

EDUCATION & CHILDREN'S SERVICES DEPARTMENT

Schools Modernisation Divisional – Business Plan & Scorecard 2009/12

Head of Service - Rob Sully

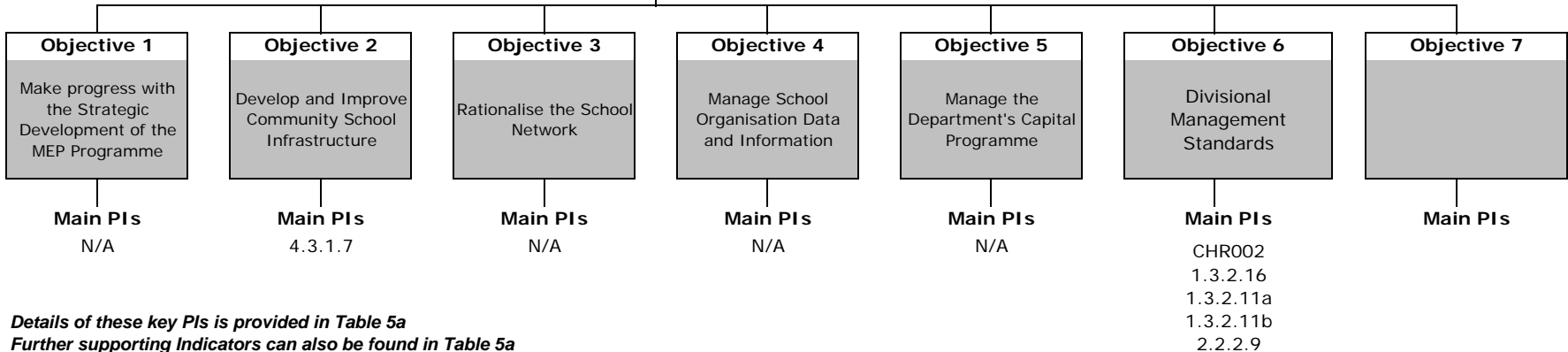


To deliver the Community Plan priorities of:

- * Opening Doors - Building a Learning Society
- * Opening Doors - Effective Deployment of Resources
- * A Better Place - Encouraging the Better Use of Land
- * Feeling Fine - Improving Health
- * Building a Better Council - Providing Equal Opportunities
- * Building a Better Council - Encouraging Sustainable Development

Gross Budget 2009/10

£778,000



*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.

Schools Modernisation – Business Plan 2009-2012		
Part 1 - The Service in context		
Table 1a		
Service Facts		
Division	School Modernisation	E-Mail: RASully@cararthenshire.gov.uk
Division Head	Robert Sully	For further information please go to www.cararthenshire.gov.uk/performance or Telephone: 01267 224527
Executive Board Member	Cllr. Gwynne H Wooldridge	
Scrutiny Chair	Cllr Ieuan Jones	
Service Profile		
<p>The School Modernisation Division fulfils the following functions:</p> <ul style="list-style-type: none"> * The management, development and delivery the Modernising Education Provision (MEP) programme, the mission of which is to transform the network of nursery, primary and secondary schools serving the county into a strategically and operationally effective resource that meets current and future need for school based and related community focused education, including, where appropriate, investing in the development and improvement of buildings, infrastructure and spaces so that schools are appropriately located, designed, constructed or adapted to foster the sustainable development of the people and communities of Carmarthenshire. * The management of school catchment areas, the gathering and manipulation of school and pupil data and the reporting thereof to meet statutory obligations and to support continuous improvement in the management and organisation of schools. * The management and co-ordination of the capital programme across the whole of the Education and Children's Services Department through leading the Departmental Capital Working Group. * The management of the Department's responsibility for disabled access to and within educational buildings under the Disability Discrimination Act, including the planning and implementation of adaptations to buildings. * The development and management of the Department's electronic Information Management System (IMS) 		

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 :

Outline how the Service links to and supports the delivery of the Community Plan & Improvement Plan/Corporate Strategy. Insert Theme & Sub Theme relevant to your service area, as shown in Community Plan/ IP/CS.

Theme: e.g. Opening Doors

Sub Theme: Improving Learning Provision

Opening Doors – Building a Learning Society

*The MEP programme includes a large capital investment strategy to create modern infrastructure for schools, providing a physical environment that enhances the learning experience of pupils and the wider community, in support of improving educational standards and attainment and community development.

