

PORTFOLIO: Education and Skills – Cllr. Mike Appleyard

Responsibilities:

Lead Member for Children, Lead County Council policy with regard to: County Council Maintained Schools, Special Educational Needs, Early Years, Post 16 Education and Training (including Apprentices), Academies migration, Targeted Youth Services and Adult Education.

PORTFOLIO: Children’s Services – Cllr. Angela Macpherson

Responsibilities:

Child Protection, Children in Care, Corporate Parenting, Fostering and adoption, Disabled Children and Youth Offending Service.

SHARED VISION STATEMENT

Education and Skills and Children’s Services

Children and young people are healthy and safe, feel valued and value others, are treated fairly, have lives filled with learning, achieve their potential and are able to enjoy life and to spend quality time with family and friends.

Our services are recognised for improving outcomes for children and young people, for their professional and business-like practice, and for being a good place to work. We have a stable and highly skilled workforce who feel valued and supported by colleagues and other professionals and who spend their time doing the things that are of most value to children, young people and families.

Adult Learning

To enable people, especially the young, to acquire work, language and business sector skills in order to obtain, maintain or progress in employment; help those who failed to obtain English and maths qualifications first time round to achieve their potential; provide learning opportunities that foster health and promote physical and mental well-being. To empower parents to support their children to succeed more effectively by improving their own skills and developing their confidence in their ability to support their children.

FINANCE

Education and Skills

Learning, Skills & Prevention (LA)

Children's Partnership	£747k
Fair Access & Youth Provision	£2,137k
Learning Trust	£3,332k
Management (inc PRC)	£3,346k
SEN (inc EPS)	£1,345k
Prevention & Commissioning	£14,599k

Client Transport (LA)

Adult Social Care	£1,263k
Central Costs	£2,038k
Home to School	£12,935k
Safeguarding	£429k

Education and Skills (DSG)

Fair Access & Youth Provision	£909k
Learning Trust	£4,369k
Management (inc PRC)	£260k
SEN (inc EPS)	£21,841
School & Academy Relationships	£2,006k
Children & Families	£1,096k

Adult Learning (E&S)

The figure shown is Gross funding equivalent to external grant plus customer income. The net budget is TBC.

Children's Services

Learning, Skills & Prevention (LA)

Commissioning	£4,438k
External Placements	£13,478k
Legal	£1,808k

Children & Families (LA)

Family Resilience	£397k
Children in Need (inc CWD)	£7,250k
Children in Care	£2,737k
Care Services	£6,433k
Management & Overheads	£2,860k
Quality, Standards & Performance	£1,638k

Shared Portfolio Objective 1

Portfolio Objective Title	This portfolio objective links to the following strategic priorities & objectives	
	Strategic Priority (s)	
	No.	Priority
To move the balance of our resources towards early intervention and help.	5	To help our children and young people reach their full potential.
	6	To encourage people to do more for themselves whilst providing a safety net for the most vulnerable members of the population.
	7	To provide excellent value for money.
	8	To ensure your local Council and its Councillors protect the interests of Buckinghamshire residents at local, regional and national levels.

Key Projects to achieve objective

Project	Member Lead	Officer Lead	Due Date
Development a coordinated Early Help Offer across Buckinghamshire			
Family Resilience - working together with families to make positive changes to their lives before their problems become too difficult to manage and to prevent or reduce the need for statutory services	Angela Macpherson	Joy Shakespeare	
Families First programme	Angela Macpherson	Joy Shakespeare	
Review of Short Breaks Service	Angela Macpherson	Chris Munday	
Review of Children's Centres	Mike Appleyard	Ben Thomas	
0-2 Attachment pilot	Angela Macpherson	Ben Thomas	
Work with Children's Centres to support parents/carers to equip their children with the skills they need for school such as reading, learning through play and listening to others and to support their children's language development.	Mike Appleyard	Beth French	
To work with parents/carers with below level 2 qualifications whose children are in schools in areas of deprivation, in order to help them support their children and drive up attainment levels.	Mike Appleyard	Beth French	

Performance Indicators					
Indicator Title	Member Lead	Officer Lead	Target 14/15	Target 15/16	Target 16/17
Ratio between £ spend on services making interventions at Tier 1, Tier 2, Tier 3 and Tier 4 (1:2:3:4)	Mike Appleyard & Angela Macpherson	Sue Imbriano	tbc	tbc	tbc
To offer provision in 25 children's centres: Number of parents/carers completing courses of 10 hours or more.	Mike Appleyard	Beth French	100	100	100
To work with 40 schools in deprived areas and the parents with below level 2 qualifications to help them support their children and improve their own skills.	Mike Appleyard	Beth French	450 parents	450 parents	450 parents
Risks					
Risk Title				Untreated score	Target Score

