

SERVICE PLAN PROFORMA – 2006/07Date: 15.11.05
Version No.**CABINET PORTFOLIO:** Children's Services**SERVICE PLAN AREA:** Management and Support**A. Key Lead Cabinet Member Policy Steer for this area:**

- Secure further improvement in the quality of leadership and management of schools
- Improve access to services, particularly in the rural area, and promote equity and equal opportunity
- Develop and maintain an effective strategy to support vulnerable teenagers
- Further develop arrangements for consulting with service users, and involving children and young people in service development
- Promote healthy lifestyles, through the promotion of healthy eating and the attainment of the Healthy Care Standard and Healthy Schools' Standard

B. Resources**1. Current net 2005/06 Budget (broken down by sub-divisions of main service area):**

			Schools Budget	CSA
Figures after base budget adjustments include apportionment of Children's & Families support services	£'000	£'000	£'000	£'000
Senior Management Team and Secretariat		687	73	614
Finance				
Finance Team	643		117	526
FE residual and other pensions	168			168
Schools contingency	138		138	
Miscellaneous insurances	132		132	
Schools Forum	6		6	
		1,087		
School Library Service		35	35	
Contracts Management				
Contracts Management Team	444		70	374
Joint use sports facilities	429			429
Grounds maintenance	175			175
Building cleaning	47			47
Departmental furniture and equipment	69			69
School security	16			16
		1,180		
School Meals		(196)		(196)
PFI		157		157
Service Level Agreements inc accommodation		3,489	276	3,213
Support staff training, health & safety and other personnel budgets		154		154
Early retirements/redundancy		1,616		1,616
Planning & Performance Management		2,091	460	1,631
Safeguarding (including Child Protection Officer)		846		846

Dedicated Schools Grant for central Schools Budget		(24,860)	(24,860)	
Teacher pay reform funding (to be allocated across teams)		335	253	82
		(13,379)	(23,300)	9,921

2. Current Budget by Type:

	£'000
Employees	6,154
Premises	787
Transport	54
Supplies & services	10,880
Agency & contracted services	517
Transfer payments	0
Internal recharges	4,566
	Gross expenditure
	22,907
Income	36,337
	Net expenditure
	(13,379)

3. Current FTE staff numbers:

(a) Planning and Performance Management: 23.3

(b) Finance: 29.5

(c) Contracts Management: 30.0 (excluding operational catering)

(d) Safeguarding: 15.0

Total: 97.8

4. Currently assessed Standstill Pressures over the next 3 years:

	<u>06/07</u> <u>£000</u>	<u>07/08</u> <u>£000</u>	<u>08/09</u> <u>£000</u>
Inflation	(365)	(387)	(407)
Other Standstill			
Assumed increase in DSG to cover cost of 3 & 3 year old places	(1,064)	(1,707)	
Total Standstill Pressures	(1,429)	(2,094)	(407)

5. Other Financial Risk and Pressure Areas over the Medium Term:

	<u>06/07</u> <u>£000</u> CSA Budget	<u>07/08</u> <u>£000</u>	<u>08/09</u> <u>£000</u>
CSA contribution to local Safeguarding Board (formerly ACPC)	35		

C. Performance

1. Current Relative/Comparative Performance based upon 2004/05 Outturn:

(a) Planning and Performance Management

- CSCI/OFSTED judged the authority's performance management systems to be robust (August 2005)
- Schools Survey in 2005 showed significant improvements in the perceived effectiveness of the authority's strategy for data and for managing data and information but perceived decline in the quality of data on pupil performance, quality of the Extranet and support to make schools better purchasers of traded services
- The proportion of interactions delivered electronically increased significantly

(b) Finance

- 100% of schools bought into Financial Services in 2004/05 with very good customer satisfaction feedback from sample group of schools
- Schools Survey in 2005 shows that East Sussex schools rate the quality of financial support and advice as between good and very good with a % improvement over the 2004 survey score
- Reduction of £1.1m in school deficits as at 31/3/05 compared to previous year achieved through use of Transitional Grant and proactive support and challenge to schools
- Substantial support provided to two schools in special measures where delegation was withdrawn