Opening Doors – Effective Deployment of Resources

*The mission of MEP is to transform the network of nursery, primary and secondary schools serving the county into a strategically and operationally effective resource that meets current and future need for school based and related community focused education, including investing in the development and improvement of buildings, infrastructure and spaces so that schools are appropriately located, designed, constructed or adapted to foster the sustainable development of the people and communities of Carmarthenshire. MEP sets out to provide the right school in the right place with the right facilities, thereby optimising the deployment of resources in the schools sector.

*The MEP programme has delivered the first Integrated Children's Centre in Carmarthenshire at Llwynhendy and will provide an additional two centres within the next three years incorporated within community school developments at Ysgol Y Felin, Felinfoel, and Morfa, improving the integrated delivery of support services for children and families.

A Better Place – Encouraging the Better Use of Land

*MEP will facilitate the regeneration and extension of existing schools and the provision of new schools to serve local communities at locations which are consistent with the Strategic Sustainable Settlement Framework at the heart of the Carmarthenshire Unitary Development Plan.

*Investment driven forward through MEP will improve the quality and use of land on school premises and will release land from redundant school sites for redevelopment appropriate to the needs of local communities.

Feeling Fine – Improving Health

*The MEP programme will facilitate health improvement objectives by providing enhanced space for physical activity within school premises and by providing high quality buildings that stimulate more healthy and sustainable lifestyles.

Building a Better Council – Providing Equal Opportunities

*The capital investment brought forward by MEP in the improvement of school infrastructure and the Department's physical access programme will open up access to school buildings and grounds for all persons in an increasingly inclusive way.

*The development programme will facilitate the inclusion of children with special needs within mainstream education at a number of locations.

Building a Better Council – Encouraging Sustainable Development

Investment through MEP will create school buildings that have a low impact on the environment, embedding sustainable development as a central and strategic factor for education and improvement within infrastructure that demonstrates sustainable practice and fosters sustainable behaviour and living.

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

Please list the key service strategies or plans that are the drivers for your Service (sign posted to web links):

Remember the key actions in these plans need to be cascaded into business plans.

Single Education Plan

Children and Young People's Plan

Modernising Education Provision (MEP) Strategy

Community Focused Schools Strategy

14 to 19 Learning Pathways Strategy

Sustainable Development Strategy

Climate Change Strategy

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	School Modernisation	Asset Management Plan: to ensure adequate strategic planning for service improvement.	H	09/RS/H1
Education & Children Services	School Modernisation	Funding: The need to secure sufficient funding to deliver the MEP programme and effectively manage income and expenditure.	H	09/RS/H2
Education & Children Services	School Modernisation	Capacity: ensure that sufficient management and technical resources are dedicated to secure the effective development and delivery of MEP and its constituent projects.	M	09/RS/M3
Education & Children Services	School Modernisation	Sustainable Buildings: ensuring that school buildings achieve appropriate environmental performance standards.	M	09/RS/M4
Education & Children Services	School Modernisation	Planning School Places: meet parental preferences and ensure capacity meets demand in all areas of the county	M	09/RS/M5
Education & Children Services	School Modernisation	Demographics: identify changes in trends which impact on planning school places	M	09/RS/M6
Education & Children Services	School Modernisation	School Capacity Calculations: meet the requirement to review the capacity of all schools according to new formulae and report to WAG by May 2008.	M	09/RS/M7

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

Q4 Extract from - Performance & Improvement Monitoring System (PIMS)

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?
							
Make progress the Strategic Development of the MEP Programme	3	3	0	0	0	100%	
Develop and improve Community School Infrastructure	27	27	0	0	0	100%	
Rationalise the School Network	18	18	0	0	0	100%	
Managing School Organisation Data and Information	3	3	0	0	0	100%	
Managing the Department's Capital Programme	3	3	0	0	0	100%	
Overall performance	54	54	0	0	0	100%	

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=111

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 ?
Formal statutory consultations have been undertaken in connection with proposals to close Llangynog VC School.	Subject to the outcomes of the statutory consultation exercise implement the approved changes at the named school.
Informal consultations have been undertaken in connection with exploring future provision at a number of school identified for review.	Continue informal consultations in connection with exploring future provision at a number of school identified for review in the current year.
The continuing development of MEP, including specific aspects of development proposals, such as the design of the Carmarthenshire Model School, have been discussed with representative Head Teachers through the Planning School Places Group.	Consultation on the future delivery of MEP and the management of pupil places in schools will continue through twice termly meetings of the Planning School Places Group.
Consultations have taken place on issues connected with MP and the planning and management of school places at various forums, including the Admissions Forum and School Governor meetings.	Further consultations will take place as appropriate from time to time.