Shared Portfolio Objective 2

Portfolio Objective Title	This portfolio objective links to the following strategic priorities & objectives				
	Strategic Priority (s)				
	No.	Priority			
To help keep children and young people safe and achieve stability.	6	To encourage people to do more for themselves whilst providing a safety net for the most vulnerable members of the population.			
Key Projects to achieve objective					
Project	Member Lead	Officer Lead	Due Date		
Social Care Practice Improvement Programme	Angela Macpherson	David Johnston			
Develop Looked After Children Strategy and related procedures	Angela Macpherson	David Johnston			
Complete review of Fostering model and implement recommendations	Angela Macpherson	Steve Tanner			
Complete review of Adoption model and implement recommendations in line with Adoption Reforms	Angela Macpherson	Steve Tanner			
Implementation of Multi Agency Safeguarding Hub (MASH)	Angela Macpherson	Stephen Bagnall			
Develop and implement Integrated Children with Disabilities Service	Angela Macpherson				
Foster Carer and Adopter Recruitment campaign	Angela Macpherson	Steve Tanner			
Work to reduce Child Sexual Exploitation	Angela Macpherson				
Work to reduce the number of young people receiving custodial sentences.	Angela Macpherson	Pauline Camilleri	March 2015		
Performance Indicators					
Indicator Title	Member Lead	Officer Lead	Target 14/15	Target 15/16	Target 16/17
The average time to permanence for LAC. (basket of indicators)	Angela Macpherson				

The % of LAC for whom a permanent solution is found (permanence) and for whom that same solution remains in place. (basket of indicators)	Angela Macpherson	Stephen Bagnall			
The number of young people receiving custodial sentences per 1000 of the 10-17 year old population in Buckinghamshire.	Angela Macpherson	Pauline Camilleri			
The number of children removed from danger (number of LAC) (basket of indicators)	Angela Macpherson	Stephen Bagnall			
Increase the % of children, or the people working with children, who say [the children are] safer as a result of what we have done for them.	Angela Macpherson & Mike Appleyard				
The average number of social workers during the time in care – the figure when care ends rather than for ‘open’ cases.	Angela Macpherson				
	Mike Appleyard				

Risks		
Risk Title	Untreated score	Target Score

Shared Portfolio Objective 3

Portfolio Objective Title	This portfolio objective links to the following strategic priorities & objectives	
	Strategic Priority (s)	
	No.	Priority
To help prepare children and young people for adult life.	1	To ensure Buckinghamshire has a thriving economy that is creating jobs.
	4	To encourage people and communities to be actively involved in their local area and services.
	5	To help our children and young people reach their full potential.
	6	To encourage people to do more for themselves whilst providing a safety net for the most vulnerable members of the population
	7	To provide excellent value for money.
	8	To ensure your local Council and its Councillors protect the interests of Buckinghamshire residents at local, regional and national levels.

Key Projects to achieve objective			
Project	Member Lead	Officer Lead	Due Date
Bucks Youth	Mike Appleyard	Laura Nankin	
Supported Living	Angela Macpherson	Kathy Forbes	

2 Year Old Provision – development of sufficient places	Mike Appleyard	Jane Nicholls	
Sufficient High Quality School Places	Mike Appleyard	Paula Campbell-Balcombe	
Youth Offending Service	Angela Macpherson	Pauline Camilleri	March 2015
To work in partnership with HR and act as principal training provider for apprentices within the County Council, offering 2 direct placements within the service, thus maximising the opportunity for continued, longer term employment.	Mike Appleyard	Beth French	2014/15 Academic year
Promote to employers and young people the benefits of apprenticeships and offer appropriate training, directly and through sub-contractors.	Mike Appleyard	Beth French	2014/15 Academic year
To offer a range of qualification courses to improve young people's readiness for work, their skills and ability to access and sustain employment, working with the Children and Young People's Service, Job Centres and Connexions.	Mike Appleyard	Beth French	2014/15 Academic year
Offer a countywide adult learning service to foster and promote well-being, collecting fees from those who can afford to pay.	Mike Appleyard	Beth French	Academic year 2014/15
Engagement of adults with learning difficulties and disabilities on provision aimed at maintaining wellbeing and supporting development of independent living skills.	Mike Appleyard	Beth French	Academic year 2014/15

Performance Indicators

Indicator Title	Member Lead	Officer Lead	Target 14/15	Target 15/16	Target 16/17
Sufficiency of places for 2 year olds, for 3 and 4 year olds and school places. (basket of indicators)	Mike Appleyard	Ben Thomas			
The % of pupils educated in schools rated good or better.	Mike Appleyard	Chris Munday			
The % Year 12-14 NEET and unknowns.	Mike Appleyard	John Everson			
The % Year 12-14 NEET and unknowns who are Care Leavers.	Angela Macpherson	John Everson			
The number of young people entering the criminal justice system for the first time as a rate per 100,000 of the 10 to 17 year old population in Buckinghamshire.	Angela Macpherson	Pauline Camilleri			
The percentage of young people reoffending.	Angela Macpherson	Pauline Camilleri			
Measure of schools celebrating non-academic performance	Mike Appleyard				

(basket of indicators)					
The number of targeted young people participating in informal social education projects (basket of indicators)	Mike Appleyard	Laura Nankin			
Quality of Life Indicator					
To provide training support for the Council's apprenticeship programme, principally for 16-24 year old apprentices but also for those taking on new roles who need significant new knowledge and skills.	Mike Appleyard	Beth French	10	10	10
To develop and run in response to the needs of Job Centre clients and in conjunction with the Children & Young People's Service, programmes to prepare young people for work.	Mike Appleyard	Beth French	20	25	30
To provide training support for 16-24 year old apprentices.	Mike Appleyard	Beth French	35	40	45

Risks		
Risk Title	Untreated score	Target Score

Shared Portfolio Objective 4

Portfolio Objective Title	This portfolio objective links to the following strategic priorities & objectives	
	Strategic Priority (s)	
	No.	Priority
To improve education standards for all children and young people.	5	To help our children and young people reach their full potential.

Key Projects to achieve objective

Project	Member Lead	Officer Lead	Due Date
Develop and implement the School Improvement Strategy	Mike Appleyard	Sarah Holding	
Narrowing the Gap	Mike Appleyard	Chris Munday	

Performance Indicators

Indicator Title	Member Lead	Officer Lead	Target 14/15	Target 15/16	Target 16/17
Improving education standards at Early Years Foundation Stage. (basket of indicators)	Mike Appleyard				
Improving education standards at KS1. (basket of indicators)	Mike Appleyard				
Improving education standards at KS2. (basket of indicators)	Mike Appleyard				
Improving education standards at KS4. (basket of indicators)	Mike Appleyard				
The % Year 12-14 NEET and unknowns.	Mike	John Everson			

	Appleyard				
The % Year 12-14 NEET and unknowns who are Care Leavers.	Angela Macpherson	John Everson			
Measure of schools celebrating non-academic performance. (basket of indicators)	Mike Appleyard				
Improving education standards for SEND. (basket of indicators)	Mike Appleyard	Gill Shurrock			
Improving education standards for LAC. (basket of indicators)	Angela Macpherson				
Risks					
Risk Title				Untreated score	Target Score

Shared Portfolio Objective 5

Portfolio Objective Title	This portfolio objective links to the following strategic priorities & objectives	
	Strategic Priority (s)	
	No.	Priority
To be a committed and engaged corporate parent.	5	To help our children and young people reach their full potential.
	6	To encourage people to do more for themselves whilst providing a safety net for the most vulnerable members of the population.
	8	To ensure your local Council and its Councillors protect the interests of Buckinghamshire residents at local, regional and national levels.

Key Projects to achieve objective

Project	Member Lead	Officer Lead	Due Date
Corporate Parenting Strategy	Angela Macpherson		
ECPC	Angela Macpherson	Penny Todd	

Performance Indicators					
Indicator Title	Member Lead	Officer Lead	Target 14/15	Target 15/16	Target 16/17
Improve the quality of education for children and young people for whom we are corporate parent. (basket of indicators)	Angela Macpherson	Penny Todd			
Improve the quality of health care for children and young people for whom we are corporate parent. (basket of indicators)	Angela Macpherson				
The average number of social workers during the time in care – the figure when care ends rather than for ‘open’ cases.	Angela Macpherson	Kathy Forbes			
Number and average length of placements for time in care.	Angela Macpherson				
The % proportion of LAC placed in county.	Angela Macpherson				
Measure of activity/interest of councillors in corporate parenting issues.	Angela Macpherson				
The number of LAC who need CAMHS and cannot get access to CAMHS.	Angela Macpherson				
The % of LAC who have been engaged in design and delivery of services.	Angela Macpherson				
Risks					
Risk Title			Untreated score	Target Score	

Shared Portfolio Objective 6

Portfolio Objective Title	This portfolio objective links to the following strategic priorities & objectives	
	Strategic Priority (s)	
	No.	Priority
To enable children and young people to remain in their family wherever possible.	6	To encourage people to do more for themselves whilst providing a safety net for the most vulnerable members of the population.

Key Projects to achieve objective

Project	Member Lead	Officer Lead	Due Date
Development of CATCH services - provide a range of proactive services to families with children aged 0-11 years (pre-secondary school), to enable children to live safely within their families/communities, wherever possible.	Angela Macpherson	Sarah Harris	
Extend Family Group Conferencing provision	Angela Macpherson	Mary Davern	
Develop and implement LAC Strategy	Angela Macpherson	David Johnston	

Performance Indicators

Indicator Title	Member Lead	Officer Lead	Target 14/15	Target 15/16	Target 16/17
The number of children diverted from care.	Angela Macpherson				
The number of children in Family and Friends placements as a proportion of all LAC.	Angela Macpherson				
The number of LAC successfully returned home.	Angela Macpherson				

Risks

Risk Title	Untreated score	Target Score

Shared Portfolio Objective 7

Portfolio Objective Title	This portfolio objective links to the following strategic priorities & objectives	
	Strategic Priority (s)	
	No.	Priority
To engage children, young people, parents and carers in designing and delivering services.	4	To encourage people and communities to be actively involved in their local area and services.

Key Projects to achieve objective

Project	Member Lead	Officer Lead	Due Date
CYP Residents Survey	Mike Appleyard	Ed Mallam	June/July2015
CYP Participation – enable children and young people to influence and inform the services we provide through a variety of mechanisms and to feedback to them what difference their views have made and why	Mike Appleyard	Simon Billeness	
Social care practice improvement	Angela Macpherson	David Johnston	
Work closely with local communities and residents to design and offer local Adult Learning courses.	Mike Appleyard	Beth French	March 2015

Performance Indicators

Indicator Title	Member Lead	Officer Lead	Target 14/15	Target 15/16	Target 16/17
The % of children, young people, parents and carers who have been engaged in design and delivery of services.	Angela Macpherson & Mike Appleyard				
Service user feedback about their engagement in service design and delivery.	Angela Macpherson & Mike				

	Appleyard				
To work closely with local area forums to discuss, agree and offer programmes to reflect their needs and wishes.	Mike Appleyard	Beth French	3 (local communities)	4 (local communities)	5 (local communities)
Risks					
Risk Title				Untreated score	Target Score

Shared Portfolio Objective 8

Portfolio Objective Title	This portfolio objective links to the following strategic priorities & objectives	
	Strategic Priority (s)	
	No.	Priority
To run services effectively using continuous improvement and evidence-based practice.	1	To ensure Buckinghamshire has a thriving economy that is creating jobs.
	7	To provide excellent value for money.

Key Projects to achieve objective

Project	Member Lead	Officer Lead	Due Date
Extension of BCC Supervised Contact Service to undertake all contact	Angela Macpherson	Steve Tanner	
Development of Business Unit	Angela Macpherson & Mike Appleyard	Sue Imbriano	
Implementation of Performance Management Framework	Angela Macpherson & Mike Appleyard	Sue Imbriano	
Develop and implement Charging Policy	Angela Macpherson & Mike Appleyard	Stephen Bagnall	
Recruitment and retention of social care staff	Angela Macpherson	Sarah Harris	

Performance Indicators					
Indicator Title	Member Lead	Officer Lead	Target 14/15	Target 15/16	Target 16/17
Measure of stable and skilled workforce (Skills match to needs, and agency to permanent worker ratio)	Angela Macpherson & Mike Appleyard				
Match of spend to budget (£ variance spend to budget).	Angela Macpherson & Mike Appleyard				
Cost of providing services (overall cost of delivering services)	Angela Macpherson & Mike Appleyard				
Reclaiming social work measure (Social Workers rating of the appropriateness of the split of their time between supporting children and other tasks – rated 1-4)	Angela Macpherson				
Return on investment (people returned to independent stability per FTE).	Angela Macpherson				
Reduce the number of internal and external contracts that go over budget.	Angela Macpherson & Mike Appleyard				
Risks					
Risk Title				Untreated score	Target Score

Shared Portfolio Objective 9

Portfolio Objective Title	This portfolio objective links to the following strategic priorities & objectives		
	Strategic Priority (s)		
	No.	Priority	
To respond to new statutory responsibilities.	7	To provide excellent value for money.	
	4	To encourage people and communities to be actively involved in their local area and services.	
Key Projects to achieve objective			
Project	Member Lead	Officer Lead	Due Date
Adoption Reforms	Angela Macpherson	Steve Tanner	
SEN Reforms	Mike Appleyard	Gill Shurrock	
Universal Free School Meals	Mike Appleyard	Chris Munday	
Welfare Reforms	Mike Appleyard	Ed Mallam	

Performance Indicators					
Indicator Title	Member Lead	Officer Lead	Target 14/15	Target 15/16	Target 16/17
Project management effectiveness measure (Ratio of project RAG ratings – R:A:G).					
Measure of whether Members feel informed (sounding taken at each RPD meeting)					
Risks					
Risk Title				Untreated score	Target Score