

Report Title:	Children's Services Business Plan 2017-2018
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Cllr Natasha Airey, Lead Member for Children's Services
Meeting and Date:	Cabinet – 23 March 2017
Responsible Officer(s):	Alison Alexander, Managing Director/Strategic Director Adult, Children and Health Services
Wards affected:	All

## REPORT SUMMARY

1. In September 2016, the Royal Borough agreed to enter into a partnership with the London Borough of Richmond upon Thames and the Royal Borough of Kingston upon Thames to deliver its children's services through Achieving for Children, a community interest company. This report provides the business plan for the delivery of children's services through Achieving for Children in 2017-2018, together with the improvement plan.
2. The Royal Borough had its inspection of children in need of help and protection, children in care and care leavers under Ofsted's single inspection framework in March 2015 and received an overall judgement of Requires Improvement. It is unlikely that there will be a further inspection under this framework for at least three years. As a result, the Royal Borough signed up to a safeguarding peer review by the Local Government Association to take place in December 2016. This commitment was made in order to assess progress following the inspection. The areas for consideration identified in the peer review have been consolidated within the existing improvement plan that had been developed following completion of the initial Ofsted action plan and forms the appendix to the 2017-2018 business plan.
3. This report also confirms that the formal transfer of children's services to Achieving for Children will be effective 1 August 2017 and outlines the arrangements that will be put in place between 1 April and 31 July 2017.

## 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Cabinet notes the report and:

- i) **Approves the Children's Services Business Plan for 2017-2018 and accompanying improvement plan.**

## 2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

### **Achieving for Children**

- 2.1. In September 2016, the Royal Borough agreed to enter into a partnership with the London Borough of Richmond upon Thames and the Royal Borough of Kingston upon Thames to deliver its children's services through Achieving for

Children, a community interest company. This report provides the business plan for the delivery of children's services through Achieving for Children in 2017-2018.

### **Peer review**

- 2.2. The Royal Borough had its inspection of children in need of help and protection, children in care and care leavers under Ofsted's single inspection framework in March 2015 and received an overall judgement of Requires Improvement. It is unlikely that there will be a further inspection under this framework for at least three years. As a result, the Royal Borough signed up to a safeguarding peer review by the Local Government Association to take place in December 2016. This commitment was made in order to assess progress following the inspection.
- 2.3. Whilst it is not an inspection, the peer review is undertaken against a standard set of key lines of enquiry and the local authority can specify additional lines of enquiry. The Royal Borough requested a focus on the Multi-Agency Safeguarding Hub, the Duty and Assessment team and the SMARTness and quality of child protection plans including development and delivery. The standard themes are:
  - Effective practice, service delivery and the voice of the child.
  - Outcomes, impact and performance management.
  - Working together, including the Health and Wellbeing Board.
  - Capacity and managing resources.
  - Vision, strategy and leadership.
- 2.4. Overall, the feedback from the review was very positive, see section 3 for a summary of the strengths and areas for consideration under each of the standard themes. The self assessment completed by the Royal Borough in advance of the site visit was reflected in the outcomes of the peer review and there were no surprises in terms of the peer review team's findings. The team concluded from the cases that they had reviewed that there was no evidence of unsafe practice. Many of the areas of strengths identified by Ofsted, particularly around focus on children and practice within the Pods (the long term social work teams), have been confirmed by the peer review.
- 2.5. The areas for consideration identified have been consolidated within the existing improvement plan that had been developed following completion of the initial Ofsted action plan.
- 2.6. The key headlines from the review were:
  - Ambitious and innovative political and senior managerial leadership.
  - Political and managerial commitment to continue to enhance stability and consistency to children's services in the Borough.
  - Excellent examples of collaborative and transparent working with all partners.
  - Children are at the heart of everything that is done.
  - Required performance and standards need to be fully embedded across services.
  - Processes need to be streamlined to support effective co-ordination and planning that meets the needs of children.
  - Continue to enhance stability and support staff during this time of change.

- Staff and partners are passionate about the contribution they make for children and young people.

### **Improvement plan**

2.7. Drawing together good practice from other authorities, areas for consideration identified in the peer review and current performance, the Children’s Services improvement plan, see appendix 1 to the business plan, is shaped around eight key themes:

- Delivery of an integrated early help offer and alignment with MASH.
- Missing/child sexual exploitation.
- Recruitment and retention of staff including caseloads, supervision and management development.
- Corporate parenting.
- Educational improvements for those eligible for free schools meals.
- Alternative provision offer for vulnerable children and young people.
- Quality assurance and performance management, including audit.

2.8. The business plan is the operational delivery plan for children’s services. The service specification with Achieving for Children sets out the performance management framework and expectations for the contract.

### **Timescales**

2.9. Cabinet will be aware that the Royal Borough has been working with Achieving for Children to complete all the work to enable Children’s Services to be delivered through Achieving for Children from April 2017.

2.10. The formal decision to enable the Royal Borough to enter the partnership with the founding councils, Richmond and Kingston, needs to be made at their relevant executive meetings. Formal decisions are scheduled for 19 and 27 April, with the final ratification in Richmond on 4 July 2017.

2.11. Between March and July 2017, the Royal Borough and Achieving for Children will continue to develop their partnership working, as already agreed, forming relationships between staff and services and identifying opportunities for joint work and integrated services. The formal transfer of staff will take place on 1 August 2017.