Subject Area	Activity Lead Officer Contact	Reason for Joint Working	Participating Organisations
Education & Children's Services	Noeline Thomas Children's Partnership Co-ordinator	Liaising with other stakeholders in the voluntary and private sectors to secure adequate placement for all three	Children's Partnership
Education & Children's Services	Dewi Thomas Libraries & Community Learning Manager	Regional Partnership Library Working Group -Meeting regularly to discuss public library related issues - collaborating on prospective purchase of joint MIS system & resources	Pembrokeshire, Swansea, Neath/Port Talbot library services
Education & Children's Services	Catherine James Children & Young People Partnership Manager CEJames@carmarthenshire.gov.uk 01267 228372	Children and Young People's Partnership (CYPP)	

Part 3 - Service Improvement Planned in 2008/11

Table 3a

What we want to achieve in 2009/10-12

Objective :1

Make progress the Strategic Development of the MEP Programme

Main PI (s) & Target:

All actions are annual tasks with no related Pis.

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?
Complete the review of the Asset Management Plan for Schools (IP)		RASully / SiDavies	x			01/09/2009	30/09/2010	N/A	OBLS	√ OD	IP
Progress Stage 4 of the Secondary Schools Development Strategy to develop detailed and costed plans for the improvement of selected secondary schools, incorporating relevant outcomes from the tri-level reform and 14 to 19 learning pathways programmes. (IP)		RASully / SiDavies	x			01/04/2009	30/09/2010	N/A	OBLS	√ OD	IP / CYP2.31
Review and detail scope of works for each project within the capital programme, by reference to structured suitability assessments of premises.		RASully / LThomas	x			01/04/2009	30/09/2009	N/A	OBLS	N/A	
Review and update all cost estimates within capital programme, drawing upon completed suitability assessments.		RASully / LThomas	x			01/04/2009	30/09/2009	N/A	OBLS	N/A	
Prepare revised long-term programme for MEP indicating broad framework for rationalisation and detailing provisional order of projects with updated estimated costs.		RASully / SDavies	x			01/04/2009	30/09/2009	N/A	OBLS	N/A	
Monitor closely developments with the emerging WAG 21 st Century Schools Programme and initiate any actions necessary to ensure that opportunities for the delivery of MEP locally as a component of the national programme are maximised.		RASully / RASully	x			01/04/2009	31/03/2010	N/A	OBLS	N/A	

Document a compelling "Case for Change" to describe the strategic objectives and transformation framework set out in MEP, in a form consistent with the requirements for a "Strategic Outline Case" under the Five Case Model and the emerging WAG 21 st Century Schools Programme.	RASully / SDavies	X			01/04/2009	31/06/09	N/A	OBLs	N/A	
Develop capacity to improve project development through the adoption of the Five Case Model being introduced by WAG to govern the distribution of government grants for school improvements and produce project proposals for relevant projects within MEP in accordance with WAG's timeframe.	RASully / RASully	X			01/04/2009	31/03/2010	N/A	OBLs	N/A	
Produce a standard model to consistently assess the revenue implications of school rationalisation and investment proposals.	RASully / LThomas	X			01/04/2009	30/09/2009	N/A	OBLs	N/A	
Define Critical Success Factors and Key Performance Indicators for MEP.	RASully / RASully	X			01/04/2009	31/09/09	N/A	OBLs	N/A	
Assist in the development of school premises solutions to support the emerging Tri-Level Reform and 14 to 19 Learning Pathways initiatives, ensuring that they align effectively with the Secondary Schools Development Strategy and the MEP.	RASully / SDavies	X			01/04/2009	31/03/2010	N/A	OBLs	N/A	
Arrange effective communication on MEP projects through the agreed Communication Plan, in collaboration with the corporate communications team.	RASully / SDavies	X			01/04/2009	31/12/2009	N/A	OBLs	N/A	
Produce generic literature and other materials to support school rationalisation consultation exercises and publicity for MEP.	RASully / SDavies	X			01/04/2009	31/03/2010	N/A	OBLs	N/A	
Conduct, in conjunction with the Head of Planning and in the light of recent planning appeal determinations, a review of the policy for Section 106 contributions for education.	RASully / RASully	X			01/04/2009	30/09/2009	N/A	OBLs	N/A	
Develop a Pupil Engagement Plan to direct consultation with pupils on MEP rationalisation and investment proposals, having regard to the engagement of pupils with special needs and those with challenging behaviour.	RASully / SDavies	X			01/04/2009	31/03/2010	N/A	OBLs	N/A	

Part 3 - Service Improvement Planned in 2008/11

Table 3a

What we want to achieve in 2009/10-12

Develop and improve Community School Infrastructure

Objective : 2

Main PI (s) & Target:

The actions and tasks detailed below relate to the development and delivery of school improvement capital projects and there are, therefore, no related PIs.