(c) Contracts Management

- No discrete performance indicators

(d) Safeguarding

- Unit provides a monitoring and scrutiny function: performance is currently high
- Specific PIs that relate to its particular areas of work include: Child Protection reviews on time, currently performing at between 99 and 100% with a target of 100%; and LAC reviews on time, where performance is between 90 and 95% with a target of 95%
- Similarly, all of the residential units are currently performing well and managers are assisted in this by information provided to them by the arms-length inspection of the service

2. Assessment of Relative/Comparative Performance by the end of 2005/06:

(a) Planning and Performance Management

- Schools' perceptions of Ezone unlikely to improve significantly until Sept 2006
- Progress on department's contribution to BV 157 will continue
- Priority will be given to schools' perceptions of the quality of pupil data

(b) Finance

- Continued high level of buy-back (100%) in 2005/06
- Improvements in financial governance following major initiative with school governors

- Increased awareness and understanding of new Government funding arrangements as result of substantial analysis plus briefing for members, heads and governors.

(c) Contracts Management

- Roll out of EBP in February 2006 should place dispersed procurement efficiency close to points of need and reduce duplication of some tasks allowing the reduction in scale and cost of the central CMT SAP team
- A new grounds contract may bring a standstill price or, on the best scenario, may provide a small reduction in cost to the Council

(d) Safeguarding

- Performance in the unit continues to be good despite significant pressures due to staff ill-health and staff moving to new jobs – end of year performance on the above indicators is likely to be on target

3. Potential Local Area Agreement (LAA) Priorities/targets

- None directly but potentially indirect support across the department

D. Key Improvement Aims and Actions over the Medium Term:

(a) Planning and Performance Management

- Improve communications through redevelopment of Ezone
- Make further reductions in administrative burdens on schools by use of automated and streamlined business processes
- Develop and improve integration of management information systems
- Further develop data analysis by local area and vulnerable groups
- Improve quality and focus of data supplied to schools
- Improve customer access through creation of Children's Services contact centre.

(b) Finance

- Implement SAP interface in schools as a means of delivering efficiency savings in central processes and improving timeliness of financial information
- Improve financial management in schools through high level central monitoring using SAP and develop training and advice to heads, bursars and governors in order to achieve the new financial management standard
- Improve budget management of both capital and revenue budgets using the SAP facilities so that significant variances are identified early and corrective action taken

(c) Contracts Management

- Continue to review of needs of the central SAP team to reflect the skills in the dispersed buying community
- Review the extent of the administration support to corporate contracts and consider the transfer of processing responsibility to contractors

(d) Safeguarding

- Continue to provide good detailed performance and quality assurance information to service managers

- Streamline data production and ensure that all social care data is provided by carefirst
- Integrate the LAC and CP reviewing system to ensure greater flexibility in staff use
- Centralise some data inputting to improve data accuracy

E. Key Risks to delivery of policy steers in short term

(a) Planning and Performance Management

- Significant reduction or loss of funding for ICT investment
- Ability of CRD ICT to provide high quality project management, business analysis and system development services
- Corporate ability to develop underpinning technologies, e.g. CRM system, e-forms.
- Loss of key specialist staff from Performance Improvement area.

(b) Finance

- Recruitment and retention of appropriately qualified and experienced finance staff
- Increasing complexity and changes in education funding arrangements and new government initiatives, diverting time and resources from tackling other priorities

(c) Contracts Management

- Insufficient resources available to effectively and efficiently deliver the current and next phases of SAP procurement for the department
- Support to contract administration at risk leading to less efficient procurement and achievement of the procurement savings targets

(d) Safeguarding

- Reduction in the level of staffing - all staff are working at full capacity
- Ability to provide development opportunities to ensure that staff, many of whom are very experienced and have been in post for some time, do not become stale or over-loaded
- Ability to develop the unit further as a result of the merger with Education performance staff to improve efficiency and achieve potential savings

F. Efficiency and other savings

Over recent years differential savings have been part of the budget setting process and that is likely to continue. Indeed, reliance on improved efficiency to meet increasing service demands will grow. These will now also be subject to external audit.

