

**BEST VALUE REVIEW OF EARLY YEARS
ACTION AND IMPROVEMENT PLAN (2003 to 2008)
April 2003**

Objective 1 – The service will (i) work in conjunction with other council departments and the council’s partners to provide a high quality, consistent and more integrated approach to delivering early years services and to develop associated family support services; and (ii) as a central feature of this develop and implement an integrated Children’s Centre model for the borough

Action	Milestone/sub activity	M/stone Date	PI and target (Rolling targets in bold)	Lead responsibility
1.1 Develop an Integrated Childrens’ Centre model linked to existing and planned Sure Starts and Quality Protects projects (Government still to develop model for the allocation of funds)	Report feasibility for Childrens’ Centre (including Peckham) to the Council’s Executive Committee. Bid for funding for maximum new Children’s Centres. Open Children’s Centre(s) (see EYDCP development plan).	9/2003 10/2003 2003 to 2007	5 areas / settings to be recognised as Childrens’ Centres by 2007	D Wallis S Willis All Early Years Play and AfterSchool Managers EYDCP members Social Serivces
1.2 Bid for funding from central government sources, including New Opportunities Fund (NOF), Neighbourhood Nurseries Initiatives (NNI), Sure Start, Childrens’ centre funding etc, to expand services	Sure Start (7) Revenue – bids to date - £500k Capital bids to date - £750k Currently being managed Children Centre fund bids N.O.F Rounds 14/15/16 (Process unknown at this stage for bids from September 2003 onwards)	11/ 2003 2003-2007 (on going)	£5 million new funding from bids by 2007. Create 620 additional day care places by 2006, Centres to reach 9,272 children by March 2006, (family support for 1000 parents). Create 50 new wrap around/ holiday places in playgroups/nursery/nursery provision/EYC/Playrooms	D Wallis V Lindsey – (NoF) N Orr – (NNI) F Phillips (Sure Start) Nursery School Heads Community Groups
1.3 Integrate best practice on family support, informed by Southwark’s Family Support Strategy	Directly employ family support workers in the Early Years Service Introduce family learning and parenting programmes Develop contact rooms at Bishops House, Ann Bernadt and Camberwell EYCs	4/2004 3/2004 3/2004	7 family workers to be employed within the service by 2004 (depending on Social Services funding). 5 new family learning and parenting programmes introduced. Develop weekend Contact service -50 additional families attending/benefiting from family	A Douglas J Smith (BH) F Phillips B Swack K Eaton Health Services Chris Saunders, Social Services

1.3 continued	Further develop partnership working with Health and Social Services partners	3/2004	support. £10k additional income 1 new contact room at an Early Years Centre by 2006.	As above
1.4 Improve inter-agency working	Demonstrably improve referral mechanisms for access to places	01/2003	Employ new admissions officer to work in partnership with CIS, Health and Social Services	A Douglas
	Use training and communication to improve awareness of the early years service among other professionals in contact with under-fives, including social workers (Family Support) and health visitors.	9/2003	Review admissions procedure in partnership with Social Workers and Health Visitors.	A Douglas
		9/2003	Education Rep to Strategic Social Services Development Forums.	D Wallis
1.5 Promote and disseminate good practice through new initiatives which build on experience in Sure Start and Quality Protects (and on development of Childrens' Centres).	EY Achievements bulletin EY feature in quarterly Partnership magazine EY marketing plan developed and implemented	3/2004	Impact assessed through surveys of professionals (internal/external) and customers 10 – features/news items EY Marketing Plan	G Garcia Voluntary and maintained Sector providers.
1.6 Improve support for childminders, including developing their role with children with SEN and under-2s.	Develop 2 new childminding networks.	03/2004	2 new networks with a minimum of 15 childminders each by 2005.	F Phillips
	Develop a childminding network with a focus on SEN.	01/2004	One new Network focused on SEN (Childminding respite project) by January 2004, with a minimum of 10 childminders.	J Smith/F Phillips

