

Children, Families, Health & Education  
Directorate  
Finance & Corporate Services Division  
Annual Business Unit Operational Plan 2008/9

**Cabinet Members: Mr. Mark Dance**

**Director: Keith Abbott**

**Division Business Plan Contact: Annette Jacobs**

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## **PURPOSE OF THE SERVICE**

### **Purpose:**

The purpose of the Finance and Corporate Services Division is to deliver coherent, consistent and high quality support and services to all our customers, including Cabinet Members, Schools, Parents, University and College students, Unit Managers and Directorate staff. A key objective is to ensure sound financial planning, integrity and budgetary control in the Children, Families & Education Directorate. In addition, this Division works to maximise the capacity and contribution of the Directorate's workforce to deliver customer focused efficient services and continuously improve overall effectiveness.

## **PLANNING CONTEXT AND PRIORITIES**

### **Local Context**

**Towards 2010** – Highlights the Directorate's priorities and targets over the four years of the strategy. This Division plays its part in the ensuring best value and appropriate management of financial and other resources.

**The Children and Young Peoples Plan** – 'Positive about our Future' sets out the vision, priorities and key actions agreed by the Directorate and Partners on the Children's Trust for improving outcomes for Children and Young People. This Division has lead roles for resource and budget alignment, implementing workforce strategy, improving CRB processes and ensuring overall value for money is achieved through sound management of resources.

**Primary and Secondary Strategies** – This division provides financial support for the closure, amalgamation and federation of schools, ensuring those schools earmarked for closure do not build up large deficits. The Division also manages the process of early retirements and redundancies, which come out of the above and provides support for new models of school leadership and workforce remodelling.

**The County Community Plan - 'A Vision for Kent'** – sets aspirations for the County and provides an overarching context in which KCC has a strategic role in community leadership. This Division supports the Directorate in achieving its targets.

**The Kent Agreement** – The Local Area Agreement (LAA) – The new Local Area Agreement sets out priorities for the Kent Partnership, from 2008-2011. At the time of writing the Kent Agreement 2 is entering the final phase of negotiation and implementation is due to start in April 2008. The priorities identified across the County and with our partners will influence the Directorate's direction during the next 3 years and beyond. Impact and success will be measured against a suite of indicators agreed with Government and deriving from the new 198 National Indicator dataset.

**The Early Years Strategy (Draft)** – This strategy aims to provide the vision and rationale for the development of early education and childcare for children. It is one of a suite of strategies that has been developed by Kent County Council to improve the outcomes of all children from birth to 19, and it should be read in conjunction with KCC's strategy for the provision of extended services and the Kent Children's Trust Parenting Strategy.

### **National Context**

**The Children’s Plan –Building Brighter Futures-** The publication by Central Government of the Children’s Plan means a new leadership role for Children’s Trusts in every area, a new role for schools as the centre of their communities, and more effective links between schools, the NHS and other children’s services so that, together, they can engage parents and tackle all the barriers to the learning, health and happiness of every child. The Children’s Plan sets ambitious new goals for 2020.

**School Standards and Framework Act 1998 as amended by the Education Act 2002** - In line with the requirements of this Act, this Division offers a traded service with schools, whereby schools are able to purchase financial services and it also provides information on competitors to enable schools to make informed choices. Under the same statute, this Division provides model policies and financial support to help schools manage employment litigation.

**The Education Act 2004** – In line with the requirements of the Act, the Finance Unit within this Division now issues 3 year budgets to schools.

**Building Schools for the Future** – Kent is part of this national programme to rebuild or renew secondary schools over the next 15-20 years. In Kent, the aim of BSF is to combine investment with the vision for teaching and learning set out in the Secondary strategy. This Division assists in the resource management of the programme.

**Children and Young Person’s Bill (stems from the green paper ‘Care Matters: Transforming the Lives of Children and Young People in Care’)** –The Bill will reform the statutory framework for the care system, to ensure that children and young people receive high quality care and support and to drive improvements in the delivery of services focussed on the needs of the child. It will enable those who enter the care system to achieve the aspirations parents have for their own children and reduce the gap in outcomes between children in care and their peers. It will also promote improved placement stability and ensure more consistency for children in care; improving the experience children in care have at school and increasing their educational attainment. This Division participates in the Looked After Children Group, providing advice on assessing the financial implications of the policy.

**The DCSF Financial Management Standards in Schools** - FMSiS is a DCSF requirement that demonstrates a school is managed well financially. In January 2007, the DCSF directed that the Standard was added to the Authorities Scheme for Financing Schools and it is now a legal requirement for all schools to meet the Standard. This Division leads on the development of a comprehensive FMSiS package for supporting schools through the process.

**Student Support Regulations 2006/08** – In line with the requirements of the Act, this Division, through the Student Awards Unit, ensures that all applicants requesting financial support in order to attend University are assessed as eligible, in order to receive public funds.

**A Range of Employment Law Statutes** – this Division provides information updates and model policies, ensuring that schools and Directorate managers operate within the law on people management issues such as discrimination, unfair dismissal, contracts of employment and pay.

**School Teacher pay & Conditions Document** – this Division provides interpretation and advice to schools on the use of this statutory regulation.

**National Terms and Conditions for Soulbury** – this Division provides advice and interpretation for Local Authority managers in applying these contractual terms.

The Finance & Corporate Services Division has identified the following partnerships;

<b>Short description of the nature of the joint working</b>	<b>KCC lead officer name and contact details</b>
Provision of financial services to Medway Council schools on a traded basis.	Dave Hinks <a href="mailto:dave.hinks@kent.gov.uk">dave.hinks@kent.gov.uk</a> 01227 284446
Kent Transport Partnership - to encourage collaboration between schools and colleges on transport initiatives. The Learning & Skills Council (LSC) issues the funds and is on the Board.	Nick Jordan <a href="mailto:Nick.Jordan@kent.gov.uk">Nick.Jordan@kent.gov.uk</a> 01622 605101
Post 16 Learner Support Funds - Grants for individual students to help with costs, e.g. books/equipment. The Learning & Skills Council (LSC) issues the funds to Local Authorities.	Nick Jordan <a href="mailto:Nick.Jordan@kent.gov.uk">Nick.Jordan@kent.gov.uk</a> 01622 605101
Educational Maintenance Allowances (EMA's) - Weekly payments from Central Government to post 16 pupils at school and college. The Learning & Skills Council (LSC) co-ordinates EMA's with other partners, including Kent.	Nick Jordan <a href="mailto:Nick.Jordan@kent.gov.uk">Nick.Jordan@kent.gov.uk</a> 01622 605101
Joint working with the Early Years sector- working with the private, voluntary, independent and maintained nursery providers to develop and implement a single formula for delivery of free entitlement to 3 & 4 year olds, as per the DCSF requirements.	Keith Abbott <a href="mailto:Keith.Abbott@kent.gov.uk">Keith.Abbott@kent.gov.uk</a> 01622 696588
Joint working with the Learning and Skills Council (LSC) – working with the LSC to ensure the smooth re-integration of funding for 16+ students to the Local Authority, and renewing relations with the Further Education sector.	Simon Pleace <a href="mailto:simon.pleace@kent.gov.uk">simon.pleace@kent.gov.uk</a> 01622 694014
Children and Young People's Workforce Strategy: working with other partners from the Kent Children's trust to develop and implement this strategy.	Rob Semens/ Ann Christina <a href="mailto:rob.semens@kent.gov.uk">rob.semens@kent.gov.uk</a> 01622 694064

