



Report of the Director of Education

Governance & Audit Committee – 27 September 2022

Education Directorate: Internal Control Environment

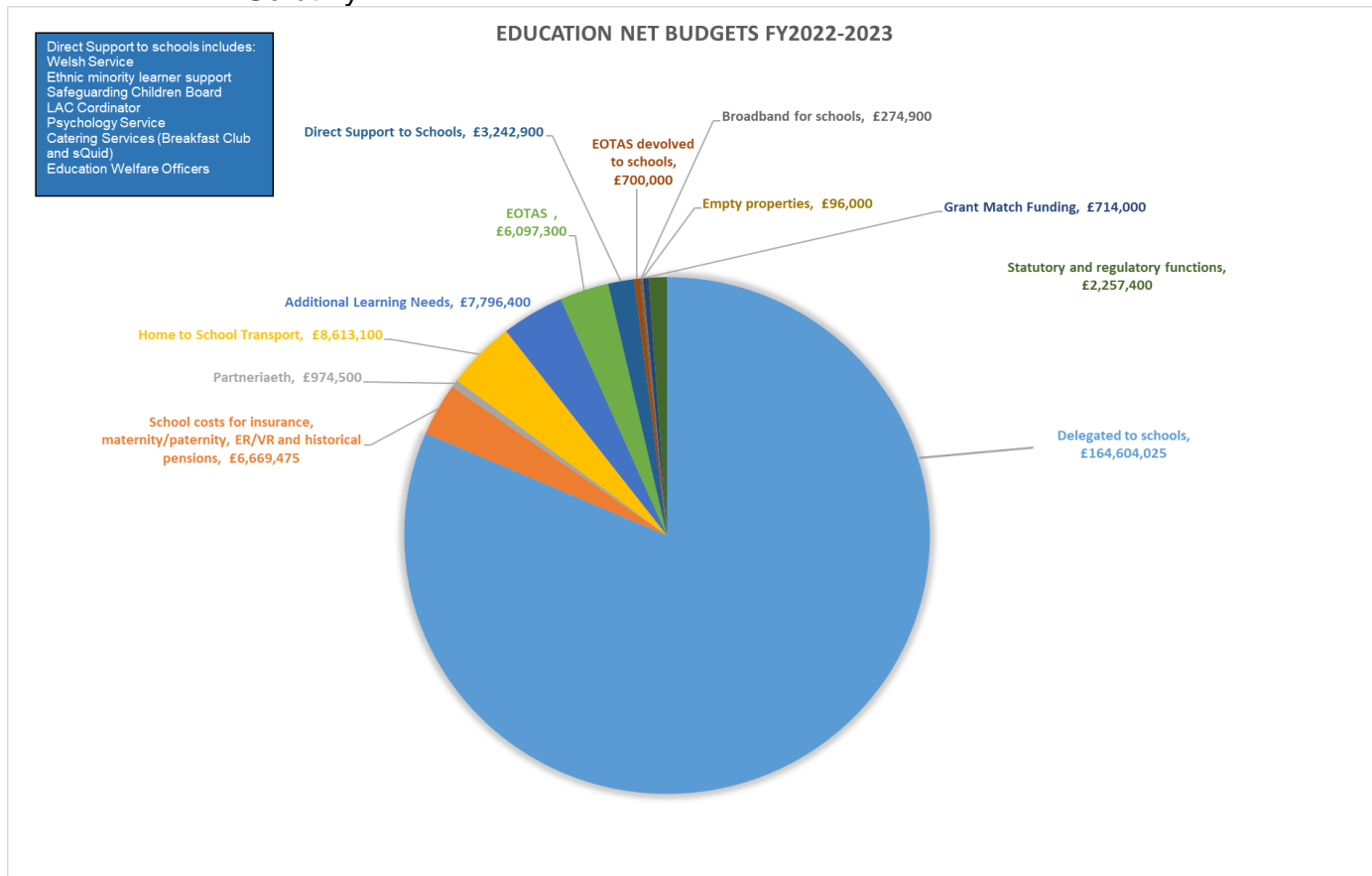
2022/2023

Purpose:	The report presents the Education Directorate control environment, including risk management, in place to ensure functions are exercised effectively; there is economic, efficient and effective use of resources, and; effective governance to secure these arrangements.
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For Information	

1. Background and Key Points

- 1.1 The pie chart below shows a broad break down of the Education Portfolio Budget and key points to note include the:
- Level of delegation of funding and responsibilities to schools, which now hold the bulk of the available funding, and the fact that they determine their own spending priorities and the services they choose to 'buy back'
 - Continuing relative prioritisation of the delegated budget
 - Significant areas of pupil specific support within the remaining non-delegated budget which are inherently volatile and demand-led
 - Significant potentially time-limited external funding streams
 - Significant capital investment programme
- 1.2 The assurance framework includes the following key elements:
- Clear strategies, objectives and linkages with:
 - Corporate and other statutory plans

