

**SERVICE LEVEL
BUSINESS PLAN 2009/10
For
Children, Families and Education Directorate
Finance & Corporate Services**

EXECUTIVE SUMMARY

The gross controllable expenditure for the service(s) included in this business plan is:

£55.685m

(see pages 15-22)

Which will fund the following:

(see pages 3-4 and 11-14)

- Finance function, including compliance, trading, statutory support to schools, schools forum
 - Awards: Free school meals and transport
 - Personnel and development
 - Support Services purchased from CED
 - Contingency

This unit also deals with delegated schools budget of **£ 946.232m**

And will be staffed by

20726.6 FTE

Of which 20517.05

FTE are staff in schools

(see pages 30-31)

KCC undertakes business planning in two tiers – directorate level and service level. For completeness, this service level business plan should be read in conjunction with the CFE Directorate Level Business Plan.

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INTRODUCTION TO THE UNIT

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.

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. 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.
5. Ensure excellent strategic financial management and control of the Directorate with a gross revenue spend of approximately £1.365 bn and £1.146bn of Income.
6. Manage the overall Capital budget for all schools and other Directorate establishments
7. Assist individuals through the administration of Mandatory Awards, Student loans, free school meals and home to college transport.
8. Ensure the correct assessment of Post 16 Learner Support funds to school pupils under LSC arrangements for 2009/10.
9. Prevent fraud occurring on Student loans, free school meals, college transport and learner support fund applications.
10. Encourage proposals for collaborative working under the Transport Partnership scheme, where assistance with transport is needed.
11. Continue to work in partnership with the Learning & Skills Council in assisting Post 16 Schools with the Education Maintenance Scheme (EMA).
12. 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.

13. 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.
14. Maintain, review and develop strategies for the recruitment of teachers, social workers and other key staff.
15. 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.
16. Provide expert advice and support in regard to teachers' pensions, ensuring that the County Council's statutory obligations are fulfilled.
17. Ensure that the interests of the Directorate and schools are taken into consideration in HR policies and practices, developed for the County Council.
18. Manage and support the implementation of the wider Reward Strategy for all staff in the Directorate.
19. Support all HR issues in the development of the wider Children's Workforce in Kent and development of the Children's Trust.
20. 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.
21. Liaise with Internal Audit in matters relating to the Directorate and their associated risk.
22. Provide a contract management service on behalf of all trading units within the Directorate.
23. 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.

SECTION 1: Core Purpose and Key Responsibilities of the Service

Impact of MTP - Significant change to meet needs/demand

The position on service budget increases/decreases to reflect to budget book and MTP is summarised below.

Amount £'000	Explanation of Pressure/Savings	Justification
-66.7	Cross cutting savings	Directorate savings
-10	Publicity saving	Directorate savings
120	Free school meals	Annual price increase for meals supplied by contractors.

25	Free school meals	New legislation will allow any pupil in receipt of a free school meal to be eligible for free school/college transport, therefore more Free Meal applications are expected.
432	Phasing of student award reductions	This represents the amount of savings that the LA is resisting from the base budget adjustment following a reduction in base funding that KCC receives for student grants.
16	Criminal Records Bureau (contact point) - FYE from 2008/09	CRB checks for administrative staff who handle confidential information relating to children.
84	Criminal Records Bureau re-checks and Independent Safeguarding Authority	SMT proposal to do CRB re-checks every 3 years and the introduction of the Independent Safeguarding Authority registration system over and above CRB checks from October 2009.
70	School workforce census	Costs associated with the new School Census Return required by the DCSF.
92	Net increase in finance & personnel support required by Directorate	Net additional finance and personnel support required by the directorate.

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

Continuing development of a Common Formula for Early Years – resource intensive and complex process, 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. Additional funding for training of early years providers will need to be monitored to ensure the outcome is better educated children moving into year R.

Public Sector Budget Constraints requiring increased income – there is a need to review the income generating part of the business and to explore new and innovative ways to generate more income across the Finance Unit, by possibly moving into other Local Authorities and by broadening our customer base.

Restructure of the Directorate – with the retirement of a number of key directors, a re-shaping of the Directorate with a potential change in roles for the Directors and the realignment of services to support the new roles.

Supporting Children's Trusts/ Local Children's Services Partnerships – a continuing challenge to identify adequate support from within existing resources, coupled with an uncertainty as support requirements evolve alongside the development of LCSP's. Funding has been agreed through the medium term plan to provide additional resources, which will involve a restructure of staff at Sessions House and Kroner House to accommodate these changes.

Staff Turnover – ongoing 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. This has been particularly evident for the Trading Team, the prime source of income for the Unit, during 2008-09.

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 have had to restructure our teams to respond to. A realignment of staff to provide support for deficit schools has already taken place, but further changes to the structure may become necessary if the number of schools deficits grow.

LSC 16-19 Funding – much work will be required to meet the Government deadline to bring the LSC work back within LA control from 1st April 2010, with shadow arrangements starting in January 2009. There will be a huge learning curve to bring staff up to speed with the knowledge and to build working relationships with the FE colleges.

Diploma Funding – aligned with the above, the 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.

Government Changes to the Student Awards Function – due to Government changes there will be significant change to the Higher Education team based in Maidstone, as the role provided will cease by March 2011; this will, therefore, involve phased staff reductions over the next two years which have been reflected in the MTP.

Sustained labour market shortages: Especially for teachers and social workers; this will require extra support.