## Significant change to meet needs/demand

The following recent changes, both internal and external, have and will influence the Division:

**Multi-Year Budgets for Schools** – the provision of multi-year budgets to schools is resource intensive due to the timescales being the same as the annual budget (the DCSF have not extended timescales). The process is also complex, because we are collecting data and attempting to predict school rolls for up to 3 years ahead. Our ability to consult and make changes during the multi-year period is severely curtailed by the new regulations; therefore forward planning and change management is imperative. These changes create additional work at what is already a peak period, but also the nature of the work means that skilled staff are essential as they have to have an in depth knowledge of the schools' funding arrangements, therefore placing a huge burden on a small number of staff and reducing our capacity to respond to other issues at this time. In addition, there is increased workload on the Schools Funding Forum and the other associated groups that we support.

**Development of a Common Formula for Early Years** – again, resource intensive and complex, with additional resource required to work in collaboration with diverse sectors (with differing agendas). There are significant challenges in devising a formula that suits all, especially with the historic differences between maintained and private, voluntary and independent sectors.

**Efficiency Savings** – savings required from Corporate cross-cutting themes – some very challenging to deliver and may result in alternative staffing reductions. If cost reductions are made by deferring appointments to senior posts there will be an impact on support at a senior level, which will cause workload problems, particularly through closedown, and with the various consultative groups such as the Schools Funding Forum. There may, however, be opportunities through restructure to reduce grades as a result of the changing nature of the work.

**Supporting Children's Trusts/ Local Children's Services Partnerships** – a challenge to identify adequate support from within existing resources, coupled with an uncertainty as support requirements evolve alongside the implementation and development of LCSP's.

**Staff Turnover** – turnover in some key posts results in temporary capacity issues, skills shortages and knowledge gaps – this, in turn, puts pressure on remaining staff and diverts already scarce resources to the recruitment of new staff – also a loss of skilled staff to schools and other Directorates, which puts pressure on succession planning.

**Growing number of Deficit Schools and the Impact on Resources** – Our assessment of the DSG settlement for schools, combined with the impact of falling rolls, is that without intervention we could see a very sharp increase in the number of schools in deficit. The work involved in identifying those schools at risk of deficit and the initial intervention is considerable. If we then work with a school to develop and monitor a recovery plan this becomes a major resource issue, which we are currently not able to respond to.

**Diploma Funding** – need to develop financial support and funding arrangements for the new diploma lines – new initiative and funding stream which will take time and resource to 'bed in' and make happen. The wider issue linked to this, under Government proposals, is to scrap the LSC and to bring all 16-19 funding, including the FE Colleges, back to the Local Authority through the DSG, by 2010. How this is to be integrated will not be clear until the DCSF issues further guidance.

**Public/user/non user feedback in 2007-08**

<b>Feedback</b>	<b>Action Taken</b>
Various consultation groups providing ongoing feedback	Feedback is actioned and the results fed back in an ongoing process across the various task groups, including Schools Forum, Central Costs and Specific Grants Group, and Delegated Formula Funding Group
Schools Local Finance Forums/ County Bursars groups	Primary, Secondary and Special School local forums and bursar groups sharing best practice and discussing topical issues on an ongoing basis
Schools Formula Consultation	Major consultation exercise, involving fully interactive web based information and return (includes full costings of individual proposals for the first time). Comprehensive briefings were carried out for headteachers, bursars and governors outlining the significant changes to schools budgets, which will form the basis of funding for the next 3 year period
Private, Voluntary and Independent Early Years - analysis of cost pressures	A survey undertaken of all 740+ private, voluntary and independent providers, to analyse the costs of delivering free entitlement to 3 and 4 year olds. 447 returns were received and this formed the basis of the analysis of costs, which was presented to the Funding Forum prior to the 2008-11 budgets being set

**Review of Performance 2007-08 (to key indicators 2007-08)**

<b>Task</b>	<b>Performance</b>
Issue School Budgets before 31 <sup>st</sup> March	593 budgets issued to schools by 5 Mar 2007 for 2007-08 financial year
Issue draft budgets to all Directorate managers	Draft budgets issued to managers by 12 Feb 2007 for 2007-08 financial year
Re-design the Compliance Programme to fall in line with FMSiS requirements, eliminating duplication between the two and producing a programme on a more robust software platform	Programme produced, awaiting final software developments from ISG
Financial Management Standards in schools (FMSiS) implementation programme	61 secondary schools self assessments and, in addition, 138 primary, 24 special and 3 middle schools supported
Effective management of 'No deficits' policy	20 schools provided with ongoing support – 14 deficit recovery plans signed off
Management of 3 year financial planning process for schools	576 3 year plans received and checked (including 4 special school 1 year plans)
Accurate and timely payments of entitlements to maintenance grant and tuition fees (prior 1997)	All payments made, and in a timely fashion
Accurate assessment of tuition fees and student loan entitlement (after 1998)	All entitlements assessed accurately
Teachers Pensions Annual Return	100%
Number of Kent Schools purchasing contracts through Kent Services For Schools	100% of schools purchasing contracts
Number of Kent schools purchasing Finance contracts	95% of schools purchasing finance contracts
Number of Medway schools purchasing Finance contracts	85% of Medway Council schools purchasing finance contracts