1) Efficiency Savings in 2004/05 and 2005/06

Description	£k	Shown in AES	Comments inc whether it leads to spending reductions (referred to as 'cashable' by Government).
<u>2004/05</u>			
Cognitive Ability Tests – alternative data to be used as basis for distributing resources	21	Yes	Cashable

Central education teams (SLAs)	152	Yes	Cashable
Total 2004/05	173		
<u>2005/06</u>			
Policy, Performance and Review – reductions in ICT, S&S and staffing	50	Yes	Cashable
SLAs with central departments	50	Yes	Cashable
ICT Developments	45	Yes	Cashable
Reduction in PA support to SMT	36	Yes	Cashable
Early retirements	22	Yes	Cashable
Finance Team – introduction of SAP	21	Yes	Cashable
Contracts Management – reduction in staff	8	Yes	Cashable
Staff Training	7	Yes	Cashable
Total 2005/06	239		

G. Responding to the initial Financial Guidelines for 2006/07 onwards

1) Plans for internal reinvestment within Portfolio (net nil effect)

	<u>06/07</u> <u>£000</u> CSA Budget	<u>07/08</u> <u>£000</u>	<u>08/09</u> <u>£000</u>
Savings			
Shorter term support for security emergencies in schools (75% reduction)	12		
Departmental furniture and equipment (29% reduction)	20		
Reduction in PFI contingency to cover professional property, legal and financial specialist support (25% reduction)	40		
Total	72		
Reinvestment			
Costs of SAP Team to ensure corporate standards achieved	72		

2) Efficiency and VFM Savings – towards RPR&R (to be included in AES as ‘cashable’)

	<u>06/07</u> <u>£000</u> CSA Budget	<u>07/08</u> <u>£000</u>	<u>08/09</u> <u>£000</u>
Reconfiguration of business support services: assume saving of 20% of transferred disaggregated budget (or 5.8% of combined budgets)	120		
Rationalisation of accommodation (saving = 8% of budget)	50		
Management savings on in-house catering operations	3	2	
Total	173	2	

3) Efficiency improvements planned which would not count towards RPR targets (to be included on AES as “non-cashable”) e.g. Improvements in unit costs due to higher volumes.

Details	<u>06/07</u> <u>£000</u>	<u>07/08</u> <u>£000</u>	<u>08/09</u> <u>£000</u>

4) Contribution from income generation opportunities

Details	<u>06/07</u> <u>£000</u>	<u>07/08</u> <u>£000</u>	<u>08/09</u> <u>£000</u>

Income Generation (supporting information to G (4) above – list i) in all areas in which charges / income are currently generated and details of proposed changes. Also list ii) areas where consideration has been given to raising income (on-going or one off) and known comparison with other similar authorities.

5) Other Savings – list actions and impacts and risks arising (including on the delivery of policy steer), of other savings proposals required to achieve set guidelines

	<u>06/07</u> <u>£000</u> CSA Budget	<u>07/08</u> <u>£000</u>	<u>08/09</u> <u>£000</u>
Policy, Performance and Review – risk of reduced level of response to customer enquiries (2.6% of staffing budget)	17		
Reduce ICT development budget by 6% – slower rate of development. Risk is a decrease in departmental efficiency.	14		
Efficiencies in cleaning services and grounds maintenance (12% reduction)	27		
Further 40% reduction in departmental furniture and equipment – expenditure to be	26		

met by individual sections			
Reduction in SLAs (1.6%) – Central departments will need definition of what service will not be required	51		
Saving on Joint Use facilities (4.2%)	18		
Further reduction in PFI (12.7%) – Removes contingency to cover professional property, legal and financial specialist support. Risk that schools will be required to meet operational variations with impact on their budgets.	20		
Pensions: 8% saving on uncommitted budget would be achieved by reduction in provision for redundancy and early retirement with impact on schools who, following changes in the regulations, will have to make provision from within their own delegated budgets	23		
Reduction in Safeguarding monitoring and inspection arrangements – risk to consistency and quality of reports and consequently CSCl view of our internal monitoring.	25		
Support staff training – 4% reduction would set restrictions on the amount of training that can be accessed per annum by individuals and sections	2		
Total	223		