**Table 1: Options**

<b>Option</b>	<b>Comments</b>
Approve the Children’s Services Business Plan for 2017-2018 and accompanying improvement plan.  <b>This is the recommended option.</b>	The business plan with the improvement plan sets out the objectives for Children’s Services for 2017-2018 in order to meet the needs of children and young people in the borough.
Not to have a business plan and improvement plan for Children’s Services  This is not the recommended option.	Not having clear priorities for improvement for Children’s Services for 2017-2018 will not enable the Royal Borough to meet its statutory duties to safeguard and promote the welfare of children and young people in the borough.

### 3. KEY IMPLICATIONS

3.1 The key implications of the recommendation are at table 2.

**Table 2: Key implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Delivery of Children's Services improvement plan 2017-2018	30 June 2018	31 March 2018	28 February 2018	31 January 2018	31 March 2018

### 4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 No financial implications. All activities outlined in the Improvement Plan will be met from existing budgets.

4.2 On 15 December 2016, Cabinet agreed to the recommendation: "Approves the consideration for purchase of shareholding a 20% stake in Achieving for Children and recommends to Council that this is funded from the 2016/17 capital programme, delegating authority to the Leader, Lead Member for Finance and Managing Director/Strategic Director Adult Children and Health Services to negotiate and agree the value of the shares." The admission fee of £750K has now been agreed with Richmond and Kingston.

### 5. LEGAL IMPLICATIONS

5.1 The statutory framework for the local authority to deliver services for children in need of help and protection, children in care and young people leaving care includes:

- Children Act 1989.
- Children (Leaving Care) Act 2000.
- Adoption and Children Act 2002.
- Children Act 2004.
- Working Together 2015 (statutory guidance).

5.2 Delivering the improvements identified will support the Royal Borough to properly comply with its legal obligations regarding its duties towards children in need of help and protection, children in care and young people leaving care. Failure to make such changes could lead to potential risks to vulnerable children and young people in need, and a failure of the local authority to comply with its legal obligations.

### 6. RISK MANAGEMENT

6.1 The risks are set out in table 3

**Table 3: Risks and controls**

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
Impact of transition to Achieving for Children delays implementation of improvement plan.	MEDIUM	Tight performance monitoring.  Senior management sponsorship	LOW
Improvement activities do not have the desired impact.	MEDIUM	Robust monitoring of the improvement plan.  Redefinition of improvement activity as required.	LOW

**7. POTENTIAL IMPACTS**

7.1 None.

**8. CONSULTATION**

8.1 The report will be considered by Children’s Services Overview and Scrutiny Panel on 22 March 2017, comments will be reported to Cabinet.

8.2 Consultation has also taken place with senior managers within Children’s Services.

8.3 Consultation is taking place with the Youth Ambassadors and Kickback, the children in care council on 21 March 2017.

**9. TIMETABLE FOR IMPLEMENTATION**

9.1 As the improvements identified following the December 2016 peer review have been consolidated within the existing Improvement Plan, a number of the activities are already underway.

**Table 5: Implementation timetable**

<b>Date</b>	<b>Details</b>
January 2017 to 31 March 2018	Delivery of Children’s Services Improvement Plan

9.2 Implementation date if not called in: Immediately.

## 10. APPENDICES

10.1 Children's Services Business Plan 2017-2018

## 11. BACKGROUND DOCUMENTS

11.1 Adult, Children and Health Services Directorate Business Plan 2016-2017.

## 12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Natasha Airey	Lead Member for Children's Services	22/2/17	23/2/17
Alison Alexander	Managing Director	22/2/17	23/2/17
Russell O'Keefe	Strategic Director	22/2/17	
Andy Jeffs	Strategic Director	22/2/17	
Rob Stubbs	Section 151 Officer	22/2/17	
Terry Baldwin	Head of HR	22/2/17	
Ian Dodds	Deputy Chief Executive, Achieving for Children	22/2/17	

## REPORT HISTORY

<b>Decision type:</b> Key decision 16 January 2017	<b>Urgency item?</b> No
Report Author: Hilary Hall, Head of Commissioning – Adults, Children and Health, 01628 683893	



**achieving  
for children**



# **Children's Services Business Plan 2017-2018**

**March 2017**

**“The Royal Borough of Windsor & Maidenhead is a great place to live, work, play and do business supported by a modern, dynamic and successful Council”**