**Key Performance Indicators 2008-09**

<b>Indicator</b> <i>local/operational indicators as well as national ones, categorised if appropriate e.g. as LAA, T2010, CPA, BVPI, PAF</i>	<b>Actual performance 2006/2007</b>	<b>Estimated performance 2007/08</b>	<b>Target 2008/09</b>
3 Year Budgets issued before 31 March	05/03/07	Yr 1 29/02/08 Yr 2 14/03/08 Yr 3 31/03/08	Yr 2 28/02/09 Yr 3 12/03/09
Draft Budgets issued to all Directorate managers	12/02/07	15/02/08	13/02/09
Tranche 4 Compliance Programme implemented in schools	N/A	200	200
Financial Management Standards in Schools (FMSiS) – next phase	100 Secondary schools trained 37 External assessments completed	223 Schools trained 148 External assessments 61 Self assessments completed	130 Schools to train 223 External assessments completed
Non Delegated Compliance Programme implemented across Directorate budget managers	N/A	N/A	50
Accurate and timely assessment of tuition fees, student loan and maintenance grant (after 1998)	100%	100%	100%
Correct assessment and issue of LSC Post 16 School Access Fund payments to pupils	100%	100%	100%
Anti-fraud measures maintained in conjunction with national data matching and external agencies	No fraudulent student applications detected	All possible fraudulent applications detected	No fraudulent student applications detected
Uptake of LSC transport partnership funding	100%	100%	100%
Teachers Pension Annual Return	100%	100%	100%

<b>Indicator</b> <i>local/operational indicators as well as national ones, categorised if appropriate e.g. as LAA, T2010, CPA, BVPI, PAF</i>	<b>Actual performance 2006/2007</b>	<b>Estimated performance 2007/08</b>	<b>Target 2008/09</b>
Number of Kent Schools purchasing contracts through Kent Services for Schools	99%	100%	100%
Number of Kent Schools purchasing finance contracts	94%	95%	95%
Number of Medway Council Schools purchasing finance contracts	82%	85%	85%

### **National Indicator dataset**

The new National Indicator set of 198 performance indicators set by Government aims to reform the current system of targets and inspection with a closer focus on the views of the public and encouraging local solutions to problems. The dataset is currently under consultation and is not finalised. However this new performance framework will need to be embedded into the performance management of the Directorate.

**Achievements/Outcomes 2007- 08**

<b>Task</b>	<b>Outcome</b>
<b>CFE Finance</b>	
Implementation of finance restructure, ensuring smooth transition for Budget production and implementation	Improved service provision to all Directorate units and an improved structure for schools' budget preparation
Completion of development and implementation of new funding formula arrangements for specific additional projects on residential special schools, SEN units and very severe and complex needs funding	No movement regarding residential special schools. Agreed outcome on funding reached with the funding forum but not implemented due to Member decision
Significant improvements achieved in the support for Schools Forum, with representation, elections, and improved communication on ClusterWeb.	Improved transparency and participation
Restructured budgets to meet revised Member portfolio requirements	Members receive clear and transparent information relating to own portfolios
Produced detailed costing of free entitlement for early years providers	Provision of detailed information on costings to enable feedback to Early Years Reference Group
Management of School "No Deficits" policy	Proven process in place to assist schools in achieving a no-deficit position
Implementation of a Compliance programme for Directorate service units	Compliance database created and tested. Clear, consistent and up to date guidance issued and regularly updated on ClusterWeb for Directorate budget managers
Financial Management Standards in Schools (FMSiS) programme implemented for all schools	All secondary, middle and primary schools in tranches 1 and 2 have been given details and support to enable them to achieve the standard
Ongoing support for Local Finance Forums and Bursars Groups	22, Primary, 4 secondary and 1 special group, together with 1 County Bursars group supported by officers on a regular basis
VAT automation	Automation process went live for some schools July 2007 – intention to rollout to all schools in 2008/09

<b>Task</b>	<b>Outcome</b>
Senior Leaders training – training for senior leaders within schools on financial management, in association with the Secondary Transformation Team, with potential for formal accreditation of course	50+ senior managers attended and received a programme of financial management training
Review existing finance support packages, developing ongoing flexible and demand led services that reflect customer need	Publication of 2 new finance support packages within the 2008-09 Kent services for Schools catalogue
Purchase card rollout for Kent schools	400+ cards rolled out across the County
Oracle Accounting System– continuation of local reporting programme across Directorate budget managers	Where feasible, units have been given option to run reports locally, giving local control of management information to budget managers
<b>Kent Services For Schools</b>	
Promote Trade Fair to market KCC services and those of other providers, to help schools become informed purchasers	Improved attendance on previous year. Positive verbal feedback received from delegates
Development of new Kent Services for Schools database – anticipated live date April 2008	Creation of an on-line ordering system, improving management information for schools and service providers
<b>Personnel</b>	
Implement Children and Young People's Workforce Development Strategy, improving effectiveness of Staff Development Group and School Workforce Development Group	Workforce Development plans in place and implemented
Provide support for staffing changes due to budget reductions and for Directorate restructuring, to devolve resources to Clusters/ Trust-like arrangements	Staffing changes implemented and HR strategy for restructuring in place
Raise the profile of employment equality in CFE by focusing on BVPI measures	Wide understanding by managers of action required to address BVPI measures – some progress made, but further action required

<b>Task</b>	<b>Outcome</b>
Use Oracle HR to support people management in the Directorate, produce a Workforce Plan and monitor staffing numbers	Regular reports on key staffing issues produced for managers and SMT and a Workforce Plan implemented
Enhance support to managers to improve performance management and recruitment practice	Personnel Consultancy now focused more on performance management - recruitment practice still under review
Implement new approaches to support recruitment and retention of key staff, especially teachers and social workers	New initiatives implemented in consultation with managers and schools
<b>Awards</b>	
Continue to provide full range of assessments and payments to eligible students until March 2011, when the Local Authority officially ceases to be involved and the process is transferred to the Student Loans Company	A full and effective service provided in spite of future uncertainties, skilled staff leaving and their replacement with temporary, unskilled staff

**Service Comparisons**

No benchmarking details are available for the Finance and Personnel Units. Below is a table detailing Comparators for the Awards Unit.

Indicator	Comparator	HE Student Numbers across the UK		
		County	Student Support	Cases Per Staff Member
Benchmarking	Other Local Authority Awards Units	Kent	20,133	1,150
		Lancashire	18,534	1,115
		Buckinghamshire	15,740	1,070
		Cheshire	11,990	720
		East Sussex	8,150	750
		Essex	18,335	685
		Hampshire	20,070	855
		Hertfordshire	18,900	700
		Nottinghamshire	10,200	1050
		Staffordshire	15,600	975
		Surrey	19,780	780
		West Sussex	10,360	730
		Gloucestershire	12,875	685

**Section 17 Crime and Disorder Act**

**Safe recruitment:** Due to improved support and monitoring, risk to children and young people from recruitment of unsuitable staff is significantly reduced.