- Business planning/operational plans
- Robust risk management through:
 - Mapping, monitoring, mitigation and escalation of risks
- Tight internal controls consistent with:
 - Scheme of delegation
 - Standing Orders/Financial Regulations
 - Performance and Financial Monitoring (PFM)
- Reassurance through:
 - Audit
 - Scrutiny



1.3 Key aspects of the authority oversight of schools' financial arrangements include:

- Reviewing schools' budget plans; - through **School Improvement Advisers** and accountancy staff/Primary Support Officers (PSOs)
- Conducting high level monitoring of school budgets; - as **part of PFM mechanism**
- Agreeing a deficit reduction programme with schools in deficit; - **S151 Officer approval required**
- Challenging excess surplus balances held by schools without good reason; - a clear process is followed as **set out in the Scheme for the Financing of Schools**

- Planning and conducting an audit programme for schools; - **action plans require confirmation that report has been considered by Governing Body**; and
- Intervening in schools causing financial concern; - **in accordance with regulations regarding the process to be followed**

1.4 School Audits:

- The overall picture is a positive one in terms of working in partnership with schools and the outcomes of audits and thematic reviews
- It remains the case that the most effective and robust controls generally exist where there is ownership of the issues and of the need for robust financial procedures by schools

1.5 Key aspects of the Education Directorate's arrangements include:

- Cabinet Member briefing
- Senior Leadership Board (SLB) and Management Team (EDSLT)
- School Issues/Schools Causing Concern
- Performance management and budget monitoring (PFM)
- Performance appraisals
- A robust internal control framework with:
 - Clear roles and responsibilities
 - Clear and effective authorisation processes
 - Robust and complete policies and procedures
 - Robust monitoring, reporting and reviewing arrangements
 - Timely identification and mitigation of control weaknesses
 - Staff awareness of procedural rules
 - Promotion of an anti-fraud culture

2. Risk Management and business continuity

2.1 Risks within Education are promptly identified and managed at appropriate levels (corporate, directorate, service, programme/project), and as far as possible mitigated, as part of the service review and planning cycle processes and ongoing self-evaluation. Monitoring is conducted through the Directorate performance management and reporting mechanisms at PFM, SLB and EDSLTT meetings and programme/project boards with risks escalated as appropriate (with particular focus on 'red' risks).

2.2 The corporate online system is used for documenting and managing risks and all risks are evaluated and RAG rated (based on likelihood and impact) and updated at the end of each month. The risk management process is reported to the Audit Committee regularly. It is an expectation that the Education Directorate is fully compliant with reviewing control measures, risk wording and risk level each month as part of a joined-up approach, particularly with Social Services (e.g., looked after children) and Place (e.g., business continuity and asset management issues). Education has responded to the need to improve the quality of control measures with the risk register.

- 2.3 Programme and project level risks associated with the Quality in Education (QEd)/Sustainable Communities for Learning Programme are managed via mature programme and project risk management processes in line with corporate requirements and the Welsh Government's grant conditions and gateway review recommendations.
- 2.4 Integrated Impact Assessments (IIAs) are required for the decision making at Cabinet (the executive level). If EDSLT identify a policy, change or review that requires a Cabinet decision then an IIA must be completed at the inception stage.
- 2.5 Areas of greatest assessed risk currently include:
- Lack of coherence between growing national expectations and core funding settlements
 - Base funding is required rather than ad hoc WG grant initiatives
 - Lack of capacity and resilience across Directorate
 - To maintain core statutory and regulatory duties
 - To respond to growing demands
 - Lack of capacity across wider Council services and the construction industry itself with the growing scale of capital investment opportunities

3. Performance management/KPIs

- 3.1 Education has a set of high-level strategic priorities that are reviewed on an annual basis, in consultation with EDSLT. In addition, the Directorate has three overarching Service Plans, one per Head of Service, updated annually at the end of each financial year in line with corporate planning requirements. Priorities identified in the Corporate Plan 2022-2023 [Corporate plan - Swansea](#) are reflected in, addressed and delivered through Education's Strategic Priorities, Service Plans and Team Improvement Plans. Team Improvement Plans are refreshed at the start of each academic year and are reviewed on a termly basis. Each quarter, the Director of Education reports to the Corporate Management Team (CMT) on progress of the Heads of Service plans, and their constituent Team Improvement Plans if relevant to the Directorate's high-level priorities.
- 3.2 As well as the annual cycle of planning and reporting, there is an internal five-year plan that is reviewed after two academic years. The high-level internal plan is called [Abertawe 2023](#) and is drawn up in consultation with headteachers to ensure visibility on key priorities, the enabling factors required to deliver priorities and the shared vision for education in Swansea. The current document is subject to review during academic year 2022-2023 and will result in Abertawe 2027.
- 3.3 As well as the corporate requirement to hold monthly PFM meetings, Education has weekly Strategic Leads Board (SLB) meetings and monthly Education Directorate Senior Leadership Team (EDSLT) meetings. Through these, the progress and impact of service delivery is reported on and monitored. SLB is a key conduit for directorate decision making. EDSLT is a key conduit for integration across the directorate.