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?
Progress the establishment of two integrated children's centres at Felinfoel & Morfa as integral parts of building improvement projects at the schools concerned. (IP)		RASully / LThomas	✓			01-Apr-09	31-Mar-10	N/A	OBL5	✓ OD	IP CYP1.10
Ensure accessibility to schools, in line with the requirements of the Disability Discrimination Act and the Community Focused Schools Strategy (IP)		RASully / LThomas	✓	X	X	01-Apr-09	31-Mar-12	N/A	OBL5	✓ OD	IP
Deliver approved MEP projects to the value of approximately £19.1 million between April 2009 and March 2010, including completing the new build scheme at Queen Elizabeth High School, the completion of buildings extensions at Brynsaron and progressing construction work on projects at Peniel, Ysgol Y Felin, Morfa, Brynsierfel, Peniel, Ysgol Y Dderwen and Halfway. (IP)		RASully / LThomas	X	X	X	01-Apr-09	31-Mar-12	4.3.1.7	OBL5	✓ OD	IP
Complete the definition of the Carmarthenshire Model School and produce literature thereon.		RASully / RASully	X			01-Apr-09	30-Dec-09	N/A	OBL5	N/A	
Commence statutory procedures to enlarge Furnace school as a designated Welsh medium school. Commence an options appraisal and develop proposals for a new building for Ysgol Ffwrnes. Endeavour to resolve land issues for new school and if successful proceed with detailed design of new premises and securing of planning permission.		RASully / LThomas	X	X		01-Apr-09	31-Dec-10	N/A	OBL5	N/A	

Commence statutory procedures to create the new Seaside primary school (this is a provisional name for project planning purposes – the actual name will be determined by the school in due course) to replace the current Copperworks Infants School and Lakefield Primary School in preparation for the provision of new school premises. Endeavour to resolve land issues for new school and if successful proceed with detailed design of new premises and securing of planning permission.		RASully / LThomas	X	X		01-Apr-09	31-Mar-11	N/A	OBLs	N/A
Continue to pursue options for the provision of a new school building at Whitland CP.		RASully / SRWilliams	X			01-Apr-09	31-Mar-10	N/A	OBLs	N/A
Undertake a Strategic Review to inform proposals for the future of schools in Ammanford. Commence an options appraisal to determine the pattern of future primary school provision in Ammanford. Subject to informal consultation on the options begin to develop the preferred solution.		RASully / SDavies	X			01-Apr-09	31/03/2010	N/A	OBLs	N/A
Undertake a Strategic Review for the future of schools at Pembrey and Burry Port and subject to informal consultation on the options begin to develop the preferred solution.		RASully / SDavies	X			01-Apr-09	31/03/2010	N/A	OBLs	N/A
Deliver MEP projects currently under development and subject to future approval to the value of approximately £59.4 million between April 2009 and March 2012		RASully / RASully		X	X	01-Apr-09	31-Mar-12	N/A	OBLs	N/A
Complete the classroom extension at Ysgol Brynsaron.		RASully / MartinJones	X			01-Apr-09	30-Jun-09	N/A	OBLs	N/A
Construct a new school building at Ysgol Gymraeg Brynsierfel.		RASully / MartinJones	X	X	X	01-Apr-09	31-Mar-12	N/A	OBLs	N/A
Install additional mobile accommodation Coedcae School as an interim measure to address pressing demand at the school pending the permanent resolution of accommodation improvements for the school later in the MEP programme.		RASully / MartinJones	X			01-Apr-09	15-Sep-09	N/A	OBLs	N/A

Install additional mobile accommodation Ffwrnes as an interim measure to address pressing demand at the school pending the permanent resolution of accommodation improvements for the school later in the MEP programme.		RASully / MartinJones	X			01-Apr-09	31-Dec-09	N/A	OBLS	N/A	
Construct a new hall, kitchen and toilets at Halfway Community School.		RASully / LThomas	X	X		01-Apr-09	31-Mar-11	N/A	OBLS	N/A	
Complete the design of an improved school building for Morfa Community School and undertake construction.		RASully / RWBowen	X	X	X	01-Apr-09	31-Mar-12	N/A	OBLS	N/A	
Continue with the construction of a new community school building at Ysgol Peniel.		RASully / SRWilliams	X	X		01-Apr-09	31-Aug-09	N/A	OBLS	N/A	
Complete the construction of the new Queen Elizabeth High School.		RASully / SDavies	X			01-Apr-09	31-May-09	N/A	OBLS	N/A	
Complete the construction of classroom extension works at Tycroes Community Primary School.		RASully / MartinJones	X	X		01-Apr-09	01-Sep-11	N/A	OBLS	N/A	
Complete the classroom refurbishments at Ysgol Dewi Sant		RASully / MartinJones	X			01-Apr-09	31-Aug-09	N/A	OBLS	N/A	
The construction of a major extension and adaptation at Ysgol Y Dderwen.		RASully / LThomas	X			01-Apr-09	31-Mar-10	N/A	OBLS	N/A	
Commence the construction of a major extension, incorporating an Integrated Children's Centre, at Ysgol Y Felin, Felinfoel,		RSully / SRWilliams	X	X	X	01-Apr-09	31-Mar-11	N/A	OBLS	N/A	
Install additional mobile accommodation Ysgol Y Strade as an interim measure to address pressing demand at the school pending the permanent resolution of accommodation improvements for the school later in the MEP programme.		RASully / MartinJones	X			01-Apr-09	01-Sep-09	N/A	OBLS	N/A	

