requested)</b></p> <p>The school judged as requiring improvement was previously outstanding</p> <p>Intervention:the school is now a 'school of concern' and as such is given extra support and challenge by the area LNI, with regular, formal meetings to review progress chaired by the education and skills director. The school is also subject to support, advice and challenge from HMI. The head and chair of governors are fully engaged with actions required in the improvement plan.</p>

## 4. RESOURCES AND VALUE FOR MONEY

### 4.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget £000	Budget V1 £000	Q1 forecast £000	Variation £000		
Edu Partnership & Commercial Services	1,392	1,376	1,389	13	Shortfall in savings not fully achieved in this financial year, mainly savings relating to Transport.	0.9%
High Needs Support	6,835	6,632	7,189	557		8.4%
<b>Total</b>	8,227	8,008	8,578	570		7.1%

The education partnerships service will manage expenditure within budget by the end of the year.

There are two elements to the projected overspend in high needs support:

- First, there is presently a £180,000 projected shortfall against a budget reduction of £280,000. A financial action plan is being put in place to reduce this to £40,000 by the end of the year.
- Second, there is a £500,000 overspend in the assisted travel budget for pupils with special educational needs, as the planned work on the introduction of personalised budgets has not yet achieved savings, and pupils who have or had transport provided are not yet currently travelling independently. Urgent work is being done to achieve part-year savings in the current year, and to date the target is to reduce the over-expenditure by £200,000.

**Level 2 Intervention (Operational improvement plan within Delivery Unit):**

**SEN transport budget**

Savings identified in MTFS are flagged by DU as unachievable this year. DU is developing a range of actions to deliver alternative in-year savings for 2013/14 and to feed into budget planning for 2014/15 onwards

## 4.2 Capital

	2013/14 Latest Approved Budget	Additions/ (Deletions) - Quarter 1	(Slippage) / Accelerated Spend - Quarter 1	2013/14 Budget (including Quarter 1)	Forecast to year end	Variance from Approved Budget	% slippage of 2013/14 Approved Budget
	£000	£000	£000	£000	£000	£000	%
Schools Modernisation & Access Improvement Programmes	6,792	(1,538)	(1,992)	3,262	3,262	(3,530)	-29%
Temporary Expansions - Allocated	2,480	-	-	2,480	2,480	-	0%
Other Temporary Expansions	3,592	-	-	3,592	3,592	-	0%
Broadfields	402	15	-	417	417	15	0%
Mill Hill East	5,670	800	(1,420)	5,050	5,050	(620)	-25%
Orion Primary/ blessed Dominic	8,087	-	(1,774)	6,313	6,313	(1,774)	-22%
Moss hall Infants and Juniors	1,585	1,383	560	3,528	3,528	1,943	35%
Brunswick Park	1,263	1,432	547	3,242	3,242	1,979	43%
Menorah Foundation	1,953	-	-	1,953	1,953	-	0%
St Mary's and St Johns	4,915	300	-	5,215	5,215	300	0%
Martin Primary	2,103	813	47	2,963	2,963	860	2%
Oakleigh School	1,000	692	40	1,732	1,732	732	4%
Holly Park, Deansbrook, Beis Yakov	5,000	(4,000)	-	1,000	1,000	(4,000)	0%
All Saints N20	-	170	-	170	170	170	0%
Holy Trinity	-	190	-	190	190	190	0%
St Vincents - Toilets	-	30	-	30	30	30	0%
Wren Academy	-	3,000	-	3,000	3,000	3,000	0%
London Academy	-	2,000	-	2,000	2,000	2,000	0%
Unallocated	7,560	(6,810)	-	750	750	(6,810)	0%
Primary Schools Capital Investment Programme	462	-	-	462	462	-	0%
East Barnet Schools Rebuild	634	-	-	634	634	-	0%
General Schools Organisations	14,171	(1,000)	(559)	12,612	12,612	(1,559)	-4%
Other Schemes	2,796	1,000	(253)	3,543	3,543	747	-9%
<b>Children's Education</b>	<b>70,465</b>	<b>(1,523)</b>	<b>(4,804)</b>	<b>64,138</b>	<b>64,138</b>	<b>(6,327)</b>	<b>-7%</b>

## Capital slippage

Projects at two schools were suspended following feasibility reports that found that both schemes required a significant increase in the initial budgets allocation to deliver an acceptable scheme. Alternative proposals were submitted to the Government Targeted Basic Need fund, which have now been awarded funding. The capital programme is being re-profiled accordingly.

## 5.OVERVIEW OF DELIVERY UNIT

### 5.1 Managing the business

The new Service Director for Education & Skills is due to start in Quarter 2, the interim Service Director will prepare for handover. The main area for concern for the business is the achievement of the planned budget reductions within the SEN service. In terms of HR, an action plan will be put in place to manage the service's sickness levels.