- 3.4 Each EDSLTL manager provides a half-termly report to the EDSLTL meeting, the report highlights key successes, challenges, and a forward look on delivering the team's improvement plan. Plans are in place to reduce the reporting cycle to quarterly frequency. Issues are highlighted and risks are discussed in one-to-one meetings with line managers. If a risk (something that could happen) cannot be mitigated easily or an issue (something that has already happened) cannot be resolved easily then matters must be escalated to the Head of Service to be included on the corporate risk register that has three layers starting with service risk, then directorate risk and finally corporate risk. At the end of each reporting segment, each EDSLTL manager provides a summative position on their team's improvement plan.
- 3.5 Each member of staff receives an annual appraisal each September, which includes reviewing progress of the previous year's objectives, and development/training plans and objectives are set based on their contribution to delivering their Team Improvement Plans' objectives for the coming year. Informal mid-year reviews are conducted half yearly in April and can be part of the monthly one-to-one meeting between managers and their direct reports.
- 3.6 EDSLTL managers and team leaders hold regular meetings with their teams, where progress against key priorities and targets are discussed and staff are given the opportunity to raise risks and issues and hear wider directorate and corporate communications. All staff have regular one-to-one meetings with their managers/team leaders for performance monitoring and pastoral support.

4. Planning and decision making

- 4.1 The Education Directorate has robust monitoring and management structures, processes and practices in place, to appropriately review delivery against planned targets and outcomes, and to monitor and manage all aspects of financial, performance and service delivery risk.
- 4.2 The diagram in Annex 1 shows the overall governance in terms of management structure and key groups which Education officers lead and/or participate in and use to support co-production as well as consultation. The management structure has clear functions with terms of reference available for Strategic Leads Board (SLB), PFM (Performance and Finance Management) and EDSLTL (Education Directorate Senior Leadership Team) – see Annex 2 for current documents (that will be reviewed at the start of the new academic year).
- 4.3 Overall leadership and strategic governance is provided by SLB which meets weekly and is comprised of the Director of Education and Heads of Service. In addition, fixed term associate membership to SLB is offered to support resilience and develop leaders. Operational delivery of education services is managed by Heads of the nine Service Teams.

- 4.4 SLB along with the Heads of Teams comprise Education's Senior Leadership Team (EDSLT) which meets monthly.
- 4.5 In addition, Education Directorate officers lead and/or participate in several key strategic and stakeholder/consultative/co-construction and partnership groups.
- 4.6 The governance structure along with robust planning, monitoring, review and risk management practices ensures sound planning and decision making, performance and financial monitoring and robust consultative/partnership activity, as well as integrated and collaborative ways of working.

5. Budget and resources management

- 5.1 In line with corporate requirements, the Education Directorate holds Performance and Financial Management meetings (PFM). This group monitors the progress of and addresses any issues:
- Team Improvement Plans, objectives and targets
 - Key performance indicators (KPIs)
 - Corporate, directorate and service risks
 - Capital and revenue budgets
 - Freedom of Information Act (FOI) requests; Subject Access Requests (SAR) and complaints
 - Directorate's sickness levels
 - School senior management absence
 - Cases of fraud
 - Headcount reductions
 - Procurement and financial controls
 - Termly and annual reports on safeguarding in schools and the Directorate
 - Preparations for, and actions arising from, local authority inspections/regulatory activity

6. Fraud and financial impropriety

- 6.1 The assurance framework and robust internal controls set out in this report provide a solid foundation for the continuing promotion of an anti-fraud culture within the Education Directorate and for any matters of concern to be identified and confidently raised by staff.

7. Compliance with policies, rules and regulatory requirements

- 7.1 The assurance framework and robust internal controls set out in this report provide a solid foundation for ensuring compliance with policies, rules and regulatory requirements within the Education Directorate. Periodic reminders are given to managers and team members and re-emphasised in any training opportunities.

8. Programme and project assurance

- 8.1 As previously highlighted, programme and project level governance and risks associated with the Quality in Education (QEd)/Sustainable Communities for Learning Programme are managed via mature programme and project risk management processes in line with corporate requirements and Welsh Government grant conditions and gateway review recommendations. Governance arrangements are shown in more detail in Annex 3, both in relation to pre-construction/business case development as well as the construction stage of projects.
- 8.2 The governance of the programme and the detailed business cases required to access the available capital investment funding streams are rigorously scrutinised by Welsh Government officials and consistently positive feedback has been received.

9. Internal controls

- 9.1 Key elements of the internal control framework include:

- Clear roles and responsibilities
- Clear and effective authorisation processes
- Robust and complete policies and procedures
- Robust monitoring, reporting and review arrangements
- Timely identification and mitigation of control weaknesses
- Staff awareness of procedural rules
- Promotion of an anti-fraud culture

- 9.2 Internal controls compliance is assured through:

- Performance and Budget Monitoring and robust action, reporting and escalation
- Internal Audit Assurance
- Senior Management Assurance Statements
- Risk Management/Data Security
- Programme/Project Assurance

10. Data security

- 10.1 The Directorate manages high levels of personal information, and statutory requirements are such that this information needs to be routinely used to inform reports, assessments and plans. The consequences of any inadvertent data breach are always serious.
- 10.2 The processes for monitoring and reporting breaches are well established across the Directorate, as are the processes for learning from any such breach. Officers collaborate closely with the council's Data Protection Officer to ensure that any lessons learned from breaches anywhere in the council and beyond are used to continually improve our processes.

10.3 Arrangements are in place and monitored at PFM and officers are appropriately trained and reminded of the importance of agreed procedures. This is apparent from the limited number of breaches and issues that have taken place within the Directorate.

11. Partnership/collaboration governance

11.1 Education Directorate officers lead on several key strategic and stakeholder/consultative/partnership groups, to ensure that there is regular engagement and appropriate input from key stakeholders into key planning processes, and to further enhance monitoring of progress and performance. Increasingly, the directorate relies on key delivery partners.

11.2 In all groups, important strategies, challenges and issues are discussed, clear outcomes defined, and actions allocated.

11.3 The principal key strategic and stakeholder/consultative groups which education officers lead and/or participate in are the strategic and consultative groups in the local authority/schools' partnership agreement.

11.4 New regional school improvement partnership arrangements are now in place with Partneriaeth, with appropriate governance and risk management.

12. Integrated Impact Assessment Implications

12.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socioeconomic disadvantage.
- Consider opportunities for people to use the Welsh language. Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

12.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the social, economic, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

- 12.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 12.4 An IIA Screening has been completed (Appendix C) and as there are no specific equality issues relating to this report there is no need to complete a full IIA report.

13. Legal Implications

- 13.1 There are no legal implications.

14. Financial Implications

- 14.1 There are no financial implications.

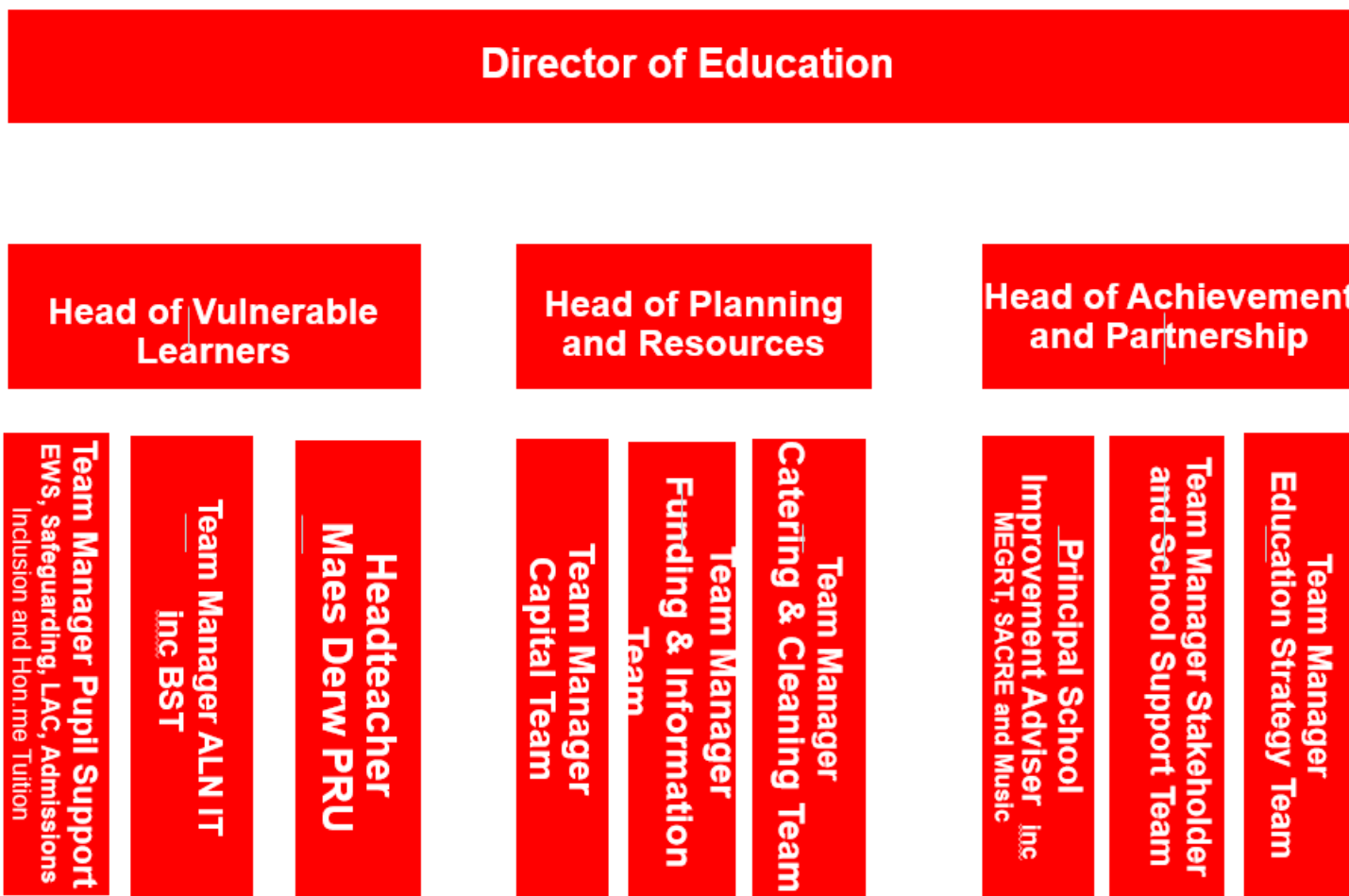
Background papers: None

Appendices:

- | | |
|------------|---|
| Annex 1 | Overall governance in terms of management structure and key groups which Education officers lead and/or participate in and use to support co-production as well as consultation |
| Annex 2 | Current documents (that will be reviewed at the start of the new academic year). |
| Annex 3 | QEd Programme. |
| Appendix A | (Directorate) Corporate and Directorate Risks on a page Report |
| Appendix B | (Directorate) Assurance Map updated |
| Appendix C | IIA Screening |

Education Governance, Consultation and Partnership

Education Directorate SLB and EDSLTL Teams



Key Consultative and Partnership Groups

Joint Finance	Budget Forum	Parent Carer Forum	YCA/Primary Headteachers	SCCASH/ Secondary Headteachers	Cross-phase Headteachers	ALN Cross phase	Partneriaeth Addysg Gymraeg Abertawe (PAGA)
School Improvement Partnership (SIP)	Swansea Skills Partnership (PSA)	NEETS Prevention Partnership (NPP)	Joint Director of Social Services and Education	South-West Wales Education Partnership	West Glamorgan Safeguarding Board	West Glamorgan Partnership Board	Regional Learning and Skills Partnership

Education Directorate Strategic Leads Board Terms of Reference

1. The Education Strategic Leads Board (SLB) consists of:
 - 1.1 Director of Education (DoE)
 - 1.2 Head of Achievement and Partnership Services (APS)
 - 1.3 Head of Education Planning and Resources Service (EPRS)
 - 1.4 Head of Vulnerable Learners (VLS)

2. The role of the SLB will be to:
 - 2.1 provide strategic leadership to the delivery of the Council and Education Directorate priorities
 - 2.2 work within the values and behaviours of the Welsh Government, the regional education consortium, the Council and the Directorate's policies
 - 2.3 lead on the strategic direction for the Directorate and the overall priorities, based on national, regional and local service needs identified and understanding of statutory and other external drivers for change and improvement

3. In line with the Council's performance management arrangements and planning cycle, the SLB will:
 - 3.1 provide strategic direction for service teams to plan, implement and monitor the delivery of service developments and service improvements in line with departmental, Council priorities and external drivers for change
 - 3.2 set targets in conjunction with service and operational team leaders and monitor service performance against agreed success criteria
 - 3.3 monitor and advise on risks and issues which will prevent successful delivery of priorities and services
 - 3.4 provide a key linkage in terms of governance and escalation, between operational monitoring and management and Departmental and Directorate Performance and Financial Monitoring (PFM) processes
 - 3.5 champion projects within the Council's programme and project governance framework
 - 3.6 regularly communicate Welsh Government, regional, Council, Education Directorate and local developments and 'news' to service and group leads

4. Provide oversight to strategic decisions on all non-urgent papers/briefings that are to be discussed at and approved by EDSLTL before circulation to anyone outside the Education Directorate. This includes senior officers or elected members.
5. SLB will:
 - 5.1 monitor performance management issues
 - 5.2 scrutinise departmental issues and feedback comments, issues and suggestions
 - 5.3 influence the corporate delivery programme, agree any actions necessary within service areas to support successful implementation and agree appropriate representation from the Department for corporate reviews and initiatives
 - 5.4 provide strategic overview on issues, key performance trends, external pressures and new drivers
 - 5.5 receive updates on national, regional and Directorate policy and strategic developments that may impact education and/or require cross-departmental working and feedback comments, issues and suggestions
 - 5.6 agree agenda topics in advance for future meetings
6. SLB will meet on a weekly basis. Meetings will be arranged at a time arranged in agreement with the members. The Chair may call additional meetings if required.
7. The position of Chair will rotate between the members of SLB on a timetable agreed by all members.
8. The meeting agenda and papers will be circulated via e-mail at least two working days prior to each meeting.
9. Minutes will be circulated to members of the SLB no later than five working days following each meeting. Meeting minutes will be formally agreed at the start of each meeting.
10. Meeting agendas and papers from previous meetings will be available via the Education Services Unit (ESU).
11. Meeting venues for the following meeting will be agreed at least five working days in advance.
12. All members of SLB will be required to confirm that they do not have any conflict of interest in relation to any matters considered by SLB.

13. SLB will be able to co-opt additional attendees to extend their expertise and/or support priority activities.
14. SLB will be deemed to be quorate when the Chair (on the day), Secretary and 50% (rounded up to a whole number) of the total number of members of the SLB at the time of the meeting are present.
15. Attendance at SLB is mandatory and meetings should be prioritised by members. Unless illness prevents a member from attending, written permission must be sought from the Director of Education should an officer not be able to attend a meeting. If possible, a written update should be provided in lieu of attendance.

Performance and Financial Monitoring

2. Performance and financial management (PFM)

2.1 In line with corporate requirements, the Education Directorate holds Performance and Financial Management meetings (PFM). The purpose and membership of this group is as follows:

Membership of PFM

- Education Directorate's Director and Heads of Service
- Education Directorate's representatives from Finance and Corporate Business Performance Teams
- Education Directorate's Head of Funding and Information Team
- Education Directorate's Head of Performance Team

Purpose

This group monitors the progress of and addresses any issues:

- Team Units' plans, objectives and targets
- Key performance indicators (KPIs)
- Corporate, directorate and service risks
- Capital and revenue budgets
- Freedom of Information Act (FOI) requests; Subject Access Requests (SAR) and complaints
- Directorate's sickness levels
- School senior management absence
- Cases of fraud
- Headcount reductions
- Procurement and financial controls
- Termly and annual reports on safeguarding in schools and the Directorate
- Preparations for, and actions arising from, local authority inspections/regulatory activity

2.2 Notes of current guidance for PFM (set out in 2010/2011)

Introduction

1. This note details the financial management information to be considered by monthly Performance & Financial Monitoring (PFM) meetings in accordance with the terms of reference.
2. The reference to Responsible Officers means Chief Executive, Executive Director, Corporate Directors and Heads of Service. It is the responsibility of Responsible Officers to ensure that all items falling within the scope of this report are correctly identified and reported in the Finance report.

Budget Management

3. Council agrees the overall Revenue and Capital budgets in February each year. The Head of Finance will issue Responsible Officers with detailed

revenue and capital management budgets at the start of each financial year. These management budgets comprise a number of budget lines which are consistent with the broad budget headings agreed by Council. Budget monitoring will be performed against these management budget lines.

4. Subject to FPR 6 , Responsible Officers may authorise expenditure against budget lines falling within their responsibility subject to:
 - compliance with requirements of the Council's Constitution (e.g., Contract Procedure Rules)
 - compliance with financial procedure rules 6 and 7 if relevant
 - the availability of adequate budget to meet the proposed spending
5. For the avoidance of doubt, there is no authority to exceed agreed budgets. Furthermore, it is the responsibility of Directors and Heads of Service (HOS) to ensure that, unless otherwise agreed, offsetting savings are identified to eliminate any overall forecast overspending for the year.
6. Responsible Officers must monitor all budgets falling within their responsibility. Any material forecast overspendings must be highlighted and reported to monthly Directorate Performance and Financial Monitoring (PFM) meetings together with proposals to contain overall spending within the budget agreed by Council. Also see virement below.

Financial Management Information

7. Financial management information will be set out in a pro forma report to PFM meetings each month. The report will include information as described below. The report will be completed as far as possible before the meetings. However, it is unavoidable that some of the detail will be added/amended at the meeting.
8. PFM meeting support officers will co-ordinate the production of monthly reports.
9. Each PFM meeting will minute actions arising from each item in the report.

Part A – Budget Management Information

Financial Overview

10. The first section of the report will include overview comments by (a) the responsible Director and (b) the service accountant. The comments will summarise the overall forecast position for the year and will detail any key actions needed to contain spending within the overall approved budget for the year.

Comments will be provided three working days prior to the meeting.

Forecast Budget Variations

11. The Directorate level summary (form finpfm3 – see appendix B) will detail the budget approved by Council (as adjusted for agreed virement – see below) and current spending forecast for the year.

Service accountants will provide the completed forms 3 working days prior to the meeting

12. The Service Unit level summary (form finpfm4) will detail material forecast variations for the year. What is material will vary from budget to budget but will include:

- all forecast variations over 0.5% or £25,000 (whichever is the lesser) of the service budget
- items of political and / or managerial significance
- budgets which have been the subject of specific spending decisions e.g., a Cabinet report

Service accountants will initiate these forms based on responses to budget monitoring information issued to budget managers. Responsible Officers will confirm the accuracy of the forecasts (including actions to be taken to limit spending) three working days before the meeting.

13. Where it has been agreed by the Head of Finance that a specific overspending will be met from a designated earmarked reserve (including Contingency Fund) then the service budget will be adjusted accordingly.

Budget Virement

14. Following a report to the relevant monthly Directorate PFM meeting, Virement between approved Revenue and Capital budget lines is subject to approval as follows:

Up to £75,000	By Responsible Officer
£75,000 to £150,000	By the relevant Member of the Corporate Management Team
£150,000 to £1 million	By the Chief Financial Officer
Above £1 million	By Cabinet

Virement will mainly consist of agreed transfers between management budget lines but also any:

- increased (or decreased) assumption in relation spending to be financed from specific earmarked reserves
- grant or externally funded schemes (see FPR 7)

15. The monthly report will detail new proposals for virement for consideration at the PFM meeting.

Responsible Officers to provide proposals 3 working days before the meeting.

Contingency Fund

16. Service use of Contingency Fund will be on an exceptional basis and will be explicitly agreed by the Executive Director. Requests to use Contingency Fund will not be considered until all options to make offsetting savings have been exhausted.
17. For 2010/11, this agreement will be mainly limited to the one-off costs of achieving HOS, management and supervision budget savings. Other forecast overspendings will need to be met from existing budgets unless otherwise agreed. All agreed uses of the Contingency Fund will be detailed in the Finance report.

Responsible Officers to provide proposals 3 working days before the meeting.

Progress in Achieving Budget Savings 2010/11

18. The budget agreed by Council on 22/02/10 includes detailed savings proposals of £9.680m. The Finance report will record, progress month by month in achieving the agreed savings. It is the responsibility of Directors and HOS to ensure that savings are achieved. Failure to achieve agreed savings will result in a requirement to identify alternative savings and / or cost reductions elsewhere in service budgets.
19. Management and supervision reductions will be separately tracked and reported - see below.

Responsible Officers to provide an update 3 working days before the meeting.

Progress in Achieving Management & Supervision Reductions 2010/11

20. This section of the report will detail Directorate progress in achieving their £500,000 savings target for 2010/11. If a part year saving (only) is achievable, then other savings must be identified to resolve any shortfall.

Responsible Officers to provide proposals 3 working days before the meeting.

Progress in Achieving the Medium-Term Financial Plan Action Plan

21. Responsibility for achieving then Action Plan has been allocated to specific directorate officers. However, PFM meetings will need to review progress in relation to their areas of responsibility to ensure that due dates and required actions are achieved.

Designated lead officers to provide monthly updates in accordance with a timetable determined by the Business Improvement Board.

Grant / Capital Bids 2010/11

22. The process to be followed in submitting grant / capital bids is set out in accounting instructions. In particular:
 - Financial implications must be clearly set out

- There is certainty of current and future budget provision to meet any Council costs
- All grant applications are processed through Finance without exception.

PFM meetings will review the status of applications to be made in 2010/11 and beyond including the consideration of detailed business cases as required.

Heads of Service to provide updates 3 working days before the meeting

Corporate Project Costs

23. It is important that Directorates track and review the overall cost of major projects falling within their responsibility including allocated budgets and indirect costs however arising. This section of the report will compare the overall agreed budget with the latest forecast of costs. Any significant variations (including funding solutions) will need to be escalated to CMT for consideration.

Heads of Service to provide updates 3 working days before the meeting

Efficiency Savings Achieved to Date – Cash Releasing

24. The Council is required to report efficiency savings to the WAG each year. It is the responsibility of PFM meetings to track and record cash and non-releasing savings in 2010/11.

Heads of Service to provide updates 3 working days before the meeting

Efficiency Savings Achieved to Date – Non-Cash Releasing

25. Similarly, PFM meetings are required to identify and record efficiency savings which have not necessarily resulted in a budget saving. Guidance has been provided on the identification of such savings.

Heads of Service to provide updates 3 working days before the meeting

Part B – Other Financial Management Information

Accounts Payable Statistics (% Achieved)

26. PFM meetings will consider Service Unit performance in achieving payment of invoices within 30 days and utilisation of the ISIS (as opposed to non-ISIS) ordering system.

Finance Department to provide updates 3 working days before the meeting

Accounts Receivable Statistics - Resolution of Disputed Invoices (% Achieved)

27. PFM meetings will consider Service Unit performance in resolving debtor queries within the target of 14 days. Frequently, this target is not achieved resulting in a suspension of normal collection procedures. A listing will be provided each month of debtor invoices in dispute for periods more than 30

days. It is the responsibility of each HOS to promptly address any delays. PFM meetings will monitor the overall Directorate position and agree remedial actions.

Finance Department to provide updates 3 working days before the meeting

Accounts Receivable Statistics - Debts Older Than 60 Days

28. PFM meetings will consider summary information of debts outstanding.

Finance Department to provide updates 3 working days before the meeting

Headcount Reduction

29. Progress in achieving headcount reduction service by service will be considered at monthly PFM meetings. The starting point is staffing levels as of 1st April 2010. The monthly report will show cumulative reductions service by service.

Heads of Service to provide updates 3 working days before the meeting

Education Directorate Senior Leadership Team Terms of Reference

1. The Education Senior Leadership Team (EDSLT) consists of:
 - 1.1 Director of Education (DOE)
 - 1.2 Head of Achievement and Partnership Service (APS)
 - 1.3 Head of Education Planning and Resources Service (EPRS)
 - 1.4 Head of Vulnerable Learners Service (VLS)
 - 1.5 Team Manager Education Strategy Team (EST)
 - 1.6 Principal School Improvement Adviser (SIT)
 - 1.7 Team Manager Additional Learning Needs and Inclusion Team (ALNIT)
 - 1.8 Headteacher of Swansea PRU (PRU)
 - 1.9 Team Manager of Catering and Cleaning Team (CCT)
 - 1.10 Team Manager of Stakeholder and School Support Team (SST)
 - 1.11 Team Manager of Funding and Information Team (FIT)
 - 1.12 Team Manager of Capital Team (CT)
 - 1.13 Team Manager of Pupil Support Team (PST)

2. The role of the EDSLTT will be to:
 - 2.1 support the delivery of the Council and Education Directorate priorities
 - 2.2 work within the values of the Council and the Directorate's expectations and entitlements policy
 - 2.3 input into the strategic direction for the Directorate and the overall priorities, based on local service needs identified and understanding of statutory and other external drivers for change and improvement

3. In line with the Council's performance management arrangements and planning cycle, the EDSLTT will:
 - 3.1 work with operational service teams to plan, implement and monitor the delivery of service developments and service improvements in line with departmental, Council priorities and external drivers for change
 - 3.2 set targets in conjunction with service and operational team leaders and monitor service performance against agreed success criteria
 - 3.3 identify risks and issues that may prevent successful delivery of priorities and services
 - 3.4 initiate projects within the Council's programme and project governance framework
 - 3.5 regularly communicate Council, Education Directorate and local developments and 'news' to operational team leaders and teams

4. EDSLTT will:

- 4.1 identify, discuss and support performance management issues
 - 4.2 receive updates on Council issues and feedback comments, issues and suggestions
 - 4.3 receive updates on the corporate delivery programme and agree any actions necessary within service areas to support successful implementation
 - 4.4 provide feedback from operational service areas (issues, key performance trends, external pressures and new drivers)
 - 4.5 receive updates on new policy and strategic developments for education, training and schools and feedback comments, issues and suggestions, acting as a sounding board and in an influencing role
 - 4.6 receive updates on other Directorate policy and strategic developments that may impact education and/or require cross-departmental working and feedback comments, issues and suggestions
 - 4.7 agree agenda topics in advance for future meetings
5. EDSLTL will meet monthly. Meetings will be held between 10am and 1pm on Monday mornings unless otherwise advised. The Director of Education may call additional meetings if required.
 6. The meeting agenda and papers will be circulated via e-mail at least two working days prior to each meeting.
 7. Minutes will be circulated to members of the EDSLTL no later than five working days following each meeting. Meeting minutes will be formally agreed at the start of each meeting.
 8. Meeting agendas and papers from previous meetings will be available from the secretariat.
 9. Meeting venues for the following meeting will be agreed at least 2 weeks in advance.
 10. All members of EDSLTL will be required to confirm that they do not have any conflict of interest in relation to any matters considered by EDSLTL.
 11. EDSLTL will be able to co-opt additional members and set up sub-groups, for instance to extend their expertise or support priority activities.
 12. Attendance at EDSLTL is mandatory and meetings should be prioritised by members. Unless illness prevents a member from attending, verbal or email apologies should be provided should an officer not be able to attend a meeting. A written update should be provided in lieu of attendance. Nominated deputies are allowed.