**Our vision is underpinned by four principles:**

*Putting residents first*

*Delivering value for money*

*Delivering together with our partners*

*Equipping ourselves for the future*

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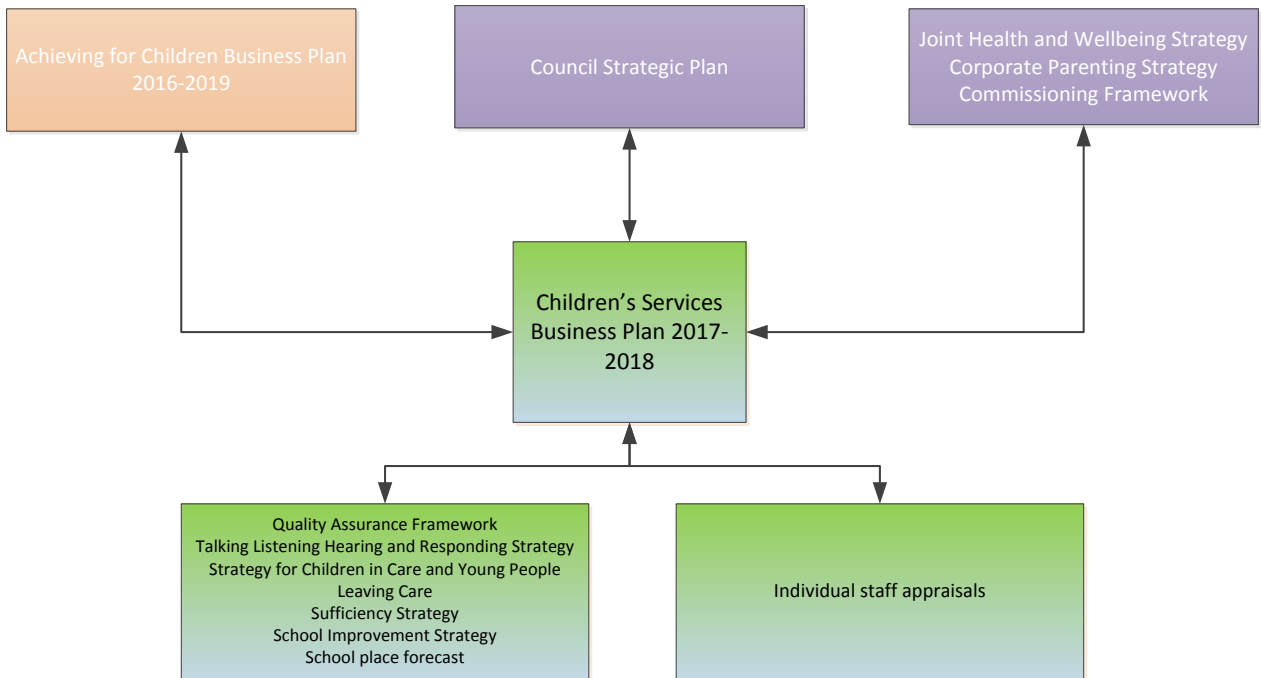
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### Commonly used acronyms

DSG	Dedicated Schools Grant
FTE	Full time equivalent
RBWM	Royal Borough of Windsor and Maidenhead

**Diagram 1: The Golden Thread**



## 1 INTRODUCTION/EXECUTIVE SUMMARY

- 1.1 The Children's Services workforce aims to provide a truly outstanding service for each and every resident it serves.
- 1.2 This Business Plan, which stems from the Council's Strategic Plan and Achieving for Children's Business Plan 2016-2019, describes the operating context, vision, values and aims and objectives of the service for 2017-2018. On 3 April 2017, the Royal Borough will form a partnership with London Borough of Richmond upon Thames and the Royal Borough of Kingston upon Thames to deliver its children's services through Achieving for Children, a community interest company. In addition to the transfer of operational staff and services, there will be a proportionate transfer of support services resource.
- 1.3 This is the first business plan for the new delivery arrangements and it summarises our commitment to our workforce and shows how finances are used to effect change. It outlines the achievements the workforce achieved in 2016-2017. The plan is part of the 'golden thread' of plans and strategies which underpin the work of the service and its employees, see diagram 1.
- 1.4 Delivery of the plan will be monitored internally by the Achieving for Children Executive Board. External monitoring of performance will be undertaken through the agreed commissioning arrangements, with additional scrutiny through the Lead Member for Children's Services, Deputy Lead Member for School Improvement and the Children's Services Overview and Scrutiny Panel.
- 1.5 The service's annual resource equates to £92m, including Dedicated Schools Funding, which is sufficient to meet current levels of demand. Children's services business is delivered through three operational service areas, supported by corporate support services:
  - Schools and Educational Services.
  - Early Help, MASH and Assessment.
  - Safeguarding and Children in Care.

## 2 VISION AND BUSINESS

- 2.1 Children's services' vision is that:

***Children and young people's needs are met as early as possible by highly skilled professionals and they are given every opportunity to be successful.***

- 2.2 The vision reflects the Promises of Achieving for Children:
  - We will put children and young people first.
  - We will value and invest in our staff to deliver innovative and quality services.
  - We will embrace diversity and champion inclusion.
  - We will be resourceful, adaptable and dependable.
  - We will nurture strong, responsive and caring relationships.
  - We will work with our customers to deliver the most effective solutions for them.
- 2.3 Our ambition for our residents is high. The management team's activities are focussed on supporting the workforce to work successfully with all those who need our services. This includes:

- Ensuring that basic standards of service delivery are met for every child and young person.
- Raising practice standards, so that every team becomes a pocket of excellence and children and young people are genuinely at the centre of their business.
- Strengthening effective partnerships to increase the level of service available.
- Creating a healthy working environment, where staff are respected, enjoy their work and experience inspirational leadership.

2.4 The service's core business is structured around: education, prevention and safeguarding, underpinned by robust commissioning and a skilled workforce.

### **Education**

2.5 In terms of education provision, attainment levels of the Royal Borough's pupils remain higher than the national average at all key stages except for Key Stage 5. However, it is important to recognise that whilst performance is good overall, one third of young people leave the compulsory years of education without the requisite qualifications to compete successfully in today's economy. The Royal Borough is working with education leaders to improve standards in this area.

