

EDUCATION & CHILDREN'S SERVICES DEPARTMENT

Governance & Service Support Divisional – Business Plan & Scorecard 2009/12

Head of Service - Bryan Stephens



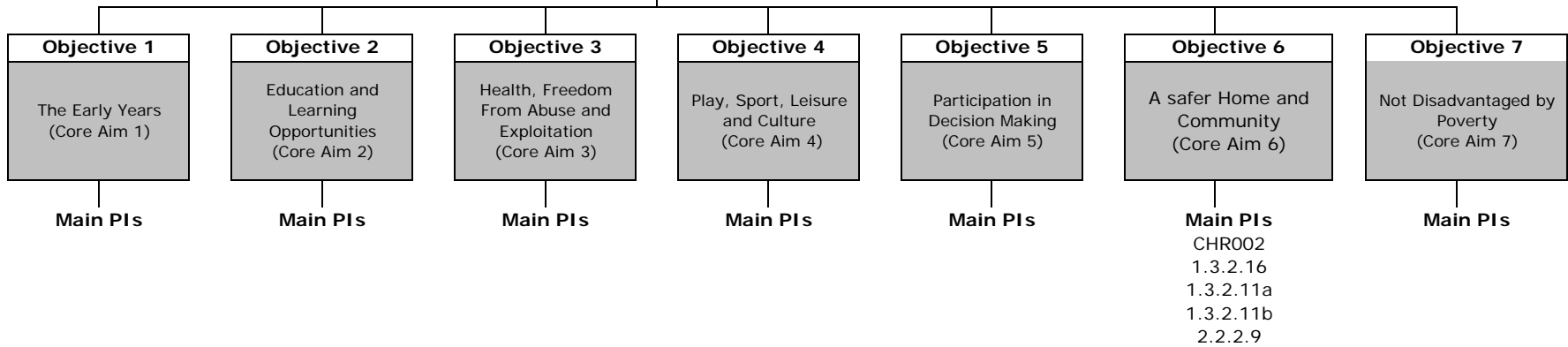
To deliver the Community Plan priorities of:

The Early Years
Education and Learning Opportunities
Health, Freedom From Abuse and Exploitation
Play, Sport, Leisure and Culture
Participation in Decision Making

The objectives below will be pursued:

Gross Budget 2009/10

£578,000



*Details of these key PIs is provided in Table 5a
 Further supporting Indicators can also be found in Table 5a*

	<u>Contents</u>	Re use	Pre populated	Hyper link	Update
Cover	The Divisional Objectives on a Scorecard	✓			
Values		✓			
Part 1 The Service in context					
1a	Service Facts - Profile of Service	✓			
1b	How the Service Fits in with the Community Plan (USE Table 1c To Help)	✓			
1c	The Council priorities that the Service supports	✓			
Part 2 Where are we now and where do we want to be ? (How the Division is performing)					
2a	Risk Assessment		✓		
2b	How we are doing on this year's (2008/09) objectives		✓	✓	
2c1	Consultation				
2c2	Partnership		✓		
2d (i)	All Wales Statutory and Core Performance Indicator Comparative Information Chart		✓		
2d (ii)	Commentary Page on the All Wales Statutory and Core Performance Indicator Comparative Information Chart				
Part 3 How do we get there? (Service Improvement Planned 2009-12) - Basis of Business Unit Plans.					
3a	For each Service Objective over three years – · Identify the Actions that you are taking to achieve measurable improvement. · Try to identify quarterly mile stones over three years · Remember to address the financial, workforce, accessibility and system needs	Roll on last years three year plan			✓
3b	Divisional Management Standards				
Part 4 Use of Resources					
4a	Enter your Service Budget and projections over three years. Explain variation		✓		
4b	Identify savings and efficiencies		✓		
4c	Capital ?		✓		
Part 5 Results and Target Data					
5a	2008- 09 results and targets for 2009/10 - Main and secondary indicators in detail - Explain significant variations from year to year, between target to projected result for the year and explain any major change in future targets		✓		✓
5b	Divisional Management Standards		✓		
5c	Measurement Summary - The Balance		✓		
5d	List of the Core Measures that the Service reports on - but will not be using in this business plan.		✓		

In building a better Carmarthenshire it is important that our actions are built upon a foundation of key values and principles that act as a guide for our initiative and enterprise.

Our core Values

Openness, Trust, honesty, integrity

We believe in openness and honesty in all our dealings with the public; we will provide comprehensive information to the public about our services so that they can judge how well we are performing.

Putting Customers First

We will ensure that the needs of our customers are at the heart of everything we do. We will treat people with respect at all times.

Listening - and delivering on promises

We are a listening organisation which consults before reaching major decisions and, having reached a decision, delivers on our promises. We believe in clear leadership, informed decision making, robust scrutiny and honouring commitments.

Working in partnership

We believe in partnership - thinking together and acting together. We will strive to avoid duplication and waste of effort through working closely with our partner organisations, the voluntary sector, trade unions and the local community.

Valuing our staff

We can deliver nothing without the efforts of our staff - they are the reason we succeed. We will support, praise and invest in our workforce to achieve higher standards of service delivery.

Ensuring Equality of Opportunity

We value diversity and recognise the unique contribution of all members of our community. We will serve all of our customers and the community equally, and strive to ensure that everyone has the same rights of access to all of our services.

Treating the Environment with Respect

We aim to be a leader in the field of sustainability - improving the quality of life for local people while conserving the earth's resources and protecting the environment.

Improving our Services

We will strive to continuously improve our services; we are an innovative organisation which constantly seeks new and better ways to deliver our services.

These values permeate everything that we do whilst ensuring that we make better use of resources wherever possible.

Governance & Service Support – Business Plan 2009-2012

Part 1 - The Service in context

Table 1a

Service Facts

Division	Governance & Inclusion Services	E-Mail: BStephens@carmarthenshire.gov.uk
Division Head	Bryan Stephens	For further information please go to www.carmarthenshire.gov.uk/performance or Telephone: 01267 225101
Executive Board Member	Cllr. Gwyn H. Wooldridge	
Scrutiny Chair	Cll. Ieuan Jones	

Service Profile

Service Support -

To act as liaison with managers to ensure delivery of departmental provision from the corporate body to include Human Resource management of staff working in schools, financial management requirements as laid down in Local Management of Schools policy and Fair Funding document, legal advice to governing bodies and transport arrangements for pupils, including those with special educational needs. To deliver specific project support as required and to provide officer input to the user consultation process under the modernising education programme.

Inclusion Services -

To deliver modern, innovative inclusive and effective services, providing equal opportunities for all children and young people to reach their full potential whilst being healthy, happy and safe. The Inclusion service covers the identification, assessment and resourcing of all additional learning needs through: -

- The delivery of a range of specialist teaching services
- The provision of a range of specialist behavioural services.

Governor Training

To monitor the composition of governing bodies and advertise vacancies as required and to support governors with appropriate advice and training. The service works in close collaboration with the advisory service in the provision of governor support and training. To manage the Local Authority's School Admission Arrangements. The admission department works in close liaison with both Secondary and Primary Schools'. The department provides direct advice and information as it interfaces with the public. Decisions taken on individual schools' capacities and catchment areas involve inter-departmental dialogue and the transfer of the appropriate statistical data.

The department offers advice to schools on issues appertaining to Performance Management within Schools and liaises between the Mid and South West Wales Consortium and Carmarthenshire Schools to ensure they meet their ongoing annual statutory obligations.

Part 1(Continued) - Table 1b

How we fit in

1) How the Service links to and supports the delivery of the Community & Improvement Plan/Corporate Strategy :

Service Support

Supports the five Single Education Plan Strategic Priorities that are the five Improvement Plan sub themes:-

- Building a Learning Society & Developing Leadership Skills
- Ensuring the Rights & Responsibilities of Learners
- Maintaining & Improving Standards
- Developing Leadership Skills
- Effective Deployment of Resources

Governor training

• Developing Leadership Skills -to advise and support governing bodies and individual governors in respect of their legal duties and responsibilities and to provide appropriate training on those duties and responsibilities and in particular on current educational issues.

•To advise and support: schools, pupils and parents on matters appertaining to the Authority's School Admission Arrangements.

•To advise and support: schools, teaching staff and governors on performance management matters within schools.

2) The key service strategies/plans that are the drivers for the Service

- The Children & Young People Plan

Risk Assessment for 2009+ - Table 2a

NOTE: - All Council Risks are on this spreadsheet
 - Please filter the data for appropriate Division and Business Unit
 - High and Medium Risks must be addressed in the Divisional Plan and Low Risks must at least be addressed in the Business Unit Plans








Dept	Division	Risk Area	H=High; M=Medium; L=Low	Reference
Education & Children Services	Governor Support/Schools Data Management	Meet parental preferences	M	09/BS/M1
Education & Children Services	Governor Support/Schools Data Management	School Governing bodies taking incorrect action and making wrong decisions	L	09/BS/L2
Education & Children Services	Governor Support/Schools Data Management	Compliance with new legislation requiring CRB checks for School Governors from October 2009	M	09/BS/M3
Education & Children Services	Governor Support/Schools Data Management	The need to meet Expectations of Governors and Schools in relation to support services provided by other Departments within the Authority	L	09/BS/L4
Education & Children Services	Governor Support/Schools Data Management	Ensure that school data management systems are effective and consistent	L	09/BS/L5

Table 2b How are we doing against the current years business plan actions ?

Q2 Extract from - Performance & Improvement Monitoring System (PIMS)

This page is prepopulated for the Division prior to release

Summary of Progress

Objectives in Divisional Business Plan	Total No. of actions agreed	Total No. of actions completed / overall deemed on target	Total No. of actions not due to start until after this qtr	Total No. of actions overall deemed off target	Total No. of actions not reported	% overall on target	Progress?
							
Building a Learning Society- Developing comprehensive & sustainable formal & informal learning opps; working in partnership to improve capacity of local communities to sustain learning opportunities; investing in families of community-focused schools							
Ensuring the Rights & Responsibilities of Learners							
Maintaining & Improving Standards							
Developing Leadership Skills							
Effective Deployment of Resources							
Overall performance							

To visit the up to date monitoring page for the 2008/09 Business Plan actions progress visit - http://intranet/CCC_APPS/eng/PIMS/actions/reports/BusinessPlanReport.asp?DocumentID=107

Any key issues that need to be taken forward to 2009+ are addressed in table 3a


Any remedial action on off target issues can be examined on PIMS 

Table 2c1 - Customer Consultation

What consultation have you undertaken in the past year ?	Any actions in this years plan ?
<p>Governor focus group & ADEW Governor Support Group</p>	<p>There have been significant developments re: <u>collaboration</u> and <u>making the connections</u> with neighbouring LEAS-Swansea,Pembs,Ceredigion and Neath Portalbot. Joint Conference Scheduled for 2008. Governor Focus Group developed and linked to Governors Wales. Contact Mike Barker Field Officer South. (linked to Table 31(1))</p>

Filter by service

Partnership Working

Table 2C2

Subject Area	Activity Lead Officer Contact	Reason for Joint Working	Participating Organisations
Schools - Governors	Ken Davies Governor Support Manager	Governor training to raise standards and improve leadership.	Governing Bodies and Schools
Schools - Governors	Ken Davies Governor Support Manager	Developing Leadership Skills -to advise and support governing bodies and individual governors in respect of their legal duties and responsibilities and to provide appropriate training on those duties and responsibilities and in particular on current educational issues. To advise and support: schools, pupils and parents on matters appertaining to the Authority's School Admission Arrangements. To advise and support: schools, teaching staff and governors on performance management matters within schools	Schools Admissions Forum Community Schools and Church School

Performance Indicator Positions 2007/2008



KEY:- **Bold Text** = Data which has been queried by the auditors
Yellow Highlighting = No improvement direction has been set
 * = Suppressed figures where there is the potential for them to be disclosive (below 5)

Carmarthenshire's 2007/08 performance ranked in relation to other Welsh Local Authorities.

PI Ref	Stat / Core / BP	PI Definition	Dept	Division	07/08 IP Theme	IAG PI (08/09 to 09/10)	Deleted / Being used for 08/09? (D/Y/N)	Performance Ranking																				Welsh Median					
								Bottom					Bottom to Middle					Middle to Top					Top										
EDU/012	C-BP	% of key stage 2 primary school classes with more than 30 pupils	EDU	Governance & Service Support			Y	4.60	3.20	2.56	2.31	1.97	1.92	1.50	1.22	0.56	0.53	0.38	0.36	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.37
EDU/013	C-BP	The number of pupils per teacher in primary schools maintained by the local authority	EDU	Governance & Service Support			Y	22.1	21.7	21.6	21.5	21.0	20.8	20.6	20.3	20.2	20.2	20.1	20.0	19.7	19.6	19.5	19.1	18.8	18.7	18.7	18.6	18.6	16.2	20.1			
EDU/014	C-BP	The number of pupils per teacher in secondary schools maintained by the local authority	EDU	Governance & Service Support			Y	5.0.2.7	17.6	17.5	17.2	17.2	17.0	17.0	16.9	16.8	16.7	16.7	16.7	16.7	16.4	16.4	16.4	16.3	16.1	16.0	15.9	15.8	15.7	15.4	16.7		

Table 2d Annexe	
Note Table 2d - shows our results for <u>all</u> Core and Statutory measures	
Some of the measures that we have to report are not particularly relevant to or used in Carmarthenshire Business Planning and reasons for this are outlined in Table 5d	
You need only comment on those PI's used in this business plan (identified by BP in Column 2)	
You must comment on your lower range PI's (Action being taken to address performance needs to be captured in Table 3)	
End of Year comments for 2006/07 results could be reused here and prepopulated.	
Comments on how Service results compare with other Welsh Councils for 2007/2008	
PI Reference / Description	Supporting Comments
EDU/012 % of key stage 2 primary school classes with more than 30 pupils	Even though the 0% target has not been achieved there are currently only 2 classes out of 355 with more than 30 pupils. This has declined compared to last year's 1 class out of 359. Dafen school had 2 classes (31 pupils year 4 & 33 pupils year 5), discussions have taken place with the Head Teacher to resolve this, but unfortunately the decision for the class sizes ultimately lies with the school. The school has been advised of the concerns and any WAG queries regarding not meeting the statutory target will be passed to them for further clarification. The revenue support grant provided by WAG has been delegated to schools for the express purpose of ensuring that all primary schools comply with class size legislation and policy for key stage 2 classes. Officers and Link advisors continue to work with schools to resolve issues and bring class sizes down to the 30 pupils requirement.
EDU/013 The number of pupils per teacher in primary schools maintained by the local authority	Slightly off target & a decline compared to last years result, it is the aim for the LEA to reduce the pupil teacher ratio
EDU/014 The number of pupils per teacher in secondary schools maintained by the local authority	A pleasing result, it is the aim of the LEA to reduce the pupil teacher ratio

Part 3 - Service Improvement Planned in 2008/11

Table 3a

What we want to achieve in 2009/10-12

Objective

Building a Learning Society Developing comprehensive and sustainable formal and informal learning opportunities; working in partnership to improve the capacity of local communities to sustain learning opportunities for themselves; investing in families of community-focused schools

Main PI (s) & Target:

e.g. Increase xxxx % of Z from X to Y by ? (PI Ref) - For full definition/data and other supporting indicators see Table 5a.

3	4	5	6	7	8	9	10	11	12	13	14
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2008/09	2009/10	2010/11	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2008/09	Free for Dept Tag eg Joint Review Action?
Continue to provide all 3 year olds whose parents want it, with part-time early years Provision by March 2010 through regular updates from Children's Partnership officer on need and current provision. (IP)		BStephens / BStephens	x	x	x	01/04/2009	31/03/2012	N/A	OBLs	√ OD	IP
Update training for School Governors on their management responsibilities with specific training on financial management and HR issues.(IP)		BStephens / KenDDavies	x	x	x	01/04/2009	31/03/2012	N/A	OBLs	√ OD	IP
To review the LEA's admission programme, in consultation with the LEA's Admission Forum (IP)		BStephens / KenDDavies	x	x	x	01/04/2009	31/03/2012	N/A	OBLs	√ OD	IP
Consider and revise as required catchment areas of schools in conjunction with reorganisation of schools agenda (IP)		BStephens / Bstephens	x	x	x	01/04/2009	31/03/2012	N/A	OBLs	√ OD	IP
In light of the Estyn Inspection, continue to clarify roles & responsibilities of schools and corporate body.(IP)		BStephens / Bstephens	x	x	x	01/04/2009	31/03/2012	N/A	OBLs	√ OD	IP
To inform Governing Bodies & their Clerks of the Statutory requirement that all Governors must be CRB checked upon taking up appointment after 1st September 2008		BStephens / KenDDavies	x			01/04/2009	31/03/2010	N/A	OBLs		

Part 3 - Service Improvement Planned in 2008/11

Table 3a

What we want to achieve in 2009/10-12

Objective

Ensuring the Rights & Responsibilities of Learners

Main PI (s) & Target:

e.g. Increase xxxx % of Z from X to Y by ? (PI Ref) - For full definition/data and other supporting indicators see Table 5a.

3	4	5	6	7	8	9	10	11	12	13	14
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?
Continue managing resources effectively to service the needs of a learning society through Service input to transport policy (IP)		BStephens / Bstephens	x	x		01/04/2009	31/03/2011	N/A	OERRL	√ OD	
Ensure parental preference with regard to linguistic and faith-based provision in geographic areas and at key stages		BStephens / KenDDavies	x	x		01/04/2009	31/03/2011	N/A	OERRL		CYP2.34
Implement the revised Budget Shares for Schools programme		BStephens / Bstephens	x	x		01/04/2009	31/03/2011	N/A	OERRL		CYP2.36

Part 3 - Service Improvement Planned in 2008/11

Table 3a

What we want to achieve in 2009/10-12

Objective 3		Developing Leadership Skills												
Main PI (s) & Target:		e.g. Increase xxxx % of Z from X to Y by ? (PI Ref) - For full definition/data and other supporting indicators see Table 5a.												
3		4			5	6	7	8	9	10	11	12	13	14
Key Action		Supporting Sub-Action Tasks (How are we going to achieve it?)			Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?
Provide support for governors in order to ensure they have a full appreciation of their leadership role					BStephens / KenDDavies	X	X	X	01/04/2008	31/03/2011	N/A	ODLS	N/A	Linked to RABS1
Offer a full governor training programme in support of stated aims. A termly training programme offered bases on specific identified needs					BStephens / KenDDavies	X	X	X	01/04/2008	31/03/2011	N/A	ODLS	N/A	

Part 3 - Service Improvement Planned in 2008/11

Table 3a

What we want to achieve in 2009/10-12

Objective 5		Effective Deployment of Resources											
Main PI (s) & Target:		e.g. Increase xxxx % of Z from X to Y by ? (PI Ref) - For full definition/data and other supporting indicators see Table 5a.											
3		4		5	6	7	8	9	10	11	12	13	14
Key Action		Supporting Sub-Action Tasks (How are we going to achieve it?)		Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?
Reconfiguration of teams to deliver a coherent service and undertake a project on data handling				BStephens / BStephens	X	X		01/04/2009	31/03/2011	N/A	OEDR	N/A	
Plan and provide places for learners of all abilities from an early age within an agreed catchment area framework and clarify catchment areas in keeping with MEP and Welsh Education Scheme requirements.				BStephens / RASully	X	X	X	01/04/2009	31/03/2012	N/A	OEDR	N/A	
Roll out the outcomes from the Service Task and Finish group on denominational preferences across Llanelli Town once Member approval given				BStephens / BStephens	X	X	X	01/04/2009	31/03/2012	N/A	OEDR	N/A	

Table 3b

What we want to achieve in 2009/10-12

Key Divisional Objective: Divisional Management Standards												
Key PI (s) & Target:												
3	4	5	6	7	8	9	10	11	12	13	14	15
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	Balance F,P,A,Q,SO	For IP? 2009/10	
a. Helping Staff to Perform - all staff to have an opportunity to discuss their performance and how they can be helped to improve.												
Ensuring staff receive a 'Helping People to Perform' meeting with their line manager		BStephens	X	X	X	01/04/2008	31/03/2011	1.3.2.11b	MSOS	P	No	
Ensuring all staff have appropriate CPD opportunities including relevant induction programme		BStephens	X	X	X	01/04/2008	31/03/2011	1.3.4.11a	MSOS	P	No	
b. Communications - to enure effective internal communication. Including staff conferences, team meetings and newsletters.												
Revise consultation and communication structure for the newly reconfigured Governance & service Support Division		BStephens	X	X		01/04/2008	31/03/2009	2.2.2.9	BPCF	Q	No	
Develop 'Amdro' as the principal means for communicating and celebrating good practice		BStephens	X	X	X	01/04/2008	31/03/2011	N/A		Q	No	
c. Collaboration Partnership Working (Working within Making the Connections Framework) to engage other Councils and local agencies to consider working together to maximise resources, reduce duplication and generate savings												
Cross refer to table 2c												
Continue to be involved with the 'Making Connections agenda'		BStephens	X			01/04/2008	31/03/2009	N/A		SO	No	
d. Priority Based Budgeting - Working to identify more efficient ways of providing services/reducing costs												
See Table 4b												
PBB three year exercise completed - review on an annual basis		BStephens	X	X	X	01/04/2008	31/03/2011	N/A		F	No	
e. Marketing the Council - working proactively to enure a flow of stories and initiatives.												
f. Customer Focus - working to identify and ensure poor customer care is addressed and improved.												

PART 4 - Use of Resources

Table 4a
3 YEAR REVENUE BUDGETS
2009-10 to 2011-12

2008-2009			Statutory S/NS/Bot h	2009-2010			2010-2011			2011-2012		
Expend' £'000	Income £'000	Net £'000		Expend' £'000	Income £'000	Net £'000	Expend' £'000	Income £'000	Net £'000	Expend' £'000	Income £'000	Net £'000
#REF!	#REF!	#REF!		#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
		464	Governor Support	578	0	578	589	0	589	607	0	607
0	0	464		578	0	578	589	0	589	607	0	607

Table 4c - Capital												
What do we spend on Capital ?												
completed for the Service Head (Divisional) Plan only.												
Scheme	2008/09			2009/10			2010/11			2011/12		
	Gross Cost	Potential External Funding	Internal Resources Required	Gross Cost	Potential External Funding	Internal Resources Required	Gross Cost	Potential External Funding	Internal Resources Required	Gross Cost	Potential External Funding	Internal Resources Required
N/A												
Explanation of significant variation												
Explain any potential external funding Additional revenue consequences (costs or savings) could be outlined												

Table 5a – Governance & Service Support Divisional Business Plan

Delete

Our Key Measures of success - 2007/08 results, 2008/09 projected results and targets for 2009/10 +

		How well have we done?				How well are we doing?				Improvement						
		Comparative Info.				See explanation of performance				See explanation of targets						
a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p	q
		2007/08				2008/09				2009/10		10/11	11/12			
PI REF	Definition (If abbreviated see full definition on footnote below)	Our Result	Welsh Best Quartile	Welsh Median	How we compare to Wales ★ to ★★★★★	Target	Projected Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Target Set	Target Set to improve against result (h) ✓ or ✗	Target Set	Target Set	Improve ment Plan? Key or Supporting	Corp Priority ref (Sub Theme) See table 1c	Balance SO,F,P,Q,A

Objective 4: Fulfilling Potential

Main Indicator(s)

Secondary Indicator(s)

NO PI's at present

Table 5b – Governance & Service Support Divisional Business Plan										
Performance Measurement Results 2007/08+ and Targets 2009/10 +										
		How well have we done?	How well are we doing?				Improvement			
			See explanation of performance				See explanation of targets			
a	b	c	d	e	f	g	k	l	m	n
		2007/08	2008/09				2009/10		10/11	11/12
PI REF	Definition (If abbreviated see full definition on footnote below)	Our Result	Target	Actual Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Target Set	Target Set to improve against result (e) ✓ or x	Target Set	Target Set
Divisional Standard Measures (Link to Table 3b)										
a. Helping Staff to Perform										
1.3.2.11(b)	% of third tier managers appraisals carried out during the year	100%	100%	100%	☺	constant	100%	x	100%	100%
1.3.2.11(a)	% Appraisals carried out during the year	100%	100%	81%	☺	x	100%	✓	100%	100%
b. Internal Communications										
2.2.2.9	% calls answered within 14 second target	Not available								
c. Human Resources										
CHR 2	The number of working days/shifts per Full Time Equivalent lost due to sickness absence.	5.9 days	12 days	4.1 days	☺	✓	Not available			
1.3.2.16	% of Return to Work Interviews conducted	not available from resource link								
d. Service Asset Mangement Plans										