H. Overall Summary of Financial Savings Impacts for 2006/07

	06/07 £000
Efficiency/VFM	173
Income Generation	-
Others Savings	223
Surplus compared to target	n/a

I. Efficiency/Productivity

For this service area please provide answers to the following questions:

- How do you know your specific service area is productive and efficient? (I.e. how do measure productivity, evidence from re-tendering exercises, benchmarking information etc).**

(a) Planning and Performance Management

- Volume productivity figures and unit costs are not easily available, so service effectiveness is largely judged on the results of a customer satisfaction survey – the Audit Commission annual survey of schools,

benchmarked against other authorities where such data is available.

(b) Finance

- Nature of the work does not lend itself to volume measurements, so effectiveness is measured by sales of services to schools and Audit Commission annual survey of schools.

(c) Contracts Management

- All significant service packages are managed in line with Contract Standing Orders with tenders and competitive quotations sought as appropriate.

(d) Safeguarding

- Performance within the unit is benchmarked by keeping monthly statistics
- Outputs are benchmarked against comparator authorities and national data: performance is in the top centiles
- In terms of costs of the service, comparisons with similar local authorities show fewer reviewing officers delivering higher levels of service

2. How does the productivity and efficiency of your service compare to that of other organisations?

(a) Planning and Performance Management

- Unit costs of this service are estimated to be broadly in line with other central management functions of the CSA, the costs of which are below the average for county councils
- The median number of staff in County Council Performance and Information Units is 7.5 (with a range from 2 to 21.7), compared with 6.0 f.t.e. in East Sussex [Survey of LEA Research, Statistics and Management Information Services, EMIE/NFER, May 2004]. This represents 80% of the median number of staff compared with the total population of East Sussex which is 73% of that of the average county

(b) Finance

- No national or benchmarking club statistics are available: comparisons with other local authorities education finance staffing structures indicate staff numbers and grades probably at or below average

(c) Contracts Management

- No recent benchmarking has been undertaken. Like for like comparisons are difficult because most authorities differ in the depth and breadth of their support team roles. From discussions with neighbouring authorities the general trend is to have small, dedicated specialist teams (as in ESCC) that appear to be of similar relative scale.

(d) Safeguarding

- Data show high performance both in terms of productivity and outputs
3. Which areas do you regard as being the most productive or efficient, and why?

(a) Planning and Performance Management

- Data collection, and managing information and data: evidenced in schools' perceptions (second quartile nationally; all statutory requirements met)

(b) Finance

- Core financial processing (budget preparation, accounts etc) due to experienced and relatively stable staff

(c) Contracts Management

- Cleaning and Grounds services as they regularly receive better than 'satisfactory' responses from customers in performance surveys covering responsiveness and technical knowledge

(d) Safeguarding

- The LAC reviewing officers who have taken over responsibility for all LAC reviews with no additional staff

4. Which areas do you regard as being the least productive or efficient and why?

(a) Planning and Performance Management

- Electronic communication through the Extranet for schools. The technology that underpins Ezone is outdated and is essentially a manual process. This causes inefficiency in maintaining and updating the content. The system is not easy to use and appears outdated to users, causing user perceptions to slip (as evidenced in the Audit Commission's school survey). A development programme is underway which will go live in September 2006.