Resource implications: £4.1m Capital over 4 years (up to 2007) £1.4m Revenue (up to 2007) £10k new income from Contact Rooms £50k Marketing Plan £25k Childcare Grant to develop Childminding Networks £500k Revenue – Sure Start (will be increased on finalisation of Sure Start Central Bermondsey Plan)				
---	--	--	--	--

Links to corporate objectives:

EARLY YEARS IMPROVEMENT PLAN 2002/03 AND 2003/04 - 2006/07

Objective 2 – The early years service will better meet the needs of vulnerable children and their families and those with special needs, and do more to provide a fair and equitable service which meets the needs of all communities (including socially excluded and hard to reach groups) and which better serves those in regeneration areas and areas without provision				
Action	Milestone/sub activity	M/stone Date	PI and target (Rolling targets in bold)	Lead responsibility
2.1 Increase number of places for children with special needs across the Early Years Centres.	Increase from 54 dedicated places to 64 dedicated Early Years Centre places	01/2004	10 new places created. Regular reports to Social Services on places provided for children in need. Engage additional SEN support staff and improve EYC buildings to meet Disability Discrimination Act standards.	A Douglas & EY Centre Managers
2.2 Set targets to enable hard to reach groups to access EY services: <ul style="list-style-type: none"> • Travellers • Those with English as a second language 	Targets in place for all new government funded projects (e.g. NOF, NNI, Sure Start and Childrens' Centre). Use voluntary sector expertise in this area as a resource.	03/2007	40% of all new places filled with under represented ethnic minority groups or children in need.	A Douglas/D Wallis EYDCP
2.3 Introduce a set of practical measures at Early Years Centres, Community Nurseries and Children's Playrooms, to increase cultural awareness and give recognition to Southwark's diverse communities.	Events/activities to promote cultural awareness	03/2004 03/2004	New measures in 9 EYCs, 10 community nurseries and Children's Playrooms, meeting equalities assessment requirements. 30 cultural events/activities held at Early Years Centres.	A Douglas/ G Garcia/W Williams EY Centre Managers/ Community Nursery Managers/MCs
2.4 Improve content and distribution of childcare information to hard to reach communities.	Update content and style of existing Early Years Service childcare information. Develop and implement an information outreach programme for Early Years Development workers.	3/2004	Distribution of information to identified 'Hard to Reach' Communities, including outreach, translation and interpreting.	G Garcia

<p>2.5 Improve access to maintained and voluntary sector provision for hard to reach groups through the admissions system, and positive actions to achieve a more representative allocation of places to ethnic communities in the borough.</p>	<p>See review of admissions procedures elsewhere in this plan, (1.4 & 3.2).</p> <p>Outreach/marketing programme to underrepresented communities encouraging use of EY service facilities.</p>	<p>09/2003</p> <p>03/2004</p>	<p>Equal opportunities included in new admissions procedures.</p> <p>Monitor all places allocated. Target 40% to black and ethnic minority groups including hard to reach communities</p>	<p>A Douglas D Wallis G Garcia EY Centre Managers V Henderson Voluntary sector groups</p>
<p>2.6 Improve the ability of all early years settings to deliver equalities objectives</p>	<p>All settings to have an agreed equal opportunities policy</p> <p>All settings to have a designated equal opportunities co-ordinator.</p> <p>Complete Race Equality Impact Assessment in accordance with the Council's Race Equality Scheme Training plan developed to support equalities objectives for all EY settings.</p>	<p>02/2004</p> <p>6/2003 to 3/2004</p> <p>12/2003</p>	<p>Copies available to customers.</p> <p>Noted in Early Years Centres and Community groups' Business Plans.</p> <p>Plan completed and approved</p>	<p>A Douglas D Wallis</p> <p>EY Centre Managers Voluntary Sector Groups</p> <p>G Garcia Fiona Phillips A Douglas</p>
<p>2.7 Maximise opportunities offered by regeneration projects, present and future, including Aylesbury, Peckham, Canada Water, Elephant Links, Bermondsey Spa.</p>	<p>Linked to objective 1.1 Development of new settings (NNI, Children Centres, NOF)</p>	<p>03/2007</p>	<p>40% of all new places allocated to black and ethnic minority groups targeting hard to reach communities.</p>	<p>D Wallis EYDCP</p>
<p>2.8 Continue to engage in the development of the GLA's London-wide EY strategy.</p>	<p>Activities and milestones to be added as the strategy becomes clear.</p>	<p>TBA</p>	<p>No targets at this stage, waiting for GLA's strategy to be completed.</p>	<p>D Wallis</p>
<p>Resource Implications: £50k marketing budget (as identified in Objective 1)</p>				