### 5.2 Change projects

Project	Outturn	Direction of Travel	Commentary
Develop and finalise the inclusion strategy	Amber	NA	<ul style="list-style-type: none"><li>Initial project plan has been developed and in place</li><li>Project governance is in place, with a minor slippage due to slippages in other SEN projects</li></ul>
Preparation to meet the legislative requirements of the Children & Families Bill	Amber	NA	<ul style="list-style-type: none"><li>The project plan is in place</li><li>A programme of activity is planned, and started with communication with partners and stakeholders in the summer term.</li><li>It is anticipated that the project will be completed in advance of the anticipated implementation date</li></ul>
Commissioning Project to review current SEN provision and map expected future demand	Green	NA	<ul style="list-style-type: none"><li>Analysis and scoping of current and future demand on schedule to be delivered in Quarter 2</li></ul>
Strategic planning of child and adolescent mental health services (CAMHS) and delivery of objectives within the CAMHS strategic action plan	Amber	NA	<ul style="list-style-type: none"><li>The project start date has been pushed back as CAMHS is being re-commissioned</li><li>Timelines to be revised in line with reviewed project management plan</li></ul>

Project	Outturn	Direction of Travel	Commentary
Information technology project	Amber	NA	<ul style="list-style-type: none"> <li>The funding has been identified to deliver the implementation of a comprehensive ICT system for the SEN administrative and professional service;</li> <li>It is planned to implement the system fully before the end of the financial year 2013/14</li> <li>Timelines to be revised as the procurement process is more complex than anticipated</li> </ul>
Deliver MTFS SEN transport savings of £500,000 (Travel Assistance Project)	Red	NA	<ul style="list-style-type: none"> <li>Urgent action is being taken to deliver savings in five areas, and to put in place arrangements for full-year savings in 2014/15 and 2015/16 that will achieve ambitious savings targets in full.</li> <li>Part-year savings of approximately £200,000 will be achieved in the current financial year.</li> </ul>
Annual attainment for all schools in Autumn term		NA	
An Academy Accord in place with all existing Academies and Academy Sponsors	Green	NA	<ul style="list-style-type: none"> <li>Individual agreements with trusts being agreed by lead commissioner</li> </ul>
Develop process and pool of locally based Academy Sponsors	Amber	NA	<ul style="list-style-type: none"> <li>We have agreement on the part of six schools for two proposed multi-academy trusts, one of which is likely to be fast-tracked for sponsorship</li> <li>This will give us, for the first time, local capacity for sponsoring primary schools judged to require 'special measures' to improve</li> </ul>
Develop and pilot an Annual Report on Education for Barnet parents and residents		NA	<ul style="list-style-type: none"> <li></li> </ul>



Project	Outturn	Direction of Travel	Commentary
Work with new sponsors of Mill Hill East to establish new school	Red	NA	<ul style="list-style-type: none"> <li>Preferred sponsor suspended by DfE</li> <li>Working with DfE to develop alternative proposer</li> </ul>
Primary Academy Project Programme of activity to support Primary schools to consider appropriate models of governance	Amber	NA	<ul style="list-style-type: none"> <li>The work of the lead officer has resulted in a number of schools pursuing or considering academy status</li> </ul>
Future model for Barnet Partnership for School Improvement	Amber	NA	<ul style="list-style-type: none"> <li>Budget on schedule however some timelines may need to be revisited</li> </ul>
New process for appointment of local authority appointed governors	Amber	NA	<ul style="list-style-type: none"> <li>Paper to be submitted to General Functions Committee for agreement in October 2013</li> </ul>
Support the improvement in the consistency and quality of GB's	Green	NA	<ul style="list-style-type: none"> <li>Review of training programme complete. Results feeding into next school year's programme planning.</li> </ul>
Options Appraisal for future service delivery model for governor traded service		NA	<ul style="list-style-type: none"> <li></li> </ul>
Contribute to review of early years provision, with particular regard to future of nursery schools	Green	NA	<ul style="list-style-type: none"> <li>Coda consultants commissioned to undertake research &amp; contracts in place</li> <li>The project has been split into two phases, with Phase 2 to be delivered June 2014</li> <li>All project timelines on schedule and to budget</li> </ul>
Alternative provision review	Green	NA	<ul style="list-style-type: none"> <li>Advisory Group Meetings have been scheduled and 75% completed; Paper to be submitted to SCB in August 2013</li> </ul>

Project	Outturn	Direction of Travel	Commentary
Implement delegation of funding for PRU's	Amber	NA	<ul style="list-style-type: none"> <li>There is a project plan in place for full compliance. This might be affected by decisions made by management committees with regard to structural change in the sector.</li> </ul>
Raising Participation Age Employability and participation plan (RPA) to broaden curriculum offer	Green	NA	<ul style="list-style-type: none"> <li>All project timelines on schedule</li> </ul>
Robust data tracking for all 16 plus pupils	Green	NA	<ul style="list-style-type: none"> <li>All project timelines on schedule</li> </ul>
New provision for 16 plus LLDD	Red	NA	<ul style="list-style-type: none"> <li>While there is no new provision, sufficient places are available locally and in the region for post-16 LLDD pupils</li> </ul>
Develop proposals for Studio School (project is site dependent)	Red	NA	<ul style="list-style-type: none"> <li>No accommodation. Work in progress</li> </ul>
Primary place planning to create additional places at primary, secondary and special schools through capital investment programme	Amber	NA	<ul style="list-style-type: none"> <li>Sufficient primary places have been made available for September 2013, and are being planned for September 2014;</li> <li>There is currently a small surplus of places at secondary level, which will help to ensure sufficiency when year 7 numbers grow starting in 2016</li> </ul>
Noam school conversion to maintained status		NA	<ul style="list-style-type: none"> <li></li> </ul>