(b) Finance

- Financial information flows with schools: the schools accounting system is not linked electronically with the County Council so double handing of data and substantial manual intervention is needed

(c) Contracts Management

- Administrative support to service areas as the team has had to respond to new major demands of the new SAP system and time has not been available to fully support all the other core areas against the SAP corporate priorities

(d) Safeguarding

- The Softbox data base which has just been replaced and was labour intensive and inefficient

5. What are the main barriers to improving productivity or efficiency?

(a) Planning and Performance Management

- Lack of service metrics or systems to gather them e.g. handling and recording of customer enquiries which could be systematised by means of a contact centre
- Availability of skilled CRD staff for MIS development projects

(b) Finance

- Having two accounting systems
- Constant changes in government requirements: for example, practically annual changes in the detail of information returns means automation is not cost effective

(c) Contracts Management

- Still awaiting Steady State in SAP and the consequences of the roll out of EBP in 2006

(d) Safeguarding

- Time to implement some of the necessary changes in systems for delivery of data information

6. List the key unit costs you manage and monitor in respect of productivity and efficiency and show how that has changed over recent years.

(a) Planning and Performance Management

- No data available

(b) Finance

- No data available

(c) Contracts Management

Developments in managing unit costs are as follows:

- Cleaning unit costs have recently moved up in a step increase in line with sector inflation rather than the contract inflation index; productivity from the new contractor is very good.
- Grounds unit costs have generally kept in line with the contract inflation index with good performance.
- School Meals unit costs have been affected by recent media and government pressures and are more fluid than is desirable. Productivity has increased with changes/improvements to the service in response to the pressures for more fresh produce and less reconstituted products.
- In the support team, productivity/efficiency in the central procurement area

(SAP Team) has increased dramatically over the last 15 months. Efficiencies have been gained by holding posts vacant/filling with part time roles. Further efficiencies are expected in the next stages of the integration exercise.

(d) Safeguarding

- No key unit costs managed

7. Are you satisfied that the actions identified in the Council's published Annual Efficiency Statement, in respect of this service area, are being progressed satisfactorily?

2004-05

Yes: for example, CAT tests discontinued – alternative data sources in use

2005-06

Yes, areas listed in Table above (Section F) are being satisfactorily progressed.

8. From your service planning to date, have you identified opportunities for better productivity and efficiency over the medium term (including better management of the growth of costs which might otherwise occur)?

(a) Planning and Performance Management

- Opportunities for greater efficiency and economies of scale will come from integrating similar functions previously separate in education and children's social care
- Improvements to business processes – e.g. automation of currently paper based processes and customer self service using e-forms, improved management of customer contacts through service hub facilitated by e-business/ICT investment.

(b) Finance

- Scope for efficiency savings will be investigated as new SAP interface is developed with schools

(c) Contracts Management

- There are opportunities to rationalise specialist service team management with more generic 'contract management' support, but the programme for change needs to take into account the development of SAP roles for the team and the integration with common activities in Children's and Families division

9. In respect of this service area how would you respond to the follow challenging question?

“ Could this service be delivered more productively or more efficiently in some other way or in combination with partners or by someone else?”

(a) Planning and Performance Management

- Detailed data analysis on school performance is increasingly produced by central government
- E-business services are already delivered in the main by a centralised corporate function
- Customer Services (contacts, complaints and information provision) is best retained in the department – this is corporate policy

(b) Finance

- Schools have the ability to buy services elsewhere and competitors have been offered the opportunity to participate in trade fairs – schools nevertheless continue to buy back at 100%

(c) Contracts Management

- Much of CMT's work is as expert agent for others in a range of service specialisms; the opportunity for more productive and more efficient models of delivery will be investigated in the next stages of the integration process

(d) Safeguarding

- The merger of the Education performance section and the Children's Social Care quality assurance section will provide opportunities to improve the service and increase efficiency

10. What are your views on the CPA VFM Self Assessment as it relates to this service area? (if appropriate).

- The Finance Team supports the VFM agenda throughout the department. The CPA VFM self-assessment is therefore highly relevant to this area. There will be potential applications across Management and Support as services are reconfigured.

J) 'Invest to Save' bids and use of one-off resources.

1.	Do you have any suggested 'invest to save' bids which would deliver significant productivity and efficiency improvements in the future? None
2.	Do you have any bids for one-off resources which would deliver. a) significant ongoing productivity or efficiency improvements, and/or b) significant advance on policy steer without generating on-going commitments, and/or c) significant ongoing mitigation in a particular risk area. None