Links to corporate objectives:

Objective 3 - The service will develop a social and economic mix of services, with improved awareness of and access to the provision, so as to attract new users

Action	Milestone/sub activity	M/stone date	PI and target (Rolling targets in bold)	Lead responsibility
3.1 Introduce a new pricing policy for early years centres and funded community nurseries.	<p>In 2003/04:</p> <ul style="list-style-type: none"> • Raise fees for all fee-paying places in early years centres from £100 to £135 in April 2003. • Pilot a top rate of £150 for a limited number of fee-paying places in early years centres ▪ Link fee levels of community nurseries to conditions of funding - timescales and fee levels to be discussed through a consultative process with each centre individually ▪ Review fees in light of impact on demand for places 	<p>04/2003 to 04/2004</p> <p>09/ 2003 to 04/2004</p> <p>04/2003 to 03/2004</p> <p>After approx six months in year 1, annual thereafter.</p>	<p>Additional net fee income of 300k</p> <p>Additional net fee income of 86k</p> <p>Additional net fee income in the funded community sector of 400k to 500k</p> <p>Report to the Council's Executive in April & Oct 2003, and March 2004</p>	<p>D Wallis A Douglas A Temple</p> <p>EYC Managers</p> <p>Management Committee/ Community Groups</p> <p>D Wallis</p>

<p>3.2 Improve access to Early Years Centres through a new, more flexible admissions process, with:</p> <ul style="list-style-type: none"> - improved inter-agency co-operation on vulnerable children and hard to reach groups - better access for hard to reach groups - more equitable allocation of places - more responsibility for settings 	<p>New admissions policy</p> <p>Appoint new admissions officer</p>	<p>09/2003</p> <p>01/2003</p>	<p>Increase annual average occupancy level of fee paying places at Early Years Centres to 85% by March 2004, and 95% by March 2005.</p> <p>Increase occupancy in Social Services/Health visitor referred places at Early Years Centres, to an annual average 95% by March 2004, and 100% by March 2005.</p> <p>Target places for children in hard to reach groups are included in Objective 2 above</p>	<p>A Douglas EYC Managers</p>
<p>3.3 Regularly monitor the status of 280 free Social Services places accessed by referral panels.</p>	<p>Quarterly monitoring and dissemination of appropriate information to referring agencies/commissioners.</p>	<p>04/2003 - 3/2004 (on-going)</p>	<p>Occupancy measure in place for referred places, with regular reports every Quarter.</p>	<p>G Garcia A Douglas Social Services</p>
<p>3.4 Market Early Years Centres and Children's Playrooms more effectively</p>	<p>Develop a comprehensive marketing plan to attract wide range of customers reflecting pricing policy and hard to reach communities. Marketing outlets to include the Childcare Information Service, community support groups and distributed.</p>	<p>02/2004</p>	<p>Marketing plan approved by management team and implemented.</p>	<p>G Garcia</p>
<p>3.5 Increase take-up of Working Tax and Childcare Tax Credits through:</p> <ul style="list-style-type: none"> - Focussed marketing at parents newly accessing the service - Capacity building programme for providers - Joint agency promotion (Benefits Service, Health, Social Services etc) 	<p>Correspondence to Early Years Centres and Chairs of voluntary sector organisations concerning WTC.</p> <p>Review WTC support to community groups by SCF.</p> <p>Arrange for all funded organisations and Centre Managers to attend Inland Revenue WTC briefing.</p>	<p>01/2003</p> <p>03/2003</p> <p>02/2003</p>	<p>80% of parents with children attending Early Years Centres and eligible to claim WTC to be claiming by April 2004. This figure to increase to 95% by 2005.</p> <p>50% of parents with children attending voluntary sector settings and eligible to claim WTC to be claiming by April 2004. This figure to increase to 80% by 2005.</p>	<p>D Wallis/G Garcia/SCF EYC Managers</p> <p>Community Management Committees EYC Managers</p>