Project	Outturn	Direction of Travel	Commentary
Review of priority areas (admissions)	Amber	NA	<ul style="list-style-type: none"> <li>This work is currently being planned</li> </ul>
Options appraisal for school catering	Amber	NA	<ul style="list-style-type: none"> <li>A consultant has been engaged to lead this work, and the options appraisal, with recommendations, will be complete by December 2013</li> </ul>

### 5.3. Risk Overview

The following is the 5 X 5 matrix 'heat map' highlighting the number of 12 + risks at a Directorate Level:

IMPACT	SCORE	PROBABILITY				
		1	2	3	4	5
		Rare	Unlikely	Possible	Likely	Almost Certain
5	Catastrophic	0	0	0	0	0
4	Major	0	0	4	3	0
3	Moderate	0	0	0	0	0
2	Minor	0	0	0	0	0
1	Negligible	0	0	0	0	0

**Risk Commentary for Delivery Unit:**

An in-depth review of all risks is currently being undertaken with Senior Managers; this will be in place for Qtr2.

The below risks are in line with the Management Agreement and will be reflected on JCAD for the next reporting period.

The following risk register lists those risks rated as 12 and above:

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
Inadequate tracking and monitoring of post-16 students into education, employment and training following the raising of the participation age	Major 4	Possible 3	High 12	14-19 Partnership Group leading programme of activity to mitigate risk Tool in place to identify young people at risk of not participating	Treat	Quarterly	Moderate 3	Unlikely 2	Medium-Low 6
Insufficient places are available in reception and other early years in infant and primary schools (potentially affecting term-time as well as planned admissions).	Major 4	Possible 3	Med High 12	Annual pupil projections, regular school organisation and place planning reviews. Capital and Place Planning group involving schools and headteachers. Funding requirement reflected in MTFs Cabinet report (November 2012).	Treat	Quarterly	Moderate 3	Unlikely 2	Medium-Low 6
Surplus places in year 7 affect the numbers on roll at several secondary schools.	Major 4	Likely 4	High 16	Close monitoring of pupil projections and free school applications Projections shared with schools	Treat	Quarterly	Moderate 3	Unlikely 2	Medium-Low 6
SEN transport budget insufficient following budget reduction	Major 4	Likely 4	High 16	re-assess all current travel commitments; work with the transport provider to reduce costs, and encourage and support parents to consider personal budgets to help their children travel independently. A plan to be in place to achieve the budget reductions in the current year and 2014/15, with re-profiling savings	Treat	Quarterly	Moderate 3	Unlikely 2	Medium-Low 6
Increase in the number of schools are judged to require special measures to improve, or have serious weaknesses, or 'require improvement'	Major 4	Possible 3	Med High 12	the LA has retained a strong team of learning network inspectors who risk-assess to identify schools that 'cause concern'. All such schools then receive appropriate support and challenge	Treat	Quarterly	Moderate 3	Unlikely 2	Medium-Low 6

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
Governance of schools inspected by Ofsted being graded 4 or 'requiring improvement'	Major 4	Possible 3	Med High 12	Governor services are assisting governors with self-evaluation, skills audits and programmes of training	Treat	Quarterly	Moderate 3	Unlikely 2	Medium-Low 6
Failure to meet the first year's target of the medium term (three year) financial strategy.	Major 4	Likely 4	High 16	High risk area identified and action plan in place (SEN transport) New ICT system in progress to support delivery of efficiency savings.	Treat	Quarterly	Moderate 3	Unlikely 2	Medium-Low 6

Appendix

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
OF001b	Percentage of secondary schools judged as good or better by Ofsted	Rolling month	90.0%	90.0%	20/21	95.2%	5.8%	▲ 5.8%	England: 73% London: 86% Source: Ofsted Dataview, 31/03/2013
AT002	The percentage of pupils reaching the expected level in Reading, Writing and maths in year 6	Data not reported this quarter							
AT003a	Achievement gap of non-FSM pupils and FSM pupils at KS2								
AT003b	Achievement gap of non-FSM pupils and FSM pupils at KS4								
AD004	Percentage of children who applied on time for a Reception place made an offer on national offer day	Academic year	98.0%	98.0%	4123/4192	98.4%	0.4%	▲ 0.4%	TBC
IN005	The number of schools for which formal intervention is required	Rolling month	2	2	N/A	2	0.0%	↔	Local indicator
RP006	Percentage of children achieving a level 3 qualification by the age of 19	Data not reported this quarter							
RP007	Percentage of 17 year olds recorded in education and training	Apr 13 - Jun 13	72.0%	85.0%	3103/3298	94.1%	10.7%	▲ 30.7%	England: 88.6% DfE publication, End of December 2012