2.6 The quality of the borough's schools is endorsed by Ofsted with 86% of them currently judged as either 'Good' or 'Outstanding'. Targeted work continues with all schools to raise performance so that all children and young people in the borough can benefit from attending a 'Good' or 'Outstanding' school.

### **Prevention**

2.7 Children's Services delivers a number of services to help children and young people and prevent their needs escalating to specialist services. For instance: children's centres have high levels of usage and there remains a commitment to delivering Youth Services that are accessible to all younger residents.

### **Safeguarding**

2.8 Whilst large numbers of the borough's children and young people do not require safeguarding services, robust systems are in place for those who need protection from abuse and harm. There is a commitment, across the borough and the wider services, to ensure that all agencies work together in a purposeful and timely fashion to maintain the safety of children and young people.

## **3 DESCRIPTION OF SERVICES PROVIDED**

3.1 Children's Services delivers a range of services for the benefit of residents as innovatively as possible to ensure that services are fit for purpose for the future.

### **Health, Early Help and Safeguarding**

The Children Act 1989 places a duty on Local Authorities to promote and safeguard the welfare of children in need within their area. Through its delegation to Achieving for Children, the Royal Borough discharges this duty through a number of services, including early help, youth service and youth offending team, children's centres, health visitors, support for schools, including educational psychology, education welfare and school nurses, safeguarding and child protection, children with disabilities, fostering and adoption.

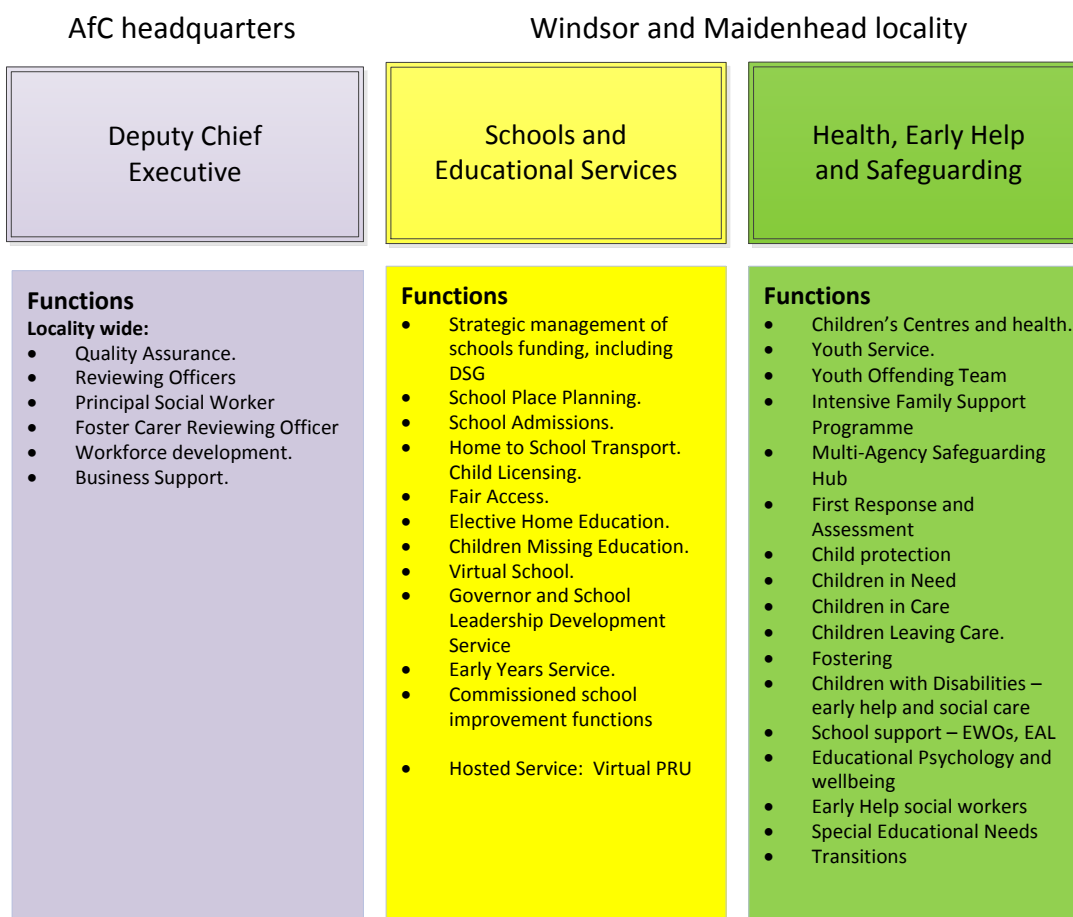
## Schools and Educational Services

Children’s Services has robust arrangements for planning, accessing and improving the quality of educational places in early years and schools as well as championing the education of children in care and those excluded from school. It supports the educational standards for around 20,000 pupils in 66 schools within the borough and the childcare work of 80 private nurseries and 200 childminders. Its statutory duties include ensuring that there are sufficient school places and commissioning new capacity as required.

## 4 WORKFORCE

4.1 Children’s Services is structured through two main service areas, with support services provided through the corporate centre, see diagram 2.

**Diagram 2: Children’s Services structure**



4.2 Children’s Services has 278FTE. Its sickness levels are lower than the targeted six sickness absence days lost per FTE. Data to the end of December 2016 show an actual of 5.31 days lost per FTE for Health, Early Help and Safeguarding and 4.75 days lost per FTE for Schools and Educational Services.

### Workforce development

4.3 Recruitment and retention for hard to fill posts continues to be business critical. The over reliance on interim and agency workers, currently xxx in the service, in particular in senior posts of Team Managers and Service Leaders in Children’s Services, has meant that organisational history is not always known and knowledge is lost.

Alternative recruitment strategies are being utilised including search and selection at senior levels and possibly international recruitment for social workers. Whilst these methods can traditionally be more costly, securing a permanent workforce will have a long term positive effect in reducing overall staff costs.

- 4.4 The alternative recruitment methods will be used alongside the continued development of our current workforce, whereby those who have the required competence and interest in promotional opportunities are actively encouraged to make applications. For those who require further development first, as identified through appraisals and ongoing 1-1s and supervisions, this will be given and, where required, funded through the agreed training needs analysis.

## 5 FINANCE SUMMARY

- 5.1 The directorate's gross expenditure budget for 2017-2018, including the Dedicated Schools Grant (DSG) spend, is £92.7m, see table 1. Children's Services is funded through the local authority Revenue Support Grant, Dedicated Schools Grant (DSG) and public health ring-fenced grant.

**Table 1: Children's Services revenue budget 2017-2018 in Achieving for Children**

Team	Gross Expenditure Budget £000	Grants, incl DSG & Public Health £000	All other income generated £000		Council funding £000
Business support - operational	690			0	690
Principal social worker	58			0	58
IROs, CP conference chairs, Foster Carer Reviewing Officer	273			0	273
Emergency duty service	73			0	73
Care placements and services budgets	2,962	(358)	(72)	(430)	2,532
IT / Data analysis / Policy	382			0	382
<b>Commissioning total</b>	<b>4,439</b>	<b>(358)</b>	<b>(72)</b>	<b>(430)</b>	<b>4,009</b>
Sufficiency and place planning	552	(350)	(120)	(470)	82
Capital schools' projects and maintenance	23	(12)	(11)	(23)	0
Home to school transport	2,240	(12)	(44)	(56)	2,184
Maintained schools & Early years provision	53,266	(53,058)	(21)	(53,079)	187
Early Years Development	411	(100)	(90)	(190)	221
School improvement, intervention (SI), and governor services	646	(14)	(314)	(327)	318
Alternative provision	835	(835)		(835)	0
Virtual school	387	(387)		(387)	0
Admissions and Fair Access	255	(255)		(255)	0
Schools Forum	18	(18)		(18)	0
DSG Management recharge	408	(408)		(408)	0
<b>Schools and Educational Services total</b>	<b>59,041</b>	<b>(55,448)</b>	<b>(721)</b>	<b>(56,149)</b>	<b>2,992</b>
Children's centres	762		0	0	762
School nurses, health visitors and public health	2,069	(2,069)		(2,069)	0
Youth services and youth participation inc NEET and tracking	1,110		(473)	(473)	637
Youth offending	337		(200)	(200)	137
IFSP	385	(275)		(275)	110
Young People's Substance misuse	50	(15)		(15)	35
Education welfare	233	(62)	(88)	(150)	83
Education psychology and school support	999	(294)	(531)	(825)	174
MASH and First Response	812	(104)		(104)	708

Team	Gross Expenditure Budget £000	Grants, incl DSG & Public Health £000	All other income generated £000		Council funding £000
Children in need, CP, children in care, care leavers	3,395			0	3,395
Fostering team and in-house foster carers	1,952		(26)	(26)	1,926
Children and young people disability services	2,210	(86)	(55)	(141)	2,069
Childcare Lawyers	333			0	333
CYPDS - High Needs pupils funded by DSG	12,193	(12,073)	(119)	(12,193)	0
<b>Health, Early Help and Safeguarding total</b>	<b>26,837</b>	<b>(14,978)</b>	<b>(1,492)</b>	<b>(16,470)</b>	<b>10,367</b>
Deputy Director and Head of Schools (DCS functions)	240		(79)	(79)	161
<b>Management Total</b>	<b>240</b>	<b>0</b>	<b>(79)</b>	<b>(79)</b>	<b>161</b>
LDD transitions	2,177	0	0	0	2,177
<b>Adult social Care Total</b>	<b>2,177</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,177</b>
<b>Grand Total</b>	<b>92,734</b>	<b>(70,784)</b>	<b>(2,364)</b>	<b>(73,128)</b>	<b>19,706</b>

## 6 REVIEW OF PERFORMANCE 2016-2017

6.1 The performance of Children's Services in 2016-2017 is set out in table 2.

**Table 2: Performance 2016-2017**

Service	Performance
Health, Early Help and Safeguarding	<ul style="list-style-type: none"> <li>3,471 contacts were received, of which 25.8% progressed to referral. 15.6% of these referrals were repeat referrals.</li> <li>46.1% of assessments were completed in the 45 day timescale.</li> <li>As at 31 January 2017, there were 131 children on a child protection plan and 104 children in care.</li> <li>86.5% of care leavers were in suitable accommodation and 74% of economically active care leavers were in employment, education and training.</li> <li>100% of children in care reviews were delivered in timescale.</li> <li>79.1% of initial child protection conferences were held within 15 working days of the initial strategy discussion.</li> <li>All child protection review conferences were held, 96.3% of them were within timescale.</li> </ul>
Schools and Educational Services	<ul style="list-style-type: none"> <li>86% of Royal Borough schools were rated Good or Outstanding.</li> <li>74% of pupils achieved a Good Level of Development at the Early Years Foundation Stage.</li> <li>59% of pupils achieved expected standards or better in Reading, Writing and Mathematics at Key Stage 2.</li> <li>72% of pupils achieved 5 or more A*-C GCSEs.</li> </ul>

Note: performance figures as at 31 January 2017

- 6.2 Ofsted undertook the single inspection of services for children in need of help and protection, children in care and care leavers between 3 and 25 March 2015 and published their report on 16 May 2015. The Borough was judged as Requiring Improvement. Ofsted identified 16 recommendations for action and the improvement plan against these recommendations was delivered by March 2016.
- 6.3 In December 2016, the Local Government Association undertook a safeguarding peer review to provide a health check on progress from the 2015 inspection. Overall, the feedback from the review was very positive. The self assessment completed by the Royal Borough in advance of the site visit was reflected in the outcomes of the peer review and there were no surprises in terms of the peer review team's findings. The team concluded from the cases that they had reviewed that there was no evidence of unsafe practice. Many of the areas of strengths identified by Ofsted, particularly around focus on children and practice within the Pods, were confirmed by the peer review.
- 6.4 The areas for consideration identified have been consolidated within the existing improvement plan that had been developed following completion of the initial Ofsted action plan and forms the focus of this business plan for 2017-2018, see appendix 1.
- 6.5 The key headlines from the review were:
- Ambitious and innovative political and senior managerial leadership.
  - Political and managerial commitment to continue to enhance stability and consistency to children's services in the Borough.
  - Excellent examples of collaborative and transparent working with all partners.
  - Children are at the heart of everything that is done.
  - Required performance and standards need to be fully embedded across services.
  - Processes need to be streamlined to support effective co-ordination and planning that meets the needs of children.
  - Continue to enhance stability and support staff during this time of change.
  - Staff and partners are passionate about the contribution they make for children and young people.

## **7 ENVIRONMENTAL CHANGES**

- 7.1 There are a range of changes in legislation and demography which will impact on the delivery of the children's services during 2017-2018. These include:
- The Sustainability and Transformation Plan for the Frimley Health and Care System.
  - Within the Queens Speech for 2016-17, eight new pieces of legislation were outlined. The Children and Social Work Bill focuses on children in care and care leavers, adoption, the regulation of social workers and safeguarding.
  - The education policy landscape continues to change at an increasing rate. The major changes which will impact the business in 2017-2018 will be the continued migration of schools from local authority maintained to Academy status. This change will see a further reduction in the Royal Borough's statutory duties for school improvement.
  - The growing demand for school places, driven by housing growth, will continue to put pressure on the admissions service to meet the in year demands of those arriving in the borough.



## 8 OBJECTIVES 2017-2018

8.1 As described in Section 6, the objectives for Children’s Services for 2016-2017 have been set in the Improvement Plan, see appendix 1. They represent the priorities for the service for the year, linked to the corporate objectives and the manifesto commitments. Day to day business is monitored through detailed action plans and management arrangements.

8.2 The Improvement Plan is structured around seven areas:

- Delivery of an integrated early help offer and alignment with MASH.
- Missing/child sexual exploitation.
- Recruitment and retention of staff including caseloads, supervision and management development.
- Corporate parenting.
- Educational improvements for those eligible for free schools meals.
- Alternative provision offer for vulnerable children and young people.
- Quality assurance and performance management, including audit.

## 9 RISK AND MITIGATION

9.1 Children’s Services undertakes an annual analysis of risk. There are currently four areas of risk. All identified risks have plans for mitigation, see table 3 for a summary.

**Table 3: Risk and mitigation**

No	Risk	Mitigation
1.	Failure to meet statutory responsibility to provide educational places for all borough residents.	<ul style="list-style-type: none"> <li>• In partnership with schools, agreed phased plan for secondary, middle, upper school expansion e.g. costs, transport, data models.</li> <li>• Annually monitor applications to ensure arrangements for providing additional school places can be made prior to formal offers.</li> <li>• Continually explore opportunities for further free school provision.</li> <li>• Use agreed and consistent demographic data sources to forecast future places and ensure this matches with planning data</li> </ul>
2.	Families choose not to use borough schools. Schools judged below “good” by Ofsted .	<ul style="list-style-type: none"> <li>• Challenge underperforming schools based upon results in education data.</li> <li>• Develop KS5 delivery model with all secondary settings.</li> <li>• Broker and enable inter-school support to exploit subject expertise.</li> <li>• Deploy resources to maintain education improvement and early years strategies.</li> </ul>
3.	Increasing number of children’s safeguarding referrals and placements leads to increasing costs on	<ul style="list-style-type: none"> <li>• Integrate early help with top end specialist statutory services.</li> <li>• Commission early help services to address needs at earliest possible opportunity.</li> <li>• Ensure sufficient reserves to accommodate spikes in demand.</li> </ul>

No	Risk	Mitigation
	the council.	<ul style="list-style-type: none"> <li>• Scrutinise every external placement application for best possible costs analysis.</li> </ul>
4.	Maximum caseload levels exceeded for social workers.	<ul style="list-style-type: none"> <li>• Strategy for the recruitment and retention of experienced social workers and managers.</li> <li>• Develop the workforce development strategy, to identify the need for relevant skills.</li> <li>• Training reports for all staff dealing with children/young people.</li> </ul>

## Appendix 1: Children's Services Improvement Plan 2017-2018

<b>Theme 1:</b>	<b>Delivery of an integrated early help offer and alignment with MASH</b>
<b>Theme owner:</b>	Acting Head of Early Help and MASH

<b>Action</b>	<b>Milestones</b>	<b>Lead</b>	<b>Deadline for delivery</b>	<b>Monitoring mechanisms</b>
Improve access and streamline business support processes so that all enquires are routed appropriately through Early Help Hub or MASH.	Ensure clear pathways and process mapping are being applied to all referrals.	Acting Head of Early Help and MASH	December 2016	Performance meeting Monitoring of new data set
Further develop the multi-agency integrated response to safeguarding referrals	Strengthen shared ownership and decision making of all partners in the MASH.	Acting Head of Early Help and MASH	January 2017 onwards	MASH strategic Board and LSCB
	Deliver refreshed multi-agency safeguarding training with partners	Acting Head of Early Help and MASH	January – March 2017	
Develop integrated early help offer across Children's Centres, Youth Services and schools support with effective signposting for partners and families so that no "young people fall through the gaps".	Review terms of reference of EH Hub	Acting Head of Early Help and MASH	March 2017	Performance meeting Monitoring of new data set
	Provide clearer signposting to appropriate support services at different stages of need.	Acting Head of Early Help and MASH	March 2017	Performance meeting Monitoring of new data set

Action	Milestones	Lead	Deadline for delivery	Monitoring mechanisms
	Carry out monthly audits of EH Hub cases	Acting Head of Early Help and MASH	March 2017 onwards	Performance meeting
Complete and rollout revised Early Help Strategy showing integrated offer and access arrangements	Provide a statement that clearly defines the early help offer	Acting Head of Early Help and MASH	January 2017	LSCB
	Relaunch MASH and Early Help	Acting Head of Early Help and MASH	February 2017 onwards	

<b>Theme 2:</b>	<b>Missing/child sexual exploitation and other emerging risks, including radicalisation to tackle offending; reduce vulnerability and support victims and survivors</b>
<b>Theme owner:</b>	Acting Head of Early Help and MASH

Action	Milestones	Lead	Deadline for delivery	Monitoring mechanisms
Clarify CSE partnership governance showing geographical and organisational arrangements	Update and share governance and structure charts within Royal Borough of Windsor and Maidenhead and across partners	Acting Head of Early Help and MASH	January 2017	
	Ensure pathways are clear, mapped and being applied.	Acting Head of Early Help and MASH	January 2017 and ongoing	Thematic case audits Review of operational meeting trigger plans minutes.

Action	Milestones	Lead	Deadline for delivery	Monitoring mechanisms
	Deliver CSE awareness programme to widest audience	Acting Head of Early Help and MASH	January 2017 and ongoing	
	Review terms of reference for SEMRAC	Acting Head of Early Help and MASH	March 2017	
Link support for Elective Home Educated children to ensure any concerns are identified, addressed and monitored.	EHE visit staff trained on signs of emerging risks and have access to pathway for referring families of concerning and receiving professional support.	Head of Schools and Educational Services	June 2017	Audit of EHE visit checklist for engagement with emerging risks.  Reduce proportion of vulnerable pupils with EHE episode in their history.

<b>Theme 3:</b>	<b>Recruitment and retention of staff, including caseloads, supervision and management development</b>
<b>Theme owner:</b>	Acting Head of Safeguarding and Children in Care

Action	Milestones	Lead	Deadline for delivery	Monitoring mechanisms
Ensure caseloads are in line with agreed policy	Confirm caseload policy: newly qualified social workers = 8-10 cases; after first year of practice = 10-12 cases; more than two years' practice = 12-20 cases.	Acting Head of Safeguarding and Children in Care	December 2016	DMT performance day.  Weekly reports.
	Review caseloads fortnightly with	Service Managers	January 2017	

<b>Action</b>	<b>Milestones</b>	<b>Lead</b>	<b>Deadline for delivery</b>	<b>Monitoring mechanisms</b>
	Consultant Practitioners.		and ongoing	
	Identify cases that can be safely closed and allocate time for this to be done.	Service Managers	January 2017 and ongoing	
Improve the frequency, quality and recording of supervision	Deliver intensive training for managers.	Acting Head of Safeguarding and Children in Care with Research in Practice	January 2017	Case audits
	Support training with individual support from Principal Social Worker.	Principal Social Worker	January 2017 and ongoing	
Deliver management development and succession opportunities	Identify development needs of existing managers.	Acting Head of Safeguarding and Children in Care with Service Managers	March 2017	Personal supervision
Deliver management development and succession opportunities	Deliver development opportunities through appropriate learning and development.	Acting Head of Safeguarding and Children in Care with Learning and Development Manager	April 2017 and ongoing	Learning and development plan
Deliver statutory requirements around children in care and children on child protection plans	Ensure that all statutory visits are completed to timescale.	Service Managers with Consultant Practitioners	January 2017 and ongoing	DMT performance day. Learning and development plan.
	Ensure that all reports for conference and	Service Managers	January 2017	

Action	Milestones	Lead	Deadline for delivery	Monitoring mechanisms
	reviews are provided within the deadlines set.	with Consultant Practitioners	and ongoing	
	Identify areas where improvement in knowledge and skills are required and commission appropriate training and development.	Service Managers with Consultant Practitioners and Learning and Development Manager	January 2017 and ongoing	
Improve the offer for care leavers and unaccompanied asylum seekers	Recruit to vacant Personal Advisor post.	Service Managers	January 2017	Personal supervision
	Recruit to vacant Senior Youth Worker post with specialist worker.	Service Managers	January 2017	Personal supervision
	Develop expertise in support for care leavers and unaccompanied asylum seekers across the Pods.	Acting Head of Safeguarding and Children in Care	February 2017 and ongoing	Corporate Parenting Forum / Lead Member
Develop plan for implementing Signs of Safety	Work with Achieving for Children to develop the plan for implementing Signs of Safety	Acting Head of Safeguarding and Children in Care	From March 2017	-

<b>Theme 4:</b>	<b>Corporate parenting</b>
<b>Theme owner:</b>	Acting Head of Safeguarding and Children in Care

Action	Milestones	Lead	Deadline for delivery	Monitoring mechanisms
Ensure that all Members and	Deliver training for all Members, as part of	Acting Head of	March 2017	Lead Member

<b>Action</b>	<b>Milestones</b>	<b>Lead</b>	<b>Deadline for delivery</b>	<b>Monitoring mechanisms</b>
council employees understand their role as corporate parents.	the annual development programme.	Safeguarding and Children in Care		briefings
	Prepare a Corporate Parenting Annual Report for consideration by Children's Services Overview and Scrutiny Panel and Cabinet.	Head of Commissioning – Adults, Children and Health	March 2017	Corporate Parenting Forum and Lead Member briefing
Secure stronger engagement of Corporate Parenting Forum Members with practice	Re-establish quarterly auditing of cases for members of the Corporate Parenting Forum.	Acting Head of Safeguarding and Children in Care	March 2017 and ongoing	Corporate Parenting Forum.
	Provide opportunities for members of the Forum to shadow social workers working with children in care	Acting Head of Safeguarding and Children in Care	March 2017 and ongoing	
Review permanency policy and embed across the service	Review and update existing permanency policy.	Acting Head of Safeguarding and Children in Care	January 2017	Case audits
	Deliver training across the service to ensure consistency.	Acting Head of Safeguarding and Children in Care with Learning and Development Manager	February 2017	
Review permanency policy and embed across the service	Provide individual support through the Principal Social Worker.	Principal Social Worker	March 2017 and ongoing	Case audits
Clarify and strengthen the advocacy and independent	Prepare detailed Service Level Agreement to run 1 January 2017 to 31	Head of Commissioning –	January 2017	Contract monitoring



<b>Action</b>	<b>Milestones</b>	<b>Lead</b>	<b>Deadline for delivery</b>	<b>Monitoring mechanisms</b>
visiting offer for children in care and those subject of child protection plans	March 2018.	Adults, Children and Health		information. Young people's feedback.
	Carry out routine quarterly contract monitoring.	Head of Commissioning – Adults, Children and Health / Acting Head of Safeguarding and Children in Care	March 2017 and ongoing	
Continue to strengthen Kickback	Explore ways for involving children and young people in care living outside of the Borough in Kickback.	Youth Services Manager / Youth Engagement Officer	March 2017	Corporate Parenting Forum.
	Commission and deliver "Total Respect" training for Kickback members.	Acting Head of Safeguarding and Children in Care	January 2017	
	Roll out MOMO to children and young people in care, foster carers and the workforce.	Independent Reviewing Officer and Youth Engagement Officer	January 2017 and ongoing	
Secure permanent location for the contact service	Confirm existing location for the contact services until 31 March 2017.	Acting Head of Safeguarding and Children in Care	December 2016	Corporate Parenting Forum.
	Secure new permanent location effective from 1 April 2017	Acting Head of Safeguarding and Children in Care	March 2017	

<b>Theme 5:</b>	<b>Education improvements for those eligible for free school meals</b>
<b>Theme owner:</b>	Head of Schools and Educational Services

<b>Action</b>	<b>Milestones</b>	<b>Lead</b>	<b>Deadline for delivery</b>	<b>Monitoring mechanisms</b>
Borough-wide work to support this [small] cohort to be more successful, as part of early help offer.	Embed the work of the borough-wide Pupil Premium Champions network.	Head of Schools and Educational Services	September 2017	Education Information Group
	Deliver the improvement plan in relation to improving the attainment at early years.	Head of Schools and Educational Services	September 2017	DMT performance day
	Develop a Virtual School dataset for free school meal pupils in the borough	Head of Schools and Educational Services	April 2017	Education Information Group
	Monitor the Virtual School dataset through the Champions Network to inform continuous professional development for schools and teachers	Head of Schools and Educational Services	September 2017	Education Information Group
	Review training offer for NQT and with teaching schools to ensure FSM considerations are included.	Interim Services Leader – School Operations	September 2017	Education Information Group
Ensure that early help services recognise the barriers of poverty through training and are joined up with other interventions.	Ensure Early Help and Alