

**HERTFORDSHIRE COUNTY COUNCIL
CHILDREN, SCHOOLS AND FAMILIES
SCRUTINY COMMITTEE
WEDNESDAY 20 MARCH 2002 AT 10.30 A.M.**

Agenda Item No.

6

ACTIONS SUPPORTING TARGETS IN CSF DEVELOPMENT PLAN

Report of the Director of Children, Schools and Families

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Executive Member: - Robert Gordon

1. Purpose of the report

This item was requested by David Billing for possible scrutiny by the Committee; the report will explain how the process of setting and achieving targets works in CSF with a focus on those which relate to the County Council rather than to schools.

2. Summary

There is a clear process between the setting and delivery of County Council targets. This involves named staff having responsibility for the work associated with achieving the targets and systems for monitoring progress.

3. Conclusions

There are clear processes in place for setting and achieving County Council targets in CSF.

The Committee will need to decide if, and how, further scrutiny of this issue should be undertaken.

4. Background

- 4.1** The CSF Plan contains approximately forty priorities. These are identified by reference to the policies and priorities of the County Council, guidance from the Department for Education and Skills (DfES) and the Department of Health (DoH) and an audit of:
- the strengths and weaknesses of the Service;
 - school performance;
 - the plans of other organisations; and
 - good practice
- 4.2** Attached to each priority is a performance target which provides a means of measuring progress on achieving the priority. A target figure is set for each of the five years of the Plan. The targets have been set to be challenging but realistic and reflect:
- national targets set for Hertfordshire by the Department for Education and Skills or the Department of Health;
 - current performance; and
 - expected progress over the five year period
- 4.3** To achieve the priorities and targets in the Plan a set of action sheets compliment each priority. They detail the work which will be undertaken within each priority. The action sheets also include timescales and milestones to allow progress on the action to be monitored.
- 4.4** A member of staff is responsible for each action sheet and this is recorded in their performance management contract for the year. All members of staff responsible for an action sheet report progress quarterly. A summary of progress on all action sheets is reported to the CSF Board on a quarterly basis and areas where progress is slow will receive attention to ensure that by the end of the year all the actions have been completed.
- 4.5** The CSF department comprises divisions, units and teams. Each unit is required to produce a unit plan for the year which sets out how it will develop and improve service delivery. As part of the plan the unit identifies the action sheets for which staff in the unit are responsible. The unit also identifies the work which staff will contribute to action sheets in other units and the work which other units will contribute to their action sheets – this is to ensure that the work of CSF is “joined-up” across the Service.
- 4.6** Each performance measure and target is also the responsibility of a member of staff. The high level annual targets are broken down and monitored locally and regularly.

4.7 At the end of the year a review of progress against all the targets is undertaken in order to inform the level and type of action needed in subsequent years. This forms part of the consultation on the next year's Plan. Areas where targets are not being met receive careful monitoring to see whether sufficient action has been undertaken or whether the type of action is appropriate

5. Conclusion

The above shows a clear audit trail between the setting of targets and the achievement of the targets. It also shows the regular monitoring of action and targets and the process of taking action where progress may be slow.