Resource Implications: Access to the Childcare Information service. Additional income generated through increased fees Systems Development post for Performance Indicators/data management.				
--	--	--	--	--

-
Links to corporate objectives:

Objective 4 – The early years service, in conjunction with the EYDCP will promote a high quality curriculum for services registered with partnership that enables children to make good progress in learning in order to achieve high and measurable standards of attainment, and which supports the particular needs of children with disabilities and special needs

Action	Milestone/sub activity	M/stone Date	PI and target (Rolling targets in bold)	Lead responsibility
4.1 Develop new curriculum for children under 3.	Develop new curriculum (set up working group).	09/2004	Curriculum agreed by key EY partners, plan for implementation.	D Wallis/A Douglas /F Phillips/ QT/Health/Social Services/ Education & other agencies as necessary.
4.2 Develop the Foundation Stage Improvement programme for settings based on need and implement in inverse proportion to success, ensuring that all settings have a right to a minimum number of visits.	Programme developed to support all early years settings. Employment of 10 Qualified Teachers	12/2003 09/2004	All children to have access to a quality curriculum. All settings to complete Records of Achievement for children. Minimum number of visits set as part of EYDCP plan 2004/05. Minimum number of visits met as outlined.	D Wallis/F Phillips/QT Voluntary Sector Development Officers (as relevant)
4.3 Ensure rigorous Foundation Stage assessment and recording systems are in place.	Set up plan for visits to settings and develop support plans.	09/2004	Development plans for all providers as appropriate.	D Wallis/QT
4.4 Appoint the required number of qualified teachers as outlined by the DfES in the Early Years Development and Childcare Plan to work alongside PLA and other development workers.	(Subject to approval of 2003/04 growth bids), new JD/structure established.	09/2004	10 qualified teachers appointed.	D Wallis/F Phillips

4.5 Identify funding for and appoint Education Psychologist and Teacher with behaviour management experience to work with early years practitioners across the sectors	Funding identified Appointments made in 2004	03/2003 03/2004	3 posts appointed (Early Intervention Officers) 2 Area SENCOS to be appointed (1 x Ed. Psychologist and 1 x Teacher with behaviour management experience)	D Wallis/F Phillips
4.6 Publish Southwark's Foundation Stage Curriculum support materials and support settings to develop the curriculum and improve teaching and learning.	Publish support materials that will assist childcare providers in the delivery of the Foundation Curriculum.	03/2004	Publication and launch of materials	D Wallis/A Douglas /QT Fiona Phillips
4.7 Ensure that early Intervention Officers work with the QTS team in line with the agreed support programme to ensure that support is allocated to the settings in most need.	Develop plan for visits to settings.	09/2004	Confirmation of good comprehension and promotion of the Foundation Stage Curriculum in place at all settings.	AT/A Douglas/ F Phillips
4.8 Settings to work towards achieving the Southwark quality assurance Kitemark scheme.	Appoint 2 Mentor Verifiers. Action plan for the delivery of the Southwark Kitemark Standard.	06/2003 03/2003	10 modules completed across settings. Investors in Children (ICC) Accreditation by 2004. Publish and launch of the Kitemark Scheme	F Phillips
4.9 Ensure that NEG is allocated appropriately to settings, based on Headcount day figures	Universal provision of NEG to 3 and 4 year olds.	04/2003 09/2004	All NEG payments made on time. New set of quality standards in place for providers in the EYDCP.	G Garcia
Resource Implications: £80k Early Intervention Officers £300k Ed. Grown budget £100k Training Budget £40k childcare Grant				

Objective 5 – The early years service will, in conjunction with external agencies including Southwark Children First, support and stimulate provision in the voluntary sector, improving links with over fives services, Pre-School Learning Alliance, Childminding Association and other umbrella groups