Install additional mobile accommodation Ysgol Bro Myrddin School as an interim measure to address pressing demand at the school pending the permanent resolution of accommodation improvements for the school later in the MEP programme.		RASully / MartinJones	X			01-Apr-09	01-Sep-09	N/A	OBL5	N/A	
Install additional mobile accommodation Ysgol Maesyryfa School as an interim measure to address pressing demand at the school pending the permanent resolution of accommodation improvements for the school later in the MEP programme.		RASully / MartinJones	X			01-Apr-09	01-Sep-09	N/A	OBL5	N/A	
Undertake preliminary design work to support the strategic review of provision in the Llansadwrn and Llanwrda areas and if appropriate, subject to the outcome of the strategic Review prepare a detailed design for the identified solution.		RASully / LThomas	X	X	X	01-Apr-10	31-Aug-11	N/A	OBL5	N/A	
Undertake an assessment of needs at Dafen School to make it fit for purpose in line with the Carmarthenshire standard and prepare a detailed design of proposed accommodation extension and improvement works.		RASully / LThomas	X	X		01-Apr-09	31-Mar-11	N/A	OBL5	N/A	
Undertake an assessment of needs at Five Roads School to make it fit for purpose in line with the Carmarthenshire standard and prepare a detailed design of proposed accommodation extension and improvement works.		RASully / LThomas	X	X	X	01-Apr-09	31-Mar-11	N/A	OBL5	N/A	
Continue with the development of the Secondary Schools Development Strategy by preparing detailed improvement plans for selected priority secondary school sites, incorporating objectives emerging from tri-level reform and 14 to 19 learning pathways programmes.		RASully / SDavies	X			01-Apr-09	31-Mar-10	N/A	OBL5	N/A	CYP2.31

Undertake an assessment of needs at Ysgol Y Castell School to make it fit for purpose in line with the Carmarthenshire standard and prepare a detailed design of proposed accommodation extension and improvement works.		RASully / LThomas	X	X		01-Apr-09	31-Mar-11	N/A	OBL5	N/A	
Subject to the completion of an options appraisal and formal consultation exercise on the future of schools in Llandeilo implement the selected solution.		RASully / LThomas		X	X	01-Apr-10	31-Mar-13	N/A	OBL5	N/A	
Undertake an appraisal of options for the establishment and construction of a new area school at Cymwyl Gaeo to replace the existing schools at Talley, Llansawel, Rhydargaeau and Caio and subject to the findings and undertake statutory consultation required implement the capital works programme.		RASully / LThomas		X	X	01-Apr-10	31-Mar-13	N/A	OBL5	N/A	
Complete the construction of new school buildings at Queen Elizabeth High School, Ysgol Brynteg, Peniel, Brynsierfel, Furnace, Morfa, Seaside, Llanwrda and Whitland		RASully / LThomas	X	X		01-Apr-09	31-Mar-11	N/A	OBL5	N/A	CYP2.28
Complete major improvement and/or extension projects at Ysgol Y Felin, Ysgol Y Dderwen, Ysgol Y Gwendraeth, Llannon, Tycroes, Brynsaron and Halfway		RASully / MartinJones	X	X		01-Apr-09	31-Mar-11	N/A	OBL5	N/A	CYP2.29
Plan major developments or improvements at Ammanford, Llandeilo, Pembrey and Burry Port, and Cynwyl Gaeo, with a possible start of construction on some of these projects depending upon the availability of funding		RASully / SRWilliams	X	X		01-Apr-09	31-Mar-11	N/A	OBL5	N/A	CYP2.30

Part 3 - Service Improvement Planned in 2008/11

Table 3a

What we want to achieve in 2009/10-12

Objective : 3

Rationalise the School Network

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?
Undertake strategic reviews on areas identified for potential reorganisations and prepare proposals to address future provision and prepare and institute statutory procedures when required (IP)		RASully / RASully	X	X	X	01/04/2009	31/03/2012			√ OD	IP
Implement the approved programme for strategic reviews of specified schools in 2009/2010 and where appropriate conduct informal consultation with stakeholders.		RASully / SDavies	X			01-Sep-09	31-Mar-10	N/A	OBLS	N/A	
Conduct formal consultation exercises with stakeholders on proposals for school rationalisations in 2009/2010 and undertake statutory procedures where approved by the Council.		RASully / LThomas	X			01-Apr-09	31-Mar-10	N/A	OBLS	N/A	
Complete the development of a school review, consultation and rationalisation framework.		RASully / SDavies	X			01-Apr-09	31-Dec-09	N/A	OBLS	N/A	
Consult on a strategic review of provision in the area served by Caio primary school. Following informal consultation prepare proposals to address future provision in the area concerned and if appropriate prepare and institute statutory procedures.		RASully / SDavies	X	X		01-Apr-08	30-Aug-10	N/A	OBLS	N/A	
Consult on a strategic review of provision in the areas served by Capel Cynfab and Cilycwm primary schools. Following informal consultation prepare proposals to address future provision in the areas concerned and if appropriate prepare and institute statutory procedures.		RASully / SDavies	X	X		01-Apr-08	31-Aug-10	N/A	OBLS	N/A	
Consult on a strategic review of provision in the areas served by Cefnbrynbrain and Ystradowen primary schools, exploring opportunities for joint working with Neath Port Talbot County Borough Council . Following informal consultation prepare proposals to address future provision in the areas concerned and if appropriate prepare and institute statutory procedures.		RASully / SDavies	X	X		01-Apr-09	30-Aug-10	N/A	OBLS	N/A	

Consult on a strategic review of provision in the areas served by Llansadwrn and Llanwrda primary schools. Following informal consultation prepare proposals to address future provision in the areas concerned and if appropriate prepare and institute statutory procedures.		RASully / SDavies	X	X		01-Apr-08	31-Aug-10	N/A	OBLs	N/A	
Undertake a Strategic Review to inform proposals for the future of schools in Ammanford. Commence an options appraisal to determine the pattern of future primary school provision in Ammanford. Subject to informal consultation on the options begin to develop the preferred solution.		RASully / SDavies	X	X		01-Apr-07	31-Aug-10	N/A	OBLs	N/A	
Undertake a Strategic Review for the future of schools at Pembrey and Burry Port and subject to informal consultation on the options begin to develop the preferred solution.		RASully / SDavies	X	X		01-Apr-08	31-Aug-10	N/A	OBLs	N/A	
Complete statutory procedures on proposal to discontinue Llangynnog VC Primary School.		RASully / RWBowen	X			01-Apr-08	31-Aug-09	N/A	OBLs	N/A	
Develop an options appraisal to inform proposals for the future of schools in Ammanford and subject to informal consultation on the options begin to develop the preferred solution.		RASully / SRWilliams	X	X		01/04/2007	31/03/2010	N/A	OBLs	N/A	
Undertake a review of the catchment area of the present Ysgol Gymraeg Dewi Sant and neighbouring Welsh medium schools and develop proposals for future arrangements.		RASully / LThomas	X	X		01/07/2008	31/03/2010	N/A	OBLs	N/A	
Develop an options appraisal to inform proposals for the future of Copperworks and Lakefield schools and subject to informal consultation on the options begin to develop the preferred solution.		RASully / LThomas	X	X		01/04/2008	31/03/2010	N/A	OBLs	N/A	
Undertake a review of the catchment area of the present Furnace Primary school and neighbouring schools and develop proposals for future arrangements.		RASully / LThomas	X	X		01/07/2008	31/03/2010	N/A	OBLs	N/A	
Develop an options appraisal for the future of schools at Pembrey and Burry Port and subject to informal consultation on the options begin to develop the preferred solution.		RASully / LThomas	X	X		01/04/2008	31/03/2010	N/A	OBLs	N/A	
Work with the Church in Wales to assess opportunities for the future education of children currently attending schools at Llanmiloe and Tremoilet.		RASully / RWBowen	X	X		01/04/2007	31/03/2010	N/A	OBLs	N/A	

Part 3 - Service Improvement Planned in 2008/11

Table 3a

What we want to achieve in **2009/10-12**

Managing School Organisation Data and Information

Objective

Main PI (s) & Target:

The actions and tasks detailed below are specific and cyclic management activities with no related PIs.

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?
Complete the re-assessment of the capacities of 119 primary schools and 14 secondary schools and report the findings to WAG by May 2008 (IP)		RASully / SKier	X			01/04/2009	31/07/2008	N/A	OBLS	√ OD	IP
Develop a mathematical model to predict future school populations, based upon the latest demographic data available.		RASully / SKeir	X	X	X	01-Apr-09	30-Sep-09	N/A	OBLS	N/A	
Undertake a review of the methodology for projecting future pupils numbers at schools in the light of up to date information on the local birth rate and other demographic trends.		RASully / SKeir	X	X	X	01-Apr-09	31-Dec-09	N/A	OBLS	N/A	
Support a review of school catchment areas in Llanelli and other areas of the county as required to support the effective future management of places.		RASully / SKeir	X	X	X	01-Apr-09	31-Mar-10	N/A	OBLS	N/A	
Prepare and present to elected members a paper offering proposals or options to address the future provision of Welsh medium places in Llanelli and subsequently implement the approved actions.		RASully / RASully	X	X	X	01-Apr-09	31-Mar-10	N/A	OBLS	N/A	
Collate and analyse termly pupil/school organisational data to facilitate that statutory consultation processes associated with the agreed MEP programme and other school organisation responsibilities (annual process)		RASully / SKeir	X	X	X	01-Apr-09	31-Mar-11	N/A	OBLS	N/A	

Carry out annual Class Size Survey for WAG ensure compliance with class size legislation		RASully / SKeir	x	x	x	01-Apr-09	31-Mar-11	N/A	OBLS	N/A	
Review the schools rationalisation and development programmes in the light of revised school capacities calculated according to the new WAG formulae, with revised targets being established for the realignment of places and the continuing removal of surplus places investigating the potential for the reconfiguration of provision		RASully / SKeir	x	x		01-Apr-09	31-Mar-10	N/A	OBLS	N/A	CYP2.32

Part 3 - Service Improvement Planned in 2008/11

Table 3a
What we want to achieve in 2009/10-12

Objective	Managing the Department's Capital Programme										
Main PI (s) & Target:	The actions and tasks detailed below are specific and cyclic management activities with no related PIs.										
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 with preparations for the establishment of a single location for the Education & Children's Services Directorate at Parc Dewi Sant (IP)		RASully / RASully	X	X		01/04/2009	31/12/2009	N/A	OEDR	√ OD	
Prepare a provisional capital investment programme for 2010-2013, reflecting the level of funding available and any agreement reached with WAG on the 21 st Century Schools Programme.		RASully / RASully	X	X	X	01/12/2009	31/01/2010	N/A	OEDR	N/A	
Produce an Annual Report to record progress with MEP during the year and to confirm the capital investment programme for 2010-2013.		RASully / RASully	X	X	X	01/02/2010	31/03/2010	N/A	OEDR	N/A	
Co-ordinate capital expenditure across the Department through leading and chairing the Departmental Capital Working Group.		RASully / RASully	X	X	X	01/04/2009	31/03/2010	N/A	OEDR	N/A	
Produce and manage programmes to improve access to school buildings for persons with mobility constraints in order to comply with the requirements of the Disability Discrimination Act and Council's Inclusion and Equality strategies.		RASully / RASully	X	X	X	01/04/2007	31/03/2010	N/A	OEDR	N/A	CYP2.33

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		RASully	X	X	X	01/04/2008	31/03/2010	1.3.2.11b	MSOS	P	No	
b. Communications - to ensure effective internal communication. Including staff conferences, team meetings and newsletters.												
Ensure telephones are answered quickly		RASully	X	X	X	01/04/2008	31/03/2010	2.2.2.9	BPCF	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												
d. Priority Based Budgeting - Working to identify more efficient ways of providing services/reducing costs												
See Table 4b												
e. Marketing the Council - working proactively to ensure a flow of stories and initiatives.												
f. Customer Focus - working to identify and ensure poor customer care is addressed and improved.												
g. Performance -continued improvement of service PI's overall - action taken to address falling or failing performance.												
See Tables 3 and 5												
h. Human Resources - Workforce Planning - Managing Sickness. Workforce plans to be developed.												
Managing Sickness Absence		RASully	X	X	X	01/04/2008	31/03/2010	CHR2	MSOS	P	No	
as contained in table 4d								1.3.2.16	N/A	N/A	No	
i. Energy - Proposals to reduce energy(and water) consumption in buildings, vehicles and in policies etc.												
j. Asset Management Plan												

a - i = Corporate Objectives for all Services

Column 13
Balance:
F = Financial; P = People & Capability;
A = Accessibility;
Q = Quality of Service& Operational effectiveness
SO = Service Outcomes

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
Modernising Education Provision (Subject to funding being confirmed)												
Bryn Teg - New School				140	0	140	0	0	0	0	0	0
Copperworks & Lakefield Redevelopment				250	0	250	4,300	0	0	3,800	0	0
Morfa Infants & Juniors - New School				3,605	0	3,605	690	2,848	1,452	0	2,848	952
Halfway - Hall and Toilets				1,840	0	1,840	50	0	690	0	0	0
Ystradowen - Hall				0	0	0	750	0	50	0	0	0
Furnace CP - Proposed Hall				250	0	250	5,250	0	750	2,875	0	0
Felinfoel - Classroom Refurbishment				2,700	0	2,700	1,316	0	5,250	0	0	2,875
Peniel - New School				815	0	815	23	0	1,316	0	0	0
Ysgolion Rhydaman - Relocation of Schools				100	0	100	1,200	0	23	3,500	0	0
Brynsierfel - New School				3,860	2,848	1,012	430	0	430	0	0	0
Ysgol y Dderwen - Classroom Extensions				2,800	0	2,800	234	0	234	0	0	0
Llanon - Classrooms Extensions				42	0	42	0	0	0	0	0	0

Swiss Valley - Classroom Extensions				30			0			0			
Brynsaron - Classroom Extension				24	0	30	0	0	0	0	0	0	0
Tycroes - Classroom Extensions				710	0	24	11	0	0	0	0	0	0
Model - Contribution to Church Scheme				11	0	710	0	0	11	0	0	0	0
QE High - New School				550	0	11	0	0	0	0	0	0	0
Gwendraeth - New Hall				100	0	550	0	0	0	0	0	0	0
Heol Goffa - Contribution				3	0	100	0	0	0	0	0	0	0
Ysgol Garreg Hirfaen				25	0	3	0	0	0	0	0	0	0
Dewi Sant - Mobile Classroom				50	0	25	0	0	0	0	0	0	0
Strade - Double Classroom				25	0	50	0	0	0	0	0	0	0
Llanwrda - Classroom Extensions				145	0	25	1,500	0	0	290	0	0	0
Llanddarog - Toilets				25	0	145	0	0	1,500	0	0	0	290
Secondary Schools Strategy Review				150	0	25	0	0	0	0	0	0	0
Furnace CP - Single Mobile Classroom				10	0	150	0	0	0	0	0	0	0
							0			0			
Sub Total				18,260	2,848	15,412	15,754	2,848	12,906	10,465	2,848	7,617	
Education Disability Discrimination Act works				500	0	500	500	0	500	500	0	500	
Explanation of significant variation													
Explain any potential external funding													
Additional revenue consequences (costs or savings) could be outlined													

Table 5a – Schools Modernisation Divisional Business Plan																
Our <u>Key</u> 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
PI REF	Definition (If abbreviated see full definition on footnote below)	2007/08				2008/09				2009/10		10/11	11/12			
		Our Result	Welsh Best Quartile	Welsh Median	How we compare to Wales ★ to ★★★★★	Target	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: Develop and improve Community School Infrastructure																
Main Indicator(s)																
4.3.1.7	Surplus places removed as a result of Modern Education Provision reorganisation (L)	105	N/A	N/A	N/A	552	804	☺	✓	58	✗	0	0	K		Customer/Service Outcomes
When setting the target for 2008/09, MEP were not aware a) Llanarthne School was going to close on the 31st Dec 2008 (42), b) that the Governors of Ffarmers Unit and Llanyrcwys Unit were going to reorganise the Units in Jan/Feb 2009 (23) and c) that Morfa Junior and Infant School was going to close in Sept 2008 as this was planned for later next year due to WAG statutory requirement (187). This resulting in an increase of the number of school places removed as a result of MEP by 804. The MEP will be reviewed & future targets adjusted accordingly. Targets are set based on proposed rationalisation during the year and dependent on MEP Programme.																

Delete

0

Table 5b – Schools Modernisation 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%	100%	☺	constant	100%	x	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.	10.0 days	12 days	26.9 days	☹	X	Not available				
1.3.2.16	% of Return to Work Interviews conducted	Not available from Resource Link									
d. Service Asset Mangement Plans											

Table 5c - Measurement Summary

Balanced Suite of Measures ?

	Use or Resources Perspective				
	Customer /Service Outcomes perspective	Quality of Service and Operational effectiveness	Accessibility Perspective	Financial Perspective	People and Capability Perspective
	No. of measures used	No. of measures used	No. of measures used	No. of measures used	No. of measures used
Objective 1					
Objective 2	1				
Objective 3					
Objective 4					
Objective 5					
Objective 6					
Total	1				

Note: You do not have to have measures in all boxes