Changes in statutory processes for checking/re-checking staff and volunteers: - will start in October 2009, which have been identified as a pressure in MTP.

Changes in statutory disputes procedures: - will require support for managers.

Gradual increase in cost of maternity cover for schools: - has also been identified as a pressure in MTP.

Public/user/non user feedback

Feedback	Action Taken
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Ongoing liaison and feedback with the Schools Funding Forum	The Funding Forum is a statutory requirement, with decision making powers that used to rest with the Secretary of State. It shapes funding decisions and future policy of the local authority. The Finance Unit acts upon instruction and direction from the Forum.
Various sub groups of the Forum providing ongoing feedback and assisting the Forum in the decision making processes	Feedback is actioned and the results fed back in an ongoing process across the various task groups, including Schools Capital Group, Early Years group, Central Costs and Specific Grants Group, and Delegated Formula Funding Group. These groups are set up and managed by the Schools Funding Forum and feed into its decision making.
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.
Attendance on Kent Governors Association Executive	Governors are able to question the Director on Finance policy issues and, through representation to the Funding Forum, can influence change in policy.
Staff surveys completed in 2008/9	Will require CFE SMT Action Plan for 2009/10.

Performance and Achievements 2008-9

Key Performance Indicators

Indicator <i>local/national indicators as appropriate e.g. LAA2, 2010, NIs</i>	Actual performance 2007/2008	Estimated /actual performance 2008/09	Target 2009/10
3 year budgets issued before 31 March	Yr 1 – 29/02/08 Yr 2 – 26/03/08 Yr 3 – 26/03/08	Yr 2 – 28/02/09 Yr 3 – 28/02/09	28/02/10
Budgets issued to all Directorate Managers	19/03/08	28/02/09	28/02/10
Tranche 4 Compliance Programme implemented in schools	N/A	Pilot Tranche 4 compliance visits February – March 2009	200 compliance visits to schools
Financial Management Standards in schools (FMSiS) – next phase	223 schools trained 148 external assessments	130 schools trained – to externally assess 240 FMSiS	Train 39 Secondary schools. Externally assess 110 primary

Indicator <i>local/national indicators as appropriate e.g. LAA2, 2010, NIs</i>	Actual performance 2007/2008	Estimated /actual performance 2008/09	Target 2009/10
	61 self assessments completed	assessments	and 30 secondary schools. Complete 20 pre-assessment packages in schools
Finance Forums	Organise/ attend 67 finance forum meetings and 3 County Bursar Meetings	45 finance forum meetings and 2 bursar meetings organised/attended	45 Finance forum, 2 county bursars and one new Bursar Conference to organise/ attend
Non delegated compliance programme implemented across Directorate budget managers	N/A	5 Pilots + 35 visits by 31/03/09	100 visits by 31/03/10
Number of Kent schools purchasing contracts through Kent Services for Schools	100%	100%	100%
Number of Kent schools purchasing finance contracts	95%	95%	95%
Number of Medway schools purchasing finance contracts	85%	85%	85%
Accurate and timely assessment of tuition fees, student loan and maintenance grant entitlement for students who started at university after 1998 and notify the Student Loan Company (SLC).	100%	100%	100%
Correct assessment and issue of LSC Post 16 Learner Support Funds 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	All possible fraudulent applications detected
Ensure maximum uptake of			

Indicator <i>local/national indicators as appropriate e.g. LAA2, 2010, NIs</i>	Actual performance 2007/2008	Estimated /actual performance 2008/09	Target 2009/10
LSC Transport Partnership funding by encouraging collaborative proposals between Schools and FE Colleges.	100%	100%	100%

Service Comparisons – if appropriate

Indicator	Comparator	HE Student Numbers across the UK		
		County	Student Support	Cases Per Staff Member
Benchmarking	Other Local Authority Awards Units	Kent	20,436	1,150
		Lancashire	18,534	1,115
		Buckinghamshire	14,640	1,070
		Cheshire	11,198	720
		East Sussex	8,150	750
		Essex	17,850	685
		Hampshire	20,070	855
		Hertfordshire	18,500	700
		Nottinghamshire	10,200	1050
		Staffordshire	15,600	975
		Surrey	18,300	780
		West Sussex	9,720	730
		Gloucestershire	12,875	685

SECTION 2: CORE BUSINESS AND PRIORITIES

Lead Roles

Key Corporate/Directorate Targets		
Plan	Name of Target in Full	Lead Officer
CYPP 2008-11 Enabler B	Workforce planning and development: A quality workforce in place that ensures there is a range of skills to meet the varied and different needs of children and young people	
	EB1 Develop and implement an inter-agency strategy for workforce development including the recruitment and retention of high calibre professionals, career progression and integrated continuous professional training and development to support integrated working. The revised workforce strategy will focus on the key priorities of the Trust in line with the revised CYPP.	Ann Christina/ Rob Semens

Key Corporate/Directorate Targets		
Plan	Name of Target in Full	Lead Officer
	EB2 Continue to develop and introduce the lead professional function in Kent to provide a better experience for children, young people and their families who need co-ordinated support.	Ann Christina/ Rob Semens/ Mary Burwell/IWG
	EB3 Ensure all those who work with Children and Young People have the skills to identify vulnerable children and children with additional needs.	Ann Christina/Rob Semens Peggy Harris ASK Mary Burwell, John Taylor (TYS) LCSP Managers IWG
	EB4 Ensure quality of leadership to delivery best outcomes for all.	Peggy Harris/ Rob Semens ASK IWG

Core Services and Forecast Activity Levels

Finance

Activity as per budget line	Central Finance £2,026,100
Accountable manager	Keith Abbott/ Bob Smith
Provision and distribution of budgets and all other grants and monies to schools and Directorate budget managers, including Capital monies. Maintenance of financial accounting systems and provision of support to all managers. Liaison with DCSF and implementation of all policy changes, both local and national.	

Activity as per budget line	Trading £-28,000
Accountable manager	Bob Smith/ Dave Hinks
Provision of traded services to both Kent schools and those from other local authorities, including a variety of packages from ad hoc support to full bursarial services	

Activity as per budget line	Statutory £382,900
Accountable manager	Bob Smith/ Janet Laflin
Maintenance of schools accounting records; training, monitoring and strategic support to schools, including those in deficit	

Activity as per budget line	Financial Compliance £484,900
Accountable manager	Bob Smith/ Yvonne King
Management of schools' compliance programme, including DCSF Financial Management Standards in Schools, ensuring appropriate financial controls exist at all times. Encourage the sharing of best practice through finance forums.	

Activity as per budget line	Schools Forums £35,000
Accountable manager	Bob Smith/ Simon Pleace
Support to Schools Funding Forum and all associated sub groups, as per Government legislation.	

Activity as per budget line	Kent Services for Schools £25,500
Accountable manager	Bob Smith/ Janet Laflin
Provision of comprehensive catalogue of all Kent Services to schools and management of the charging process for all Kent Schools. Organisation of the County annual Trade Fair for Schools.	

Awards

Activity as per budget line	Free School Meals £2,497,500
Accountable manager	Nick Jordan
The Awards Group undertakes the eligibility criteria for parents who wish their children to receive a free school meal each day.	

Activity as per budget line	Home to College Transport £1,057,800
Accountable manager	Nick Jordan
The Awards team has the responsibility for determining the eligibility of Post 16 student applications for subsidised tickets to FE Colleges where the distance covered is over 3 miles.	

Activity as per budget line	Corporate Services SLA (Legal)
Accountable manager	Nick Jordan
In regard to mandatory awards, the Awards group recovers funds for KCC on behalf of DIUS from students who withdraw early from their HE courses, using Legal Services to pursue outstanding payments and take action where necessary.	

Activity as per budget line	Management, Admin and Support £764,200
Accountable manager	Nick Jordan
This covers the management, administration and support costs of assessing, processing applications and payments for the 20,436 Student Support Students, Free School Meals, Post 16 Learner Support Funds and Home to College Transport Students	

Activity as per budget line	Post 16 Learner Support Fund - Grant
Accountable manager	Nick Jordan
The Authority receives a grant allocation from the Learning & Skills Council and it is then used to encourage Post 16 pupils to stay on at school. Eligible pupils can use the individual grant offered to buy books/equipment etc. It is hoped these funds will also increase participation and achievement.	

Activity as per budget line	Kent Transport Partnership – Grant
Accountable manager	Nick Jordan
The LSC in April 2008 issued Kent a fund of £317,300k for Transport support activities. The Kent Transport Partnership was formed in 2003 and tries to ensure that money is spent, placing a particular emphasis on collaborative proposals between Schools and Colleges with the aim being to improve recruitment, attendance, retention and achievement.	

Support Services purchased from CED

Activity as per budget line	Operations, Resources and Skills Portfolio Support Services purchased from CED £3,153,000
Accountable manager	Keith Abbott
Delegation to Directorates of the budgets for services provided by CED units – To cover Property Group, Finance Group and Democratic services (school placement appeals)	

Activity as per budget line	Children, Families and Educational Achievement Portfolio Support Services purchased from CED £6,128,000
Accountable manager	Keith Abbott
Delegation to Directorates of the budgets for services provided by CED units – to cover ISG, Personnel and development	

Contingency

Activity as per budget line	Children, Families and Educational Achievement Portfolio Contingency £-61,999,800
Accountable manager	Keith Abbott
Contingency	

Activity as per budget line	Operations, Resources and Skills Portfolio Contingency £-939,747,100
Accountable manager	Keith Abbott
Contingency	

Personnel and Development

Activity as per budget line	Maternity £2,230,000
Accountable manager	Rob Semens
Schools maternity allowance.	

Activity as per budget line	Public Duties £48,000
Accountable manager	Rob Semens
Budget to cover for staff whilst fulfilling public duties.	

Activity as per budget line	Trade Union Duties £231,100
Accountable manager	Rob Semens
Budget to cover for staff whilst fulfilling trade union duties.	

Activity as per budget line	Suspended Staff £108,500
Accountable manager	Rob Semens
Budget to cover for suspended staff.	

Activity as per budget line	CRB Police Checks £760,800
Accountable manager	Rob Semens
Manage the Criminal records bureau checks budget for schools and commission Schools Personnel Services to do this work	

Activity as per budget line	School Crossing Patrols £436,300
Accountable manager	Rob Semens
Manage the School Crossing Patrols budget for the Directorate	

Activity as per budget line	Redundancy payments and Pension Enhancements £1,231,600 & £6,395,200
Accountable manager	Rob Semens
Manage the redundancy payments and pension enhancements for the Directorate	

Activity as per budget line	Schools Personnel Service £486,500
Accountable manager	Rob Semens
Cost of team to support schools covering personnel activity.	

Activity as per budget line	Management, Administration & Support £2,165,000
Accountable manager	Rob Semens
The Unit leads on people management issues, including organisational change, employee relations, reward management, staff development and the recruitment and retention of teachers, social workers and other key staff. It acts as the Directorate link for liaison with Schools Personnel Service (including the monitoring and reporting on CRB checks) and supports the HR issues arising from the intervention in the management of schools.	

School Budgets

Activity as per budget line	Schools Budgets £865,715,600
Accountable manager	Keith Abbott
Schools (Delegated) £758,231,800	
Standard Funds Devolved £51,785,600	
Standard Funds Targeted £10,982,500	
Diploma Grant £2,096,300	
Schools Standard Grant £42,619,400	

CHILDREN FAMILIES & EDUCATION 2009/10 BUDGET

Operations, Resources and Skills (CFE)

School Budgets

2008-09		2009-10									
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
756,734.9	20,215.0	Schools (Delegated) Standards Fund	20,517.0	658,624.4	180,124.4	0.0	838,748.8	-80,517.0	0.0	758,231.8	MD
53,421.5	0.0	Devolved Standards Fund	0.0	40,664.4	11,121.2	0.0	51,785.6	0.0	0.0	51,785.6	MD
8,050.9	0.0	Targeted	0.0	8,623.9	2,358.6	0.0	10,982.5	0.0	0.0	10,982.5	MD
0.0	0.0	Diploma Grant	0.0	1,646.1	450.2	0.0	2,096.3	0.0	0.0	2,096.3	MD
42,119.1	0.0	Schools Standards Grant	0.0	33,466.7	9,152.7	0.0	42,619.4	0.0	0.0	42,619.4	MD
860,326.4	20,215.0	Controllable Totals	20,517.0	743,025.5	203,207.1	0.0	946,232.6	-80,517.0	0.0	865,715.6	
0.0		Memorandum Items								0.0	
		Central Overheads									
15,710.9		Directorate Overheads								17,461.2	
		Capital Charges									
876,037.3	20,215.0	Total Cost of Unit	20,517.0	743,025.5	203,207.1	0.0	946,232.6	-80,517.0	0.0	883,176.8	

CHILDREN FAMILIES & EDUCATION 2009/10 BUDGET

Operations, Resources and Skills (CFE)

Finance

2008-09		2009-10									
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
1,026.4	29.6	Central Finance	51.4	1,958.7	67.4		2,026.1	0.0	0.0	2,026.1	MD
377.7	10.7	Children's Social Services	0.0	0.0	0.0		0.0	0.0	0.0	0.0	MD
-28.0	23.8	Trading	23.8	706.4	125.4		831.8	-84.8	-775.0	-28.0	MD
559.4	15.2	Statutory	18.2	446.0	57.9		503.9	0.0	-121.0	382.9	MD
634.2	13.7	Financial Compliance Unit	20.0	627.5	57.4		684.9	0.0	-200.0	484.9	MD
25.0	0.0	Schools forums	0.0	27.8	7.2		35.0	0.0	0.0	35.0	MD
54.4	1.6	Kent Services for Schools	0.0	0.0	25.5		25.5	0.0	0.0	25.5	MD
2,649.1	94.6	Controllable Totals	113.4	3,766.4	340.8	0.0	4,107.2	-84.8	-1,096.0	2,926.4	
		Memorandum Items									
357.9		Central Overheads								11.4	
-3,007.0		Directorate Overheads								-2,937.8	
		Capital Charges									
0.0	94.6	Total Cost of Unit	113.4	3,766.4	340.8	0.0	4,107.2	-84.8	-1,096.0	0.0	

CHILDREN FAMILIES & EDUCATION 2009/10 BUDGET

Operations, Resources and Skills (CFE)

Awards

2008-09		2009-10									
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
2,352.5	0.0	Free School Meals	0.0	0.0	2,497.5		2,497.5	0.0	0.0	2,497.5	MD
1,057.8	0.0	Home to College Transport	0.0	0.0	1,424.8		1,424.8	-367.0	0.0	1,057.8	MD
10.0	0.0	Corporate Services SLA (Legal)	0.0	0.0	0.0		0.0	0.0	0.0	0.0	MD
770.6	29.7	Management, Administration and Support (Awards)	28.8	744.6	19.6		764.2	0.0	0.0	764.2	MD
0.0	0.0	Post 16 School Access Fund	0.0	0.0	113.0		113.0	-113.0	0.0	0.0	MD
0.0	0.0	Kent Transport partnership	0.0	0.0	317.0		317.0	-317.0	0.0	0.0	MD
4,190.9	29.7	Controllable Totals	28.8	744.6	4,371.9	0.0	5,116.5	-797.0	0.0	4,319.5	
482.8		Memorandum Items									
		Central Overheads								14.2	
83.8		Directorate Overheads								94.4	
		Capital Charges									
4,757.5	29.7	Total Cost of Unit	28.8	744.6	4,371.9	0.0	5,116.5	-797.0	0.0	4,428.1	

CHILDREN FAMILIES & EDUCATION 2009/10 BUDGET

Operations, Resources and Skills (CFE)

Contingency

2008-09		2009-10									
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
-725,433.0	0.0	DSG income	0.0	0.0	0.0		0.0	-727,087.8	0.0	-727,087.8	MD
-65,102.1	0.0	Standards Fund Income	0.0	0.0	0.0		0.0	-68,212.9	0.0	-68,212.9	MD
-42,119.0	0.0	Standards Grant Income	0.0	0.0	0.0		0.0	-42,619.4	0.0	-42,619.4	MD
0.0	0.0	Diploma Grant	0.0	0.0	0.0		0.0	-2,096.3	0.0	-2,096.3	MD
-89,946.5	0.0	LSC Income	0.0	0.0	0.0		0.0	-91,809.5	0.0	-91,809.5	MD
-2,278.8	0.0	Sure Start Income	0.0	0.0	0.0		0.0	-20,780.4	0.0	-20,780.4	MD
1,949.8	0.0	Contingency General	0.0	185.0	3,159.4		3,344.4	-2,400.0	0.0	944.4	MD
14,765.6	0.0	Schools Contingency	0.0	9,709.5	2,655.3		12,364.8	-450.0	0.0	11,914.8	MD
-908,164.0	0.0	Controllable Totals	0.0	9,894.5	5,814.7	0.0	15,709.2	-955,456.3	0.0	-939,747.1	
		Memorandum Items									
0.0		Central Overheads								0.0	
0.0		Directorate Overheads								0.0	
		Capital Charges									
-908,164.0	0.0	Total Cost of Unit	0.0	9,894.5	5,814.7	0.0	15,709.2	-955,456.3	0.0	-939,747.1	

CHILDREN FAMILIES & EDUCATION 2009/10 BUDGET

Operations, Resources and Skills (CFE)

Personnel and Development

2008-09		2009-10									
Controllable Expenditure £000's	FTE	Activity	FTE	Employee Costs £000's	Running Costs £000's	Contract s & Projects £000's	Gross Expenditure £000's	External Income £000's	Internal Income £000's	Controllable Expenditure £000's	Cabinet Member
1,218.0	0.0	Maternity Leave	0.0	2,230.0	0.0		2,230.0	0.0	0.0	2,230.0	MD
48.0	0.0	Public Duties	0.0	48.0	0.0		48.0	0.0	0.0	48.0	MD
236.4	0.0	Trades Union Duties	0.0	231.1	0.0		231.1	0.0	0.0	231.1	MD
107.5	0.0	Suspended Staff	0.0	108.5	0.0		108.5	0.0	0.0	108.5	MD
676.8	0.0	Police Checks	0.0	0.0	760.8		760.8	0.0	0.0	760.8	MD
432.3	31.0	School Crossing Patrols	31.0	436.3	0.0		436.3	0.0	0.0	436.3	MD
6,332.2	0.0	Pension Enhancements	0.0	7,035.2	0.0		7,035.2	-640.0	0.0	6,395.2	MD
1,219.6	0.0	Redundancy Payments	0.0	1,231.6	0.0		1,231.6	0.0	0.0	1,231.6	MD
0.0	0.0	Schools Personnel Service	0.0	0.0	486.5		486.5	0.0	0.0	486.5	MD
1,857.1	51.4	Management, Administration and Support	36.4	1,914.3	1,152.7	1,813.7	4,880.7	-2,715.7	0.0	2,165.0	MD
12,127.9	82.4	Controllable Totals	67.4	13,235.0	2,400.0	1,813.7	17,448.7	-3,355.7	0.0	14,093.0	
1,513.9		Memorandum Items									
		Central Overheads								48.5	
-13,641.8		Directorate Overheads								-14,141.5	
		Capital Charges									
0.0	82.4	Total Cost of Unit	67.4	13,235.0	2,400.0	1,813.7	17,448.7	-3,355.7	0.0	0.0	

CHILDREN FAMILIES & EDUCATION 2009/10 BUDGET

Operations, Resources and Skills (CFE)

Support Services purchased from CED

2008-09		2009-10									
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
0.0	0.0	Support services purchased from CED	0.0	0.0	3,153.0		3,153.0	0.0	0.0	3,153.0	MD
0.0	0	Controllable Totals	0.0	0.0	3,153.0	0.0	3,153.0	0.0	0.0	3,153.0	
		Memorandum Items									
		Central Overheads									8.8
		Directorate Overheads									-3161.8
		Capital Charges									
0	0	Total Cost of Unit	0	0	3153	0	3153	0	0	0	

CHILDREN FAMILIES & EDUCATION 2009/10 BUDGET

Children, Families and Educational Achievement

Support services purchased from CED

2008-09		2009-10									
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
0.0	0.0	Support services purchased from CED	0.0	0.0	6,128.0		6,128.0	0.0	0.0	6,128.0	LR
0.0	0.0	Controllable Totals	0.0	0.0	6,128.0	0.0	6,128.0	0.0	0.0	6,128.0	
		Memorandum Items									
0.0		Central Overheads									24.6
0.0		Directorate Overheads									-6,152.6
0.0	0.0	Capital Charges									
0.0	0.0	Total Cost of Unit	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	

CHILDREN FAMILIES & EDUCATION 2009/10 BUDGET

Children, Families and Educational Achievement

Contingency

2008-09		2009-10									
Controllable Expenditure £000's	FTE	Activity	FTE	Employee Costs £000's	Running Costs £000's	Contract s & Projects £000's	Gross Expenditure £000's	External Income £000's	Internal Income £000's	Controllable Expenditure £000's	Cabinet Member
-46,671.4	0.0	DSG income	0.0	0.0	0.0		0.0	47,617.4	0.0	-47,617.4	LR
-150.0	0.0	Standards Fund Income	0.0	0.0	0.0		0.0	-2,258.6	0.0	-2,258.6	LR
-200.4	0.0	Standards Grant Income	0.0	0.0	0.0		0.0	0.0	0.0	0.0	LR
								-			
-25,009.9	0.0	Sure Start Income	0.0	0.0	0.0		0.0	15,646.6	0.0	-15,646.6	LR
-500.0	0.0	Other grant income	0.0	0.0	0.0		0.0	-500.0	0.0	-500.0	LR
11,537.3	0.0	Connexions	0.0	0.0	0.0		0.0	0.0	0.0	0.0	LR
					2,894.						
6,685.6	0.0	Contingency General	0.0	1,128.0	8		4,022.8	0.0	0.0	4,022.8	LR
					2,894.						
-54,308.8	0.0	Controllable Totals	0.0	1,128.0	8	0.0	4,022.8	66,022.6	0.0	-61,999.8	
		Memorandum Items									
0.0		Central Overheads								0.0	
0.0		Directorate Overheads								0.0	
		Capital Charges									
					2,894.						
-54,308.8	0.0	Total Cost of Unit	0.0	1,128.0	8	0.0	4,022.8	66,022.6	0.0	-61,999.8	

Core Business – Key Actions, Projects and Developments

The Managing Director is authorised to negotiate, settle the terms of, and enter the following agreements/projects. These projects and activities will be closely monitored, and a six-monthly report to the relevant Policy Overview Committee will inform members of progress against each of these targets.

Key actions/ Project/Development	a/c manager	Links to Corporate / Directorate Target	Deliverables or outcomes planned for 2009/10	Target dates
Prepare, co-ordinate and control the budget process for 570 schools and 84 service units	Simon Pleace	Finance Unit Business Plan	<ul style="list-style-type: none"> - 570 budgets issued to schools - 84 budget issued to Directorate budget managers 	February 2010
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 all grants.	Simon Pleace	Finance Unit Business Plan	<ul style="list-style-type: none"> - £758,232k total funding issued to schools through the formula - £107,484k issued to schools in the form of grants 	February 2010
Provide financial management for a revenue budget of £1.356bn expenditure and £1.146bn income	Simon Pleace	Finance Unit Business Plan	<ul style="list-style-type: none"> - 11 monitoring returns to be submitted to the Corporate Centre 	Ongoing 2009/10
Provide effective financial control mechanisms for Directorate budget managers, including the provision of clear and timely guidance, and a programme of compliance visits.	Simon Pleace	Finance Unit Business Plan	<ul style="list-style-type: none"> - 159 Budget Managers supported through TrustWeb, by telephone contact - 100 compliance visits taken place through 2009/10 	Ongoing 2009/10
Provide robust support to Directorate budget managers, ensuring sound financial practices and effective budget monitoring	Anthony Kamps	Finance Unit Business Plan	<ul style="list-style-type: none"> - 84 Budget Managers and their teams supported throughout the year 	Ongoing 2009/10

Key actions/ Project/Development	a/c manager	Links to Corporate / Directorate Target	Deliverables or outcomes planned for 2009/10	Target dates
Maintain parental contributions database and foster payments system, ensuring all data is up to date, accurate and that all deadlines are met	Anthony Kamps	Finance Unit Business Plan	- Process fortnightly allowance payments for approx 1900 children	Ongoing 2009/10
Maintain effective control in schools by a programme of compliance visits to all schools	Yvonne King	Finance Unit Business Plan	- 200 compliance visits to schools, to be completed 2009/10	Ongoing 2009/10
Provide training and support in accordance with DCSF guidelines on Financial Management Standards in Schools (FMSiS)	Yvonne King	Finance Unit Business Plan	- 39 Secondary schools to be trained. 140 FMSiS external assessments completed. Introduction of assessment packages	Ongoing 2009/10
Provide support to ensure the sharing of good practice through Finance Forums	Yvonne King	Finance Unit Business Plan	- 45 finance forum meetings - 2 county bursar meetings - 1 countywide finance conference	Ongoing 2009/10
Provide financial services to schools on a traded basis	Dave Hinks	Finance Unit Business Plan	- 550 school contracts to be sold to Kent schools - 85 contracts to be sold to other LA schools	Ongoing 2009/10
Provide a range of statutory services to schools, including budget setting, income and expenditure, VAT and monitoring returns, loans and Headship interviews	Janet Laflin	Finance Unit Business Plan	- 570 schools supported in the production of budgets, monitoring, income and expenditure and VAT returns	Ongoing 2009/10

Key actions/ Project/Development	a/c manager	Links to Corporate / Directorate Target	Deliverables or outcomes planned for 2009/10	Target dates
Provide a range of training courses for Head Teachers, Deputy Heads, schools staff and Governors	Janet Laflin	Finance Unit Business Plan	<ul style="list-style-type: none"> - 100 courses scheduled for Head teachers, deputy head teachers, school staff and Governors 	Ongoing 2009/10
Maintain the LA Oracle Accounting system for the CFE Directorate, for both KCC and School set of books.	Janet Laflin	Finance Unit Business Plan	<ul style="list-style-type: none"> - Oracle information kept up to date on all modules, with training provide to new users. - New developments implemented - Security access updated 	Ongoing 2009/10
Develop and maintain the School Advances System (APSA)	Janet Laflin	Finance Unit Business Plan	<ul style="list-style-type: none"> - APSA timetable adhered to ensuring all payments to schools are on time, thus minimizing the risk of loss through interest charges to the LA. 	Ongoing 2009/10
Work with service providers and schools, providing a contract management and support service to facilitate the purchase of KCC Services.	Janet Laflin	Finance Unit Business Plan	<ul style="list-style-type: none"> - 100% of Kent schools purchasing at least 1 package in 2009/10 - External charges to other LAs maintained 	Ongoing 2009/10
Manage the transition of Early Years providers to a common funding formula, by the introduction of a fair and transparent mechanism based on actual provision.	Simon Pleace/ Darren Honey	Finance Unit Business Plan	<ul style="list-style-type: none"> - Change Early Years count arrangements - Introduction of a single formula by April 2010 to fund free entitlement - Distribute £1.5m funds for training for early years providers. 	Ongoing 2009/10 – new formula agreed by 31 Dec 2009

Key actions/ Project/Development	a/c manager	Links to Corporate / Directorate Target	Deliverables or outcomes planned for 2009/10	Target dates
Machinery of Government (MOG) Manage the transition of the LSC back to local authority control, with the implementation of shadow arrangements from Spring 2009.	Bob Smith/ Simon Pleace	Finance Unit Business Plan	<ul style="list-style-type: none"> - Implement shadowing processes with LSC - Implement formula for FE College funding - Create data sets for running new formula 	Ongoing 2009/10
Manage and monitor the Unit Review pilot, feeding back as appropriate to Schools Funding Forum	Bob Smith	Finance Unit Business Plan	<ul style="list-style-type: none"> - Contribute to the evaluation report planned for Schools Forum in 2010 	Ongoing 2009/10 as the pilot progresses
Provide support as appropriate for the Directorate restructure, including coding.	Janet Laflin	Finance Unit Business Plan	<ul style="list-style-type: none"> - New coding structure implemented by March 2010 - 	March 2010
Provide support as appropriate for the Directorate restructure, including support to Budget Managers	Anthony Kamps	Finance Unit Business Plan	<ul style="list-style-type: none"> - Support to Budget managers undertaken to prepare for April 2010 	March 2010
Provide support as appropriate for the Directorate restructure, including budget realignment	Simon Pleace	Finance Unit Business Plan	<ul style="list-style-type: none"> - Realigned budgets implemented for April 2010 	March 2010
Monitor and review the support for LCSPs, ensuring sound processes and monitoring procedures are in place, including the provision of additional staff	Bob Smith/ Anthony Kamps	Finance Unit Business Plan	<ul style="list-style-type: none"> - Establish finance team to support 23 Local Partnership Managers & Boards - Review the processes as LCSP's embed into the Directorate, adjusting support and monitoring procedures accordingly 	June 2009 Ongoing 2010

Key actions/ Project/Development	a/c manager	Links to Corporate / Directorate Target	Deliverables or outcomes planned for 2009/10	Target dates
Apply eligibility criteria for parents who wish their children to receive free school meals	Nick Jordan	Awards Business Plan	- 19,885 pupils receive a daily free school meal within primary schools	Ongoing 2009/10
Determine the eligibility of every 16-19 year old applicant for subsidised travel where the distance is more than 3 miles	Nick Jordan	Awards Business Plan	- 1830 students attending local FE Colleges	Ongoing 2009/10
Pursue, with Legal services, students who withdraw early from their HE courses	Nick Jordan	Awards Business Plan	- No students with outstanding debts	Ongoing 2009/10
Administer grants to eligible pupils under Post 16 Learner Support Fund	Nick Jordan	Awards Business Plan	- 500 pupils receiving grants in secondary schools	Ongoing 2009/10
Administer the LSC funds for Transport support activities, ensuring particular emphasis on collaborative proposals between schools and colleges.	Nick Jordan	Awards Business Plan	- 20-25 projects administered throughout 2009/10	Ongoing 2009/10
Provide planning and support for HR issues in the Restructure and Budget Reductions for CFE.	Kerena Hunter/ Anita Cross	CFE Business Plan and MTP	- New staffing structure implemented by March 2010.	March 2010
Provide planning and support for HR issues in CSS Realignment	Kerena Hunter/ Anita Cross	CFE Business Plan and MTP	- New CSS structures in place by September 2009.	Sept 2009
Support for Recruitment and Retention of key staff.	Jane Quickenden	CFE Business Plan and Risk Register	- Improved recruitment and retention of identified key jobs.	Ongoing 2009/10
Commission of new workforce strategy for Kent Children's Trust.	Rob Semens	CFE Business Plan, CYPP Enabling Plan	- Revised strategy in process of implementation	Ongoing 2009/10
Implementation of statutory Schools Workforce Census	Ann Lewis	MTP	- Census delivered to DCSF for all schools in Kent in January 2010	January 2010

Key actions/ Project/Development	a/c manager	Links to Corporate / Directorate Target	Deliverables or outcomes planned for 2009/10	Target dates
Integration of CFE Workforce Planning into Unit/Divisional Plans for 2010/11.	Rob Semens	Personnel Business Plan	- Plans include actions to address workforce issues and are based on workforce data analysis.	Ongoing 2009/10
Establish workforce Sub-Group of CFE SMT to take a more strategic approach to managing people.	Rob Semens	KCC Strategy for Staff	- CFE Staff Strategy to identify and address main issues for improving capacity (Resources, Skills Development) and Engagement (Motivation, Wellbeing , Flexibility)	Ongoing 2009/10

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

Consultation Exercises, Satisfaction Surveys, Reviews

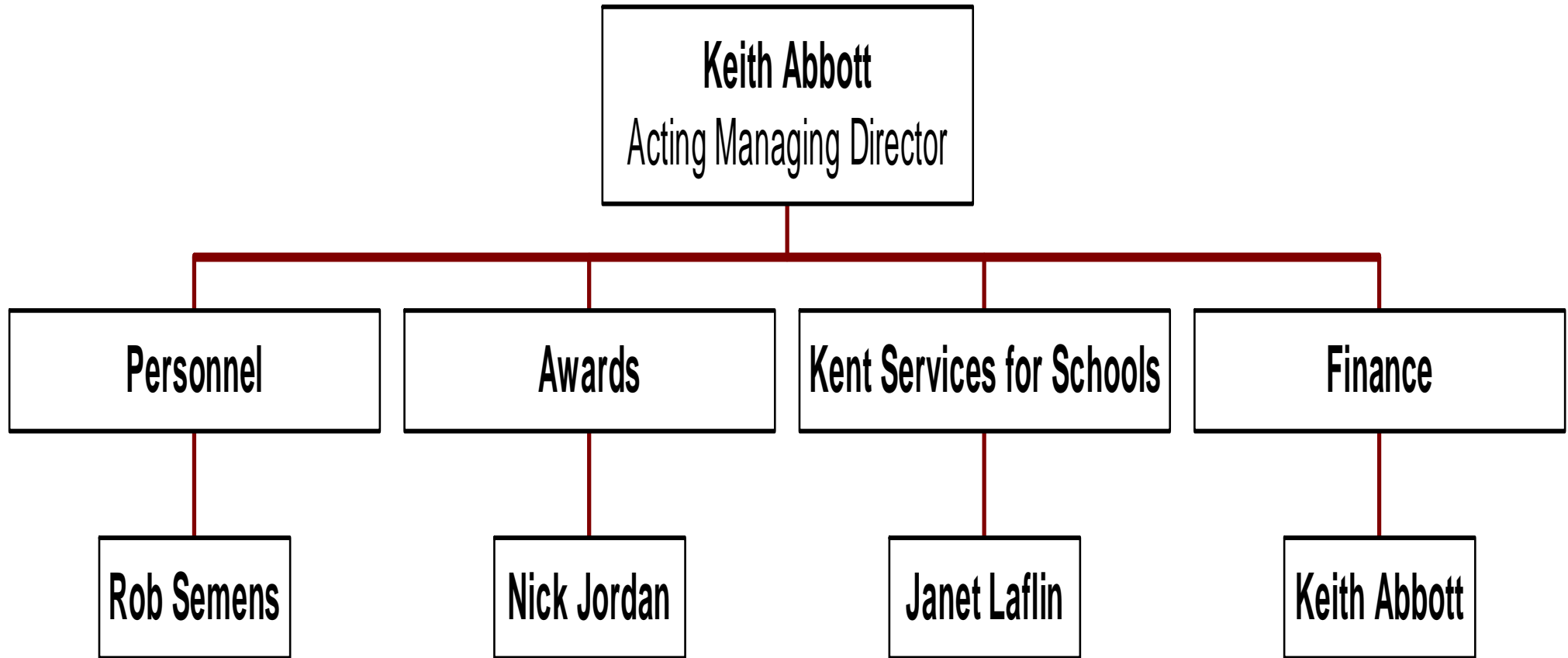
Any planned work (it does not need be a surveys) that will give the residents of Kent an opportunity to consider and give its views on issues so that those views can be taken into account before decisions affecting policies or services are taken. This can be a nil return.

Name	Start and End Date	Feed back 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.
Nil Return for the Finance, Personnel & Awards Units								

NOTE

Monitoring of consultation, participation, engagement activity will require lead officer to report on feedback to participant

Finance & Corporate Services Division



Staffing

Staffing - Finance

	2008/09	2009/10
Pt13 and above or equivalent (FTEs)	2	2
Pt12 and below (FTEs)	92.6	111.4
TOTAL	94.6	113.4
Of the above total, the estimated FTE which are externally funded	23.8 Trading Team	23.8 Trading Team

Reconciliation to 2008-09 Business plan

Restructure of Financial Compliance Unit requiring new posts	9.3
Early Years staff now included in Finance Unit	2.5
Cluster Finance Staff (transfer fro Business Management)	3.0
Member of staff removed to Strategic Management Budget	-1.0
MTP Provision – LCSP support	5.0
Total	18.8

Staffing - Awards

	2008/09	2009/10
Pt13 and above or equivalent (FTEs)	0	0
Pt12 and below (FTEs)	29.7	28.8
TOTAL	29.7	28.8
Of the above total, the estimated FTE which are externally funded	Nil	Nil

Reduction of 2 posts (1.1FTE) due to relocation of awards to Folkestone from Clover House

Staffing - Personnel

	2008/09	2009/10
Pt13 and above or equivalent (FTEs)	1	1
Pt12 and below (FTEs)	81.4	66.35
TOTAL	82.4	67.35
Of the above total, the estimated FTE which are externally funded	11.3 Smarties	11.3 Smarties

Reconciliation to 2008-09 Business Plan

Establishment for Road Crossing patrols reduced to reflect real position-**15.05**