## Equalities and Diversity

### Training in Equality and Diversity:

The Staff Development Group, managed by this Division, has set aside funding to enable all managers and staff to attend relevant training, and especially training on staff recruitment for managers.

### Personnel Equality BVPI's for Children, Families and Education (as at September 2007)

<b>Indicator</b> <i>local/operational indicators as well as national ones, categorised if appropriate e.g. as LAA, T2010, CPA, BVPI, PAF</i>	<b>Actual performance 2006/2007</b>	<b>Estimated performance 2007/08</b>	<b>Target 2008/09</b>
*BV11A – Top 5% Earners – Women	46.52%	61.65% actual 61.97%	50.00%
*BV11B – Top 5% Earner – Minority Ethnic Communities	2.15%	1.73% actual 2.51%	2.25%
*BV11C – Top 5% of Earners with a Disability	1.80%	1.34% actual 3.73%	2.25%
*BV16A – Percentage of employers with a disability	1.83%	2.09% actual 2.09%	2.30%
*BV17A – Percentage of black and ethnic minority employees	2.49%	3.13% actual 3.17%	2.65%

BVPIs will cease at the 31<sup>st</sup> March 2008 .The new National Indicator set of 198 performance indicators set by Government aims to reform the current system of targets and inspection with a closer focus on the views of the public and encouraging local solutions to problems. The dataset is currently under consultation and is not finalised. However this new performance framework will need to be embedded into the performance management of the Division

**Corporate Environmental Performance and Climate Change Adaptation**

<b>Business Unit cross-cutting environmental objective</b>	<b>Lead officer</b>	<b>Deliverables / outcomes for 2008/09</b>	<b>Target date</b>
<p>The Directorate has committed to the achievement of ISO 14001 during the course of 2008.</p> <p>As a Division, we will identify the aspects of our operations which give rise to significant environmental impacts and develop action plans to reduce them.</p> <p>The Division will support the implementation of the revised KCC Environment Policy and, as a priority, identify opportunities to reduce the impact of our buildings and transport on the environment, in support of the Towards 2010, Target 42.</p> <p>In the case of climate change we, like the rest of the Directorate, commit to developing an understanding of the risks and issues during 2008/9</p>	<p>Grahame Ward</p> <p>Keith Abbott</p>	<ul style="list-style-type: none"> <li>• Identify opportunities to reduce the impact of our buildings and transport on the environment, in support of the Towards 2010 Target 42.</li> <li>• Identify aspects of our operations which give rise to significant environmental impacts and develop plans to reduce them.</li> <li>• Develop an understanding of the risks and issues regarding climate change during 2008/09</li> </ul>	Ongoing

<b>Project / development / key action</b>	<b>Evidence of compliance with KCC Environment Policy</b>	<b>Major climate change impacts on service delivery</b>	<b>Adaptive action in 2008/09 (include lead and target date)</b>
N/A			

## **Priorities and Objectives**

### **Key Responsibilities of the Service**

#### **Key Objectives:**

1. Support the 5 outcomes of the Children's Act by ensuring funding is allocated to support national and local initiatives, allowing schools and services to focus on their responsibilities in the knowledge that all strategic support functions are similarly focused.
2. Ensure sound financial planning, integrity and budgetary control in the Children, Families & Education Directorate. Prepare, co-ordinate and control both the budget and MTP processes for the Directorate, giving financial expertise and technical advice.
3. Support schools with a range of finance packages and "Pay as you use" services, tailored to meet schools' needs, allowing headteachers, bursars and governors to concentrate on the task of improving the teaching and learning that takes place in schools.
4. Make correct and timely assessments and payments, where necessary, to eligible students attending university. Administer the payment of Free Meals, Home to College Transport assistance and Post 16 Access Fund to school pupils and various charitable trusts.
5. Provide timely and strategic information and analysis to support key business needs of schools and officers. Ensure schools comply with statutory requirements to provide information.
6. Ensure excellent strategic financial management and control of the Directorate with a gross revenue spend of approximately £1.320 bn and £1.127bn of Income.
7. Manage the overall Capital budget for all schools and other Directorate establishments
8. Set and monitor standards for people management, which meet minimum legal and contractual requirements and which foster a healthy organisation, reflecting our aspirations to be an exemplary employer.
9. Maximise the capacity and contribution of the Directorate's workforce to deliver customer focused efficient services and continuously improve the Organisation's effectiveness, through effective resourcing and development strategies.
10. Maintain, review and develop strategies for the recruitment of teachers, social workers and other key staff.
11. Support people management in schools by giving advice and guidance on legal requirements and by intervention, to ensure that the interests of the County Council are protected.
12. Provide expert advice and support in regard to teachers' pensions, ensuring that the County Council's statutory obligations are fulfilled.
13. Ensure that the interests of the Directorate and schools are taken into consideration in HR policies and practices, developed for the County Council.
14. Manage and support the implementation of the wider Reward Strategy for all staff in the Directorate.
15. Support all HR issues in the development of the wider Children's Workforce in Kent and development of the Children's Trust.

16. Liaise with Schools Personnel Services, to include monitoring arrangements for Criminal Record Bureau checks and other matters relating to staff recruitment, as part of the Service Level Agreement.
17. Liaise with Internal Audit in matters relating to the Directorate and their associated risk.
18. Provide a contract management service on behalf of all trading units within the Directorate.
19. Underpin all of the above objectives by ensuring adherence to the principles of liP, Equal Opportunities, Equality and Diversity, Learning and Development and Health and Safety, thereby achieving optimum levels of staff performance and high quality services.

<b><u>Lead Roles</u></b>
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<b>Key Corporate/Directorate Targets</b>		
<b>Plan</b>	<b>Name of Target in Full</b>	<b>Lead Officer</b>
CYPP, P1, Target 5	Pool resources and align budgets to enable better commissioning of services with a focus on prevention and early identification	Keith Abbott
CYPP, P3, Target 12	Develop and implement workforce strategy ensuring skills developed meet the varied and different needs of children and young people	Keith Abbott/ Rob Semens
CYPP, P8, Target 43	Improve CRB processes in schools in full accordance with guidance	Keith Abbott/ Rob Semens
CYPP, P14, Target 71	Support schools settings and clusters to achieve best value for money through sound financial management of resources	Keith Abbott

These business objectives are monitored to ensure they will be delivered. Risks associated with potential non-delivery, and the controls in place to mitigate those risks, have been assessed and documented as part of the annual operating plan process. A risk plan has been developed as necessary.

**Core Services and Forecast Activity Levels 2008-09**

<b>Core Service</b>	<b>Accountable Manager(s)</b>	<b>Activity Level</b>
<b>Finance</b>		
Prepare, co-ordinate and control the budget process for 575 schools and 90 service units (incl. Districts and clusters)	Simon Pleace	575 budgets to be issued to schools 90 budgets to be issued to Directorate service units (incl. Districts and clusters)
Lead on the delegation of funding to schools, including agreement of functions to be delegated to schools, the formula used and the project management of specific service developments relating to fair funding. Lead on the application for the allocation of standards fund and schools standards grant	Simon Pleace	£856.9m total funding to be issued to schools through the formula
Provide financial management for a revenue budget of £1.320bn expenditure, £1.127bn of income	Simon Pleace	11 monitoring returns and 1 outturn report to be compiled and submitted to the Corporate Centre
Provide robust support to 90 Directorate budget managers, ensuring sound financial practices and effective budget monitoring	Anthony Kamps	90 budget managers and their teams to be supported and monitored through the year
Maintain parental contributions database and foster payments system, ensuring all data is up to date, accurate and that all deadlines are met	Anthony Kamps	Approximately 600 payments documents to be processed on a monthly basis
Provide effective financial control mechanisms for non-delegated budget managers, including the provision of clear and timely guidance, and the creation of a programme of compliance visits	Simon Pleace	90 budget managers to be supported through ClusterWeb, by telephone contact and 50 compliance visits to be planned and implemented

<b>Core Service</b>	<b>Accountable Manager(s)</b>	<b>Activity Level</b>
Maintain effective financial control in schools by continuing the financial compliance programme, introducing Tranche 4	Yvonne King	200 schools to be visited by 31 March 2009. All schools to be visited on a three year rolling programme
Provide training and support in accordance with the DCSF guidelines on FMSiS	Yvonne King	57 self assessments to be undertaken. 280 schools to be supported and externally assessed by 31 March 2009. 129 schools to be trained and supported to achieve the Standard by 31 March 2010
Provide financial services to schools, operating in a commercial and competitive environment	Dave Hinks	575 contracts to be sold to Kent schools and 100 contracts to be sold to other Local Authority schools
Provide a range of statutory services to schools, including budget setting, income and expenditure returns, VAT returns, monitoring returns, loans and headship interviews	Janet Laflin	575 schools to be supported with all income and expenditure returns, budget monitoring returns, budget input forms and VAT returns, scrutinised, challenged (where appropriate) and processed into Oracle
Provide a range of training courses for schools staff and Governors	Janet Laflin	A wide range of training to be offered to 575 schools and their Governing bodies
Maintenance of the Local Authority's main accounting system (Oracle) for CFE, for both KCC and the school set of books	Janet Laflin	Chart of Accounts to be kept up to date and month and year end procedures to be adhered to. Training and support to be provided to Directorate budget managers
Ownership, development and maintenance of the Schools Advances System (APSA)	Janet Laflin	575 schools to receive in excess of £850m of funding according to a monthly timetable

<b>Core Service</b>	<b>Accountable Manager(s)</b>	<b>Activity Level</b>
<b>Kent Services for Schools</b>		
Work with schools and service providers, providing a contract management and support service to facilitate the purchase of KCC services	Janet Laflin	100% of schools to purchase at least one contract with KCC. 5,000+ contracts to be managed with Kent schools
<b>Personnel</b>		
Lead on people management issues, including organisational change, employee relations, reward management, staff development and recruitment and retention of teachers, social workers and other key staff. Act as the Directorate link for liaison with Schools Personnel Service (including monitoring and reporting on CRB checks) and support the HR issues arising from intervention in the management in schools	Rob Semens	Forecast activity: 60 new social workers, 300 new teachers and 70 new employee relations cases
<b>Awards</b>		
Administer Higher Education Student support, free school meals, home to college transport and post 16 schools access funds	Nick Jordan	Applications expected: 20,000 Higher Education Loan forms 21,000 free school meals forms 2,100 college transport pupils 500 post 16 school access fund pupils

Finance											
2007-08			2008-09								
Controllable Expenditure £000's	FTE	Activity	FTE	Employee Costs £000's	Running Costs £000's	Contracts & Projects £000's	Gross Expenditure £000's	External Income £000's	Internal Income £000's	Controllable Expenditure £000's	Cabinet Member
926.7	29.6	Central Finance	29.6	988.4	38.0		1,026.4	0.0		1,026.4	MD
368.7	10.7	Children's Social Services	10.7	354.4	23.3		377.7	0.0		377.7	MD
-28.0	23.8	Trading	23.8	801.0	102.0		903.0	-931.0		-28.0	MD
547.3	15.2	Statutory	15.2	495.3	64.1		559.4	0.0		559.4	MD
620.1	13.7	Financial Compliance Unit	13.7	719.7	54.5		774.2	-140.0		634.2	MD
25.0	0.0	Schools forums	0.0	5.0	20.0		25.0	0.0		25.0	MD
53.4	1.6	Kent Services for Schools	1.6	42.0	12.4		54.4	0.0		54.4	MD
2,513.2	94.6	Controllable Totals	94.6	3,405.8	314.3	0.0	3,720.1	-1,071.0	0.0	2,649.1	
		Memorandum Items									
232.8		Central Overheads								357.9	
-2,688.1		Directorate Overheads								-3,007.0	
		Capital Charges									
57.9	94.6	Total Cost of Unit	94.6	3,405.8	314.3	0.0	3,720.1	-1,071.0	0.0	0.0	

## School Budgets

2007-08		2008-09									
Controllable Expenditure £000's	FTE	Activity	FTE	Employee Costs £000's	Running Costs £000's	Contracts & Projects £000's	Gross Expenditure £000's	External Income £000's	Internal Income £000's	Controllable Expenditure £000's	Cabinet Member
737,216.4	19,887.6	Schools (Delegated)	20,215.0	666,057.2	171,194.6		837,251.9	-80,517.0		756,734.9	MD
51,888.2		Standards Fund Devolved		42,498.3	10,923.2		53,421.5	0.0		53,421.5	MD
7,019.1		Standards Fund Targeted		6,404.7	1,646.2		8,050.9	0.0		8,050.9	MD
27,972.2		Schools Standards Grant		33,506.9	8,612.2		42,119.1	0.0		42,119.1	MD
824,095.9	19,887.6	Controllable Totals	20,215.0	748,467.1	192,376.2	0.0	940,843.3	-80,517.0	0.0	860,326.3	
		Memorandum Items									
0.0		Central Overheads								0.0	
15,126.1		Directorate Overheads								15,710.9	
		Capital Charges									
839,222.0	19,887.6	Total Cost of Unit	20,215.0	748,467.1	192,376.2	0.0	940,843.3	-80,517.0	0.0	876,037.2	

**Awards**

2007-08		2008-09									
Controllable Expenditure £000's	FTE	Activity	FTE	Employee Costs £000's	Running Costs £000's	Contracts & Projects £000's	Gross Expenditure £000's	External Income £000's	Internal Income £000's	Controllable Expenditure £000's	Cabinet Member
2,247.5	0.0	Free School Meals	0.0	0.0	2,352.5		2,352.5	0.0		2,352.5	MD
1,057.8	0.0	Home to College Transport	0.0	0.0	1,424.8		1,424.8	-367.0		1,057.8	MD
10.0	0.0	Corporate Services SLA (Legal)	0.0	0.0	10.0		10.0	0.0		10.0	MD
754.5	29.7	Management, Administration and Support (Awards)	29.7	754.0	16.6		770.6	0.0		770.6	MD
0.0	0.0	Post 16 School Access Fund	0.0	0.0	130.0		130.0	-130.0		0.0	MD
0.0	0.0	Kent Transport partnership	0.0	0.0	330.0		330.0	-330.0		0.0	MD
4,069.8	29.7	Controllable Totals	29.7	754.0	4,263.9	0.0	5,017.9	-827.0	0.0	4,190.9	
		Memorandum Items									
331.0		Central Overheads								482.8	
81.9		Directorate Overheads								83.8	
		Capital Charges									
4,482.7	29.7	Total Cost of Unit	29.7	754.0	4,263.9	0.0	5,017.9	-827.0	0.0	4,757.5	

Contingency											
2007-08			2008-09								
Controllable Expenditure £000's	FTE	Activity	FTE	Employee Costs £000's	Running Costs £000's	Contracts & Projects £000's	Gross Expenditure £000's	External Income £000's	Internal Income £000's	Controllable Expenditure £000's	Cabinet Member
-710,040.0	0.0	DSG income	0.0	0.0	0.0		0.0	-725,433.0		-725,433.0	MD
-63,390.7	0.0	Standards Fund Income	0.0	0.0	0.0		0.0	-65,102.1		-65,102.1	MD
-27,972.2	0.0	Standards Grant Income	0.0	0.0	0.0		0.0	-42,119.0		-42,119.0	MD
-87,662.2	0.0	LSC Income	0.0	0.0	0.0		0.0	-89,946.5		-89,946.5	MD
-2,301.2	0.0	LAA Income	0.0	0.0	0.0		0.0	0.0		0.0	MD
-1,742.9	0.0	Sure Start Income	0.0	0.0	0.0		0.0	-2,278.8		-2,278.8	MD
0.0	0.0	Other grant income	0.0	0.0	0.0		0.0	0.0		0.0	MD
155.6	0.0	Contingency General	0.0	281.0	4,068.9		4,349.9	-2,400.0		1,949.9	MD
18,241.2	0.0	School Contingency	0.0	11,746.5	3,019.2		14,765.6	0.0		14,765.6	MD
-874,712.4	0.0	Controllable Totals	0.0	12,027.5	7,088.1	0.0	19,115.5	-927,279.5	0.0	-908,164.0	
		Memorandum Items									
0.0		Central Overheads								0.0	
0.0		Directorate Overheads								0.0	
		Capital Charges									
-874,712.4	0.0	Total Cost of Unit	0.0	12,027.5	7,088.1	0.0	19,115.5	-927,279.5	0.0	-908,164.0	

## Contingency

2007-08		2008-09									
Controllable Expenditure £000's	FTE	Activity	FTE	Employee Costs £000's	Running Costs £000's	Contracts & Projects £000's	Gross Expenditure £000's	External Income £000's	Internal Income £000's	Controllable Expenditure £000's	Cabinet Member
-43,959.3	0.0	DSG income	0.0	0.0	0.0		0.0	-46,671.4		-46,671.4	CW
-2,215.7	0.0	Standards Fund Income	0.0	0.0	0.0		0.0	-150.0		-150.0	CW
0.0	0.0	Standards Grant Income	0.0	0.0	0.0		0.0	-200.4		-200.4	CW
0.0	0.0	LSC Income	0.0	0.0	0.0		0.0	0.0		0.0	CW
-6,924.3	0.0	LAA Income	0.0	0.0	0.0		0.0	0.0		0.0	CW
-19,543.8	0.0	Sure Start Income	0.0	0.0	0.0		0.0	-25,009.9		-25,009.9	CW
-3,878.3	0.0	Other grant income	0.0	0.0	0.0		0.0	-500.0		-500.0	CW
0.0	0.0	Connexions	0.0	0.0	11,537.3		11,537.3	0.0		11,537.3	CW
5,995.8	0.0	Contingency General	0.0	1,735.1	4,950.5		6,685.6	0.0		6,685.6	CW
-70,525.6	0.0	Controllable Totals	0.0	1,735.1	16,487.8	0.0	18,222.9	-72,531.7	0.0	-54,308.8	
		Memorandum Items									
0.0		Central Overheads								0.0	
0.0		Directorate Overheads								0.0	
		Capital Charges									
-70,525.6	0.0	Total Cost of Unit	0.0	1,735.1	16,487.8	0.0	18,222.9	-72,531.7	0.0	-54,308.8	

## Personnel and Development

2007-08		2008-09									
Controllable Expenditure £000's	FTE	Activity	FTE	Employee Costs £000's	Running Costs £000's	Contracts & Projects £000's	Gross Expenditure £000's	External Income £000's	Internal Income £000's	Controllable Expenditure £000's	Cabinet Member
1,188.3	0.0	Maternity Leave	0.0	1,218.0	0.0		1,218.0	0.0		1,218.0	MD
46.8	0.0	Public Duties	0.0	48.0	0.0		48.0	0.0		48.0	MD
230.6	0.0	Trades Union Duties	0.0	236.4	0.0		236.4	0.0		236.4	MD
104.9	0.0	Suspended Staff	0.0	107.5	0.0		107.5	0.0		107.5	MD
676.8	0.0	Police Checks	0.0	0.0	676.8		676.8	0.0		676.8	MD
421.8	31.0	School Crossing Patrols	31.0	432.3	0.0		432.3	0.0		432.3	MD
6,177.8	0.0	Pension Enhancements	0.0	6,972.2	0.0		6,972.2	-640.0		6,332.2	MD
1,189.9	0.0	Redundancy Payments	0.0	1,219.6	0.0		1,219.6	0.0		1,219.6	MD
1,878.1	50.4	Management, Administration and Support	51.4	3,872.7	884.6	65.5	4,822.8	-2,965.7		1,857.1	MD
11,915.0	81.4	Controllable Totals	82.4	14,106.7	1,561.4	65.5	15,733.6	-3,605.7	0.0	12,127.9	
		Memorandum Items									
1,040.3		Central Overheads								1,513.9	
-12,955.3		Directorate Overheads								-13,641.8	
		Capital Charges									
0.0	81.4	Total Cost of Unit	82.4	14,106.7	1,561.4	65.5	15,733.6	-3,605.7	0.0	0.0	

**Projects, Developments, Key Actions**

The Managing Director is authorised to negotiate, settle the terms of and enter into the following agreements/projects (in consultation with the relevant Cabinet Member/Leader/etc).

<b>Project/Development /Key action</b>	<b>a/c manager</b>	<b>Links to Corporate / Directorate Target</b>	<b>Deliverables or outcomes planned for 2008/09</b>	<b>Target dates</b>
Single Counting	Simon Pleace	Finance Business Plan CYPP P14, target 72	Agreed process for counting early years provision for both maintained and private, voluntary and independent sectors	March 2009
Children's partnership arrangements	Keith Abbott	Finance Business Plan CYPP P1, target 5	LCSP's supported and structure updated to accommodate changes	March 2009
Early Years Formula	Simon Pleace	Finance Business Plan CYPP P14, target 72	Linked to above – formulas need to be applied in a consistent manner	March 2009
Prepare to move training onto a chargeable basis	Janet Laflin	Finance Business Plan CYPP P14, target 72	Training courses reviewed and updated, charging process established	March 2009
Look to move schools and other returns onto electronic basis	Janet Laflin	Finance Business Plan CYPP P14, target 72	Automated process agreed for income and expenditure, VAT, monitoring and other school returns	March 2009
Tranche 4 Schools Compliance programme	Yvonne King	Finance Business Plan CYPP P14, target 72	Database created, tested and evaluated – compliance tranche piloted in schools	March 2009
Tranche A Non delegated compliance	Simon Pleace	Finance Business Plan CYPP P14, target 72	Database created, tested and evaluated – compliance tranche piloted with budget managers	March 2009
Schools satisfaction Survey	Dave Hinks	Finance Business Plan CYPP P14, target 72	All Schools take part in Countywide survey and comments reviewed and implemented, where appropriate	March 2009

<b>Project/Development /Key action</b>	<b>a/c manager</b>	<b>Links to Corporate / Directorate Target</b>	<b>Deliverables or outcomes planned for 2008/09</b>	<b>Target dates</b>
Explore ways to increase Traded income, including looking at the potential trade with other Local Authorities and Voluntary organisations	Dave Hinks	Finance Business Plan CYPP P14, target 72	Dialogue achieved with other Local Authorities and traded services instigated, where appropriate	March 2009
Review CYPW Strategy and implement second stage, including focus on leadership, and develop partnership working	Rob Semens	Personnel Business Plan CYPP P3, target 12	Revised strategy in place, following agreement by KCT, and in the process of implementation	March 2009
Implement remainder of IIP Action Plan for CFE to reinforce performance management	Rob Semens	Personnel Business Plan	Action Plan completed	March 2009
Manage HR aspects of restructuring to establish LCSP's and strategic integrated commissioning in CFE	Rob Semens	Personnel Business Plan CYPP P3, target 12	Restructuring successful	March 2009
Continue development of Workforce Plan for CFE, including focus on equality and recruitment and retention	Rob Semens	Personnel Business Plan CYPP P3, target 12	Workforce Plan for CFE, as a pre-requisite to integrated workforce planning with other agencies	March 2009
Review Kent Scheme pay and benefits for schools and settings, including any proposed national changes, to support school effectiveness	Rob Semens	Personnel Business Plan	New Reward Plan for Schools	March 2009
Provide continued support to managers in CFE to improve people management standards	Rob Semens	Personnel Business Plan	People Management Improvement Programme	March 2009

*In line with financial regulations, any capital projects on this list this will be subject to a prior "gateway review" by the Project Advisory Group and in consultation with the Leader*

## Risks

*This list as a minimum should agree with Divisional lists to be submitted to SMT first week in December, the approved list will be circulated once available.*

### **Financial risks:**

- Demand outstripping available resources
- demand- led budgets overspend resulting in inappropriate short term action to offset overspends
- Position made more difficult as less flexibility under new national funding arrangements
- Impact of medium term planning savings on the application of CP thresholds – risk in lowering thresholds in terms of resourcing need.
- Impact on vulnerable children unable to access services.
- Delivery of Medium Term Plan and particularly staff savings in the context of end of short term grants

### **CRB Disclosures:**

- Failure of a school to obtain necessary Employment Checks leading to appointment of inappropriate staff.
- Potential for children to be unsafe and possible litigation

### **Changing Pupil Demographic:**

- The affect of adjusting to changes in pupil demographics. Risk that provision does not match the level of pupil need, which could affect school budgets and may lead to bad public and media relations.

### **Staffing:**

- Failure to recruit, retain and develop the children's workforce necessary to deliver ECM, particularly:
- Recruitment and retention of teachers
- Recruitment and retention of Social Workers

This could lead to:

- Unallocated cases
- Breakdown of placements
- Budgetary pressures
- Breakdown of stable and effective staffing across schools which could lead to/include a breakdown in leadership. An ageing workforce could also prove problematic.
- Efficiency savings and staff turnover could lead to additional burden placed upon an ever-decreasing core of skilled staff

## CONSULTATION EXERCISES, SATISFACTION SURVEYS, REVIEWS

Please see the following example

Name	Start and End Date	Feedback Date	Target Group/ Sample Size	Target area (Kent, Town, district, ward etc)	External contractor being used	What we want to find out and how we will use the information	Statutory Yes/No	Contact name and details.
Schools satisfaction survey	Summer 2008	Autumn 2008	All schools	Countywide	No	To improve the quality of our traded services to schools	No	Dave Hinks, Principal Accountant, Clover House



## STAFFING

### Capacity, Skills and Developmental Planning

This Division comprises three units, each with their own Learning and Development Plan. The Plans include individual learning, but also look at a number of initiatives to support this Business Plan, including a strategy for succession planning, job rotation, work shadowing, coaching and mentoring and effective management training. The Division now needs to agree a Divisional Learning and Development Plan for 2008/09 and an evaluation plan for it.

The Division recognises that for it to perform effectively, investment needs to take place in key areas to ensure that;

- Staff are fully competent, motivated and professional
- Staff are in possession of the knowledge, skills and experience necessary to perform effectively
- Staff are able to manage change
- Staff are able to support the Directorate's core objectives as outlined in Towards 2010

The significant changes in need and demand, as outlined earlier in the Plan, represent challenges to the level of resource contained within the Division. The issue of recruitment and retention is uppermost, with key staff moving on and taking their knowledge base with them. In particular, the Division needs to be responsive to the following priorities;

- Support a talent management programme by providing development opportunities including secondments (*Finance, Personnel and Awards*)
- Restructuring of Children, Families & Education Directorate - re-align support to managers in line with the introduction of Local Children's Services Partnerships (LCSP's) (*Finance & Personnel*)
- Focus on Partnership to deliver workforce improvements e.g. by enhancing effectiveness of Children's and Young Persons Workforce Steering Group (CYPWSG) (*Personnel*)

The Division is committed to ensuring that all staff of grade KS9 and above attend the training in the key areas of competence, as defined in the CFE Directorate Learning and Development priorities, namely,

- Investigations training
- Positive Action
- Recruitment & selection
- Employee Relations Training
- Behaviours/ Appraiser training

The Division is responsive to change and termly development days allow staff to hear of latest developments and to prepare for new initiatives.

## Equalities and Diversity

The Division adheres to the Local Authority guidance on Equality and Diversity and all staff of grade KS9 and above have attended Equality and Diversity training.

All managers who have not attended Recruitment and Selection training during the past 2 years will be asked to attend again, in line with Directorate requirements.

## Staffing

	2007/08	2008/09
Pt13 and above or equivalent (FTEs)	3	3
Pt12 and below (FTEs)	202.7	203.7
TOTAL	205.7	206.7
Of the above total, the estimated FTE which are externally funded	35.1 Trading team and smarties	35.1 Trading team and smarties

### **SECTION 3: MONITORING AND REVIEW - HOW DO WE KNOW WE ARE THERE?**

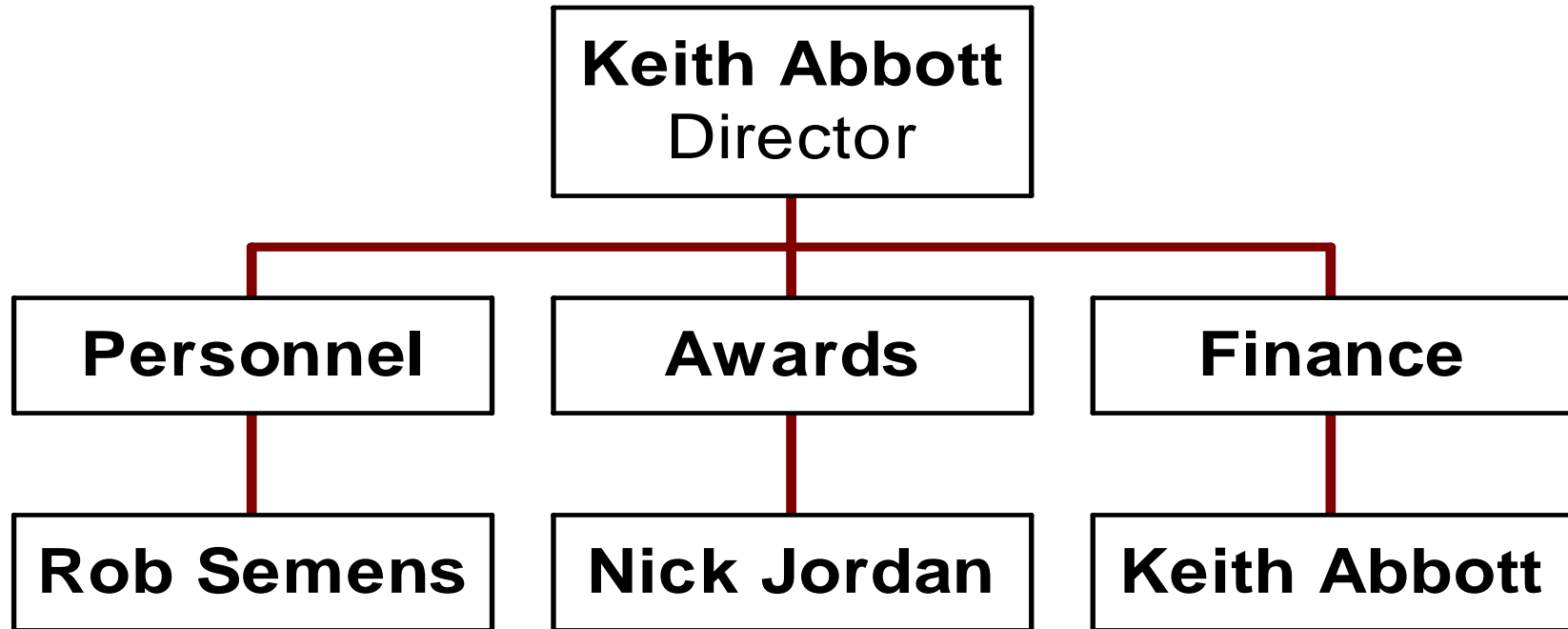
The Divisional Business Plan is continually monitored and updated throughout the year in a variety of ways, with performance reviewed through the following;

Directorate Senior Management Team  
Directorate Senior Management Team with Cabinet Members  
1:1's with the County Finance Director  
Finance Strategy Board  
Schools Forum  
Central Costs and Specific Grants Group  
Value for Money Board  
Personnel Board

And locally, within the Division;

Finance Management Team  
Finance & Corporate Services Management Team  
Team Meetings

Structure Chart – Finance and Corporate Services Division



February 2008