Action	Milestone/sub activity	M/stone Date	PI and target (Rolling targets in bold)	Lead responsibility
5.1 Replace grant aid with commissioning of community nursery services.	In partnership with community providers:			D Wallis/G Garcia/W Williams Community Groups
	- Agree unit costs on which funding to be calculated.	4/2004	Agree by deadline.	
	- Agree conditions of funding.	5/2004	Agree by deadline.	
	- Agree fee structures/principles and pace of change (note: this is dealt with under objective 3 above)	3/2004	n/a	
	- Agree type of support required by community nurseries to meet new funding requirements	09/2003	Agree by deadline	
	Develop and implement a monitoring regime for commissioned services.	4/2004 to 03/2005	Reduce overall funding commitment by 50% by April 2004 Funding by this date is subject to provision of places for vulnerable children.	
Develop specification for business plan for support	04/2003			
Develop a business plan for each organisation.	12/2003	Increase net fee revenue in community nurseries by £400k All community settings to become Limited or other form of Company /Trust as appropriate.	D. Wallis Community Groups	

5.1 cont.d	Organise workshops for all groups on setting up as a limited company.	06/2003	Review Skills of Management committees. Hold workshops on becoming a limited company.	W. Williams Community Groups
5.2 Support special needs placements in community nurseries and in other forms of community childcare	Early Years Intervention Officers to develop plan for each setting. Funding for development of staff, equipment and buildings to be identified.	12/2003	Increase capacity for places for vulnerable children and those with special needs to an annual <u>minimum</u> total of: 19 @ community nurseries, 16 @ playgroups and 64 @ EYCs.	A Douglas/EY Intervention Officers Community Groups
5.3 Develop a firm specification for the Pre-School Learning Alliance (PSLA) with Southwark Children First, which addresses the target areas in the EYCDP.	Specification developed by September 2003. Playgroup staff to have 3 INSET days per year (1 each term)	12/2003	PLA and Council to agree plan taking into account the 50% budget reduction with effect from 04/2004.	D Wallis W,Williams G Garcia Fiona Phillips PLA
5.4 Support all parts of the voluntary sector to increase external funding sources	Develop a specification for Business Planning and fund raising, to assist in the development of settings and setting up fundraising workshops.	03/2004 to 03/2005	Generate an additional £50k by April 2004, and a further £100k by April 2005.	W Williams G Garcia Community Groups
5.5 Promote the Southwark Quality Assurance Kitemark	Sign up all community nurseries to the Southwark Kitemark by December 2003	12/2003	A minimum of 10 module across EY setting to be achieved by April 2004. 20 further modules to be completed by 2005. 40 modules to be completed by April 2006.	Fiona Phillips Community Groups
Resource Implications: £20k EYDCP contribution to business support across the voluntary sector.				

Objective 6 – The service will meet challenging quality assurance and training and development criteria, including all relevant national standards (such as OFSTED) and adopt a culture of continuous improvement

Action	Milestone/sub activity	M/stone Date	PI and target (Rolling targets in bold)	Lead Responsibility
6.1 Adopt an appropriate balance of qualified and Modern Apprenticeship staff in Early Years settings.	Develop the Modern Apprenticeship scheme for Early Years Centres.	09/2004	Limit use of agency staff at Early Years Centres	EYC Managers/A Douglas/ F Phillips
		04/2005	One Modern Apprenticeship staff member at each EYC.	
		04/2005	Placements to have access to cross service development e.g. in Social Services/Health Service.	
6.2 Continually raise quality standards of settings	All EY practitioners at Early Years Centres to have access to four days relevant and appropriate training a year	3/2004	100% of settings meeting target 100% individual staff meeting target.	A Douglas/F Phillips EY Managers
	All EY practitioners at Community nurseries to have access to four days relevant and appropriate training a year	3/2004	50% of settings meeting target 50% individual staff meeting target	
	All EY practitioners at Private sector provision to have access to four days relevant and appropriate training a year	3/2004	30% of settings meeting target 30% individual staff meeting target	

6.2 Cont.d Continually raise quality standards of settings	All settings to have input/advice from a qualified teacher.	09/2004 09/2005	50% of settings to have such support by September 2004: 100% by September 2005.	A Douglas/F Phillips EY Managers
	Qualified teachers delivering the Foundation Stage curriculum to have undertaken appropriate training to improve knowledge of care and early education	09/2004	100% of QTs delivering Foundation Stage Curriculum suitably trained.	
	Ensure that the early years settings inspected by OFSTED make satisfactory progress in delivering Early Learning Goals.	4/2003 onwards	100% formally assessed as having made satisfactory progress (annual).	“ “
	Ensure all settings delivering the Foundation Stage Curriculum has a SENCO who has undertaken appropriate training	09/2003	100% of such settings to have a trained SENCO.	“ “
	Put in place a network of area SENCOs. Establish effective links with the SENCOs working with private and voluntary sectors	09/2004 09/2004	Meet a ratio of 1:20 maintained settings by September 2004. Local area link groups across the sectors established.	“ “
6.3 Achieve IIP status for the Early Years Service (including the After School and Play service and the Partnership)	See action plan to achieve IIP	06/2003 03/2004	IIP Action Plan completed. IIP achieved.	D Wallis/ G Garcia/Early Years Centre Managers
6.4 Continue to search for examples of Best Practice through benchmarking, and implement these locally.	Attendance at conferences, meetings with other London Boroughs etc.	Ongoing each year to 2007	At least 2 new examples of service innovation annually	D Wallis G Garcia F Phillips A Douglas EYC Managers

<p>6.5 Introduce a periodic survey of providers, practitioners and parents to gauge views on aspects of the service, and help in assessing progress against targets</p>	<p>First survey by September 2003 to be repeated annually.</p>	<p>09/2003</p>	<p>Establish range of baseline target by 09/2003 Achieve year on year improvement in satisfaction.</p>	<p>G Garcia</p>
<p>Resource Implications: Additional Training Budgets required.</p>				

Links to corporate objectives:

Objective 7 – The service will modernise to inform and involve parents more, and provide services in settings which are fit for purpose				
Action	Milestone/sub activity	M/stone date	PI and target (Rolling targets in bold)	Lead Responsibility
7.1 Involve parents more in the development of services and running of settings.	Feedback from parents/users Involvement in activities Involvement in Management Committees/parent forums	Ongoing to 2007	All EYCs to have 4 parents' meetings each year. Include children participation/feedback consultation where possible. Regular parents meeting to be held with parents of community groups each year e.g. 1 per term.	Early Years Centre Managers EYC/Community Groups Community Groups
7.2 Develop customer care standards across all providers and publish an Early Years Charter setting out customer service standards.	Develop and consult with providers on standards by 9/2003 Publish charter by June 2004. Cross reference with marketing/publicity.	3/2004	Publish Charter by 06/2004	G Garcia Early Years Centre Managers
7.3 Improve access to information about development and progress of children.	Maintain high standards of records. Plan meetings with parents.	Ongoing to 2007	One major meeting with parents each year with progress reports.	A Douglas/Early Years Centre Managers
7.4 Improve physical condition of early years centres and community nurseries, in line with outline proposals of Sites Development Programme.	Detailed plans for buildings and identify resource in the annual business plans.	Ongoing (see business plans for total).	Confirm allocation of resources, maintain development plan for each Centre and Community organisations (<i>ensure all leases are in place</i>).	A Douglas Community Groups W.Williams
7.5 Develop Children's Playrooms using NRF money.	Build three new Children's Playrooms and refurbish the fourth Playroom (NRF £450k). New combined Children's playroom at Bermondsey Spa.	2/2003 09/2004	Target for attendance average of 50 children per day at each Club, 50,000 visits per year, (see Early Years Performance Indicator targets).	G Martin/V Henderson/F Phillips
Resource Implications: £450k NRF for development of Children's playrooms.				

Objective 8 – The service will make operational improvements to raise its efficiency and reduce running costs, and to substantially increase income to the service

Action	Milestone/sub activity	M/stone Date	PI and target (Rolling targets in bold)	Lead Responsibility
8.1 Reduce sickness levels	Meet all standards set out in the Council 's policies relating to sickness absence. Sickness panels 3 times a year for each setting.	03/2004 03/2005	Reduce to 5% by April 2004; and 4% by 2005.	EYCM/A Douglas/S Bright
8.2 Reduce time taken to recruit to vacant posts	Ongoing monitoring and improvement of the recruitment process.	3/2004 on-going	All recruitment completed within 12 weeks	G Garcia/ S Bright
8.3 Reduce use of agency staff	Policy for the use of agency staff	3/2004	Reduce funding by £ 40k by April 2004. And by a further £20k by 2005	EYCM/ A Douglas/G.Garcia
8.4 Devolve more responsibility for financial management to local levels	Each Centre to develop a Business Plan.	09/2003 to 04/2004	Introduction of Cost Centre Management	EYCMs/A Douglas/A Temple
8.5 Maximise funding from external sources	Set up Friends of groups to make bids Early Years Centres and Voluntary Sector providers.	3/2005	New income of £2k to £10k for first year.	EYCM/ W Williams
8.6 Rationalise management/administration at Early Years HQ.	Reduce 3 management posts	3/2003	Achieve savings of £100k for 2003/04 Financial Year.	D Wallis

8.7 Conduct a full re-organisation of the Service to incorporate, Early Years, After School, Play Services and the Partnership.	Complete reorganisation process as per Council Policy.	09/2003	Reorganisation complete, newly named Business Unit formed.	D Wallis
8.8 Integrate management of Ann Bernadt early years centre and nursery school	Complete reorganisation process as per Council Policy.	04/2004	Achieve savings of £30k for 2003/04	D Wallis
8.9 Make more cost effective use of Primary school facilities.	Review the use of Primary School facilities for extended childcare.	Ongoing 03/2003	Partnership working with After Schools . 100 under 5s places.	D Wallis/EYDCP S.Simmance
8.10 Make more cost effective use of the new Children's Playroom facilities.	Use meeting areas to provide an education and information programme for parents and carers	03/2004	Programmes at 4 centres by 03/2004	D Wallis/ G Martin F Phillips/ V Henderson Children's Playroom Managers
	Develop toy libraries at Southwark Park, GMH and Leyton Square. New toy library to open at Charterhouse Chipper Club. Develop one new Playroom at Bermondsey Spa.	06/2003	Three toy libraries developed.	
		09/2004	New Playroom in place.	
	Establish a childminding network operating out of Southwark Park.	03/2004	Network established	
	Develop an after-school club at Leyton Square.	03/2004	After school club established by 03/2004 – 24 children	
	Extend Children's Playroom services in morning and afternoon (e.g. twins and triplets club at Southwark Park).	11/2003	New service in operation.	
	Hire out playroom facilities at new Children's Playrooms to community groups, and facilities generally for other activities	3/2004	£10k additional income by March 2005.	

	Develop Friends groups for each site, and support them to fund raise.	04/2004	4 groups by April 2004, raising £2k new income during 2004/05.	
8.11 Produce and analyse appropriate management information (including sickness, occupancy, equalities etc) and distribute to appropriate stakeholders, within the early years service and beyond (e.g. Social Services, Health)	Quarterly monitoring and distribution	Quarterly	Performance Indicator reports to remain on target.	G Garcia
8.12 Monitor performance against Improvement Plan Performance Indicators and take remedial action where appropriate	Quarterly monitoring, reporting to a small implementation team At least three progress/liaison meetings per year between the Head of Early Years and Executive Member. Full annual review in tandem with business planning process and budget process, including report to Value For Money Group if requested. Set up annual benchmarking review.	06/2003 2003 ongoing 03/2004	Performance Indicator reviews and reports to Value for Money Group, Executive Members.	D Wallis/ G Garcia
Resource Implications: Early Years Centre to generate up to £3.5m savings over 5 years. Year 1 - £618k Year 2 – 877k Year 3-5 - £2m				

Links to corporate objectives: