

**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 Learning.

**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**

People living or working in Buckinghamshire acquire work, language and business sector skills in order to obtain, maintain or progress in employment and are able to access inclusive learning opportunities that develop skills, increase knowledge and confidence, foster health and promote physical and mental well-being.

## 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)

Adult Learning**	£5,178k
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\*\* The figure shown is Gross funding equivalent to external grant plus customer income.

## 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
Number of weekly contacts with parents/carers in Children's Centres.	Mike Appleyard	Beth French	200	200	200
The number of parents with below level 2 qualifications supported to help their children who are at schools in deprived areas and improve their own skills.	Mike Appleyard	Beth French	750	750	750
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	David Johnston	
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 Looked After Children (LAC).	Angela Macpherson	David Johnston	550 days		
The % of LAC for whom a permanent solution is found and for whom that same solution remains in place.	Angela Macpherson	David Johnston	New measure		
The number of LAC achieving permanence in year.	Angela Macpherson	David Johnston	Baseline year		
The number of young people receiving custodial sentences per 1000 of the 10-17 year old population in Buckinghamshire.	Angela Macpherson	Pauline Camilleri			
The total number of LAC.	Angela Macpherson	David Johnston	33.4		
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		New measure		
The average number of social workers during the time in care – the figure when care ends rather than for ‘open’ cases.	Angela Macpherson		New measure		
	Mike Appleyard				
The number of contacts in year (referrals).	Angela Macpherson		Monitor		
The number of repeat contacts (re-referrals) being referred in last year.	Angela Macpherson		25%		
The % triage of referrals to first response undertaken in 24 hours.	Angela Macpherson		Baseline year		
The % assessments not completed in 45 days.	Angela Macpherson		20%		
The total number on a Child Protection Plan (CPP).	Angela Macpherson		23.6		
The number CPP coming in.	Angela Macpherson		Monitor		
The number remaining on a Child Protection Plan for 2 years or more.	Angela Macpherson				

The number returning to a Child Protection Plan in 6 months.	Angela Macpherson				
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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	Mike Appleyard	Beth	2014/15

appropriate training, directly and through sub-contractors.		French	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	NEET 3.5% Unknown 2%		
The % Year 12-14 NEET and unknowns who are Care Leavers.	Angela Macpherson	John Everson	New target		
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 (basket of indicators)	Mike Appleyard	Lucy Pike	New measure		
The number of targeted young people participating in informal social education projects (basket of indicators)	Mike Appleyard	Laura Nankin			
Quality of Life Indicator			New measure		
The number of young people supported to undertake an apprenticeship or achieve level 2 in English and maths	Mike Appleyard	Beth French	85	85	85

The number of adults with learning disabilities supported to improve their skills and live independently (measured by enrolments)	Mike Appleyard	Beth French	580	600	615
Fee income target	Mike Appleyard	Beth French	£1.525k	£1,550k	£1,560k

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	Atifa Sayani	See basket		
Improving education standards at KS1. (basket of indicators)	Mike Appleyard	Atifa Sayani	See basket		
Improving education standards at KS2. (basket of indicators)	Mike Appleyard	Atifa Sayani	See basket		
Improving education standards at KS4. (basket of indicators)	Mike Appleyard	Atifa Sayani	See basket		
The % Year 12-14 NEET and unknowns.	Mike Appleyard	John Everson	NEET 3.5 Unknown 2%		
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	Lucy Pike	New measure		
Improving education standards for SEND. (basket of indicators)	Mike Appleyard	Gill Shurrock			

Improving education standards for LAC. (basket of indicators)	Angela Macpherson	Atifa Sayani			
<b>Risks</b>					
<b>Risk Title</b>				<b>Untreated score</b>	<b>Target Score</b>

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		New measure		
The number of LAC who need CAMHS and cannot get access to CAMHS.	Angela Macpherson		New measure		
The % of LAC who have been engaged in design and delivery of services.	Angela Macpherson		New measure		
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		New measure		
The number of children in Family and Friends placements as a proportion of all LAC.	Angela Macpherson		Baseline year		
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		
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	Ben Thomas	New measure		
Service user feedback about their engagement in service design and delivery.		Angela Macpherson & Mike Appleyard	Ben Thomas	New measure		
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	David Johnston	
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		New measure		
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		New measure		
Return on investment (people returned to independent stability per FTE).	Angela Macpherson		New measure		
Reduce the number of internal and external contracts that go over budget.	Angela Macpherson & Mike Appleyard		New measure		
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).				New measure		
Measure of whether Members feel informed (sounding taken at each RPD meeting)				New measure		
Risks						
Risk Title				Untreated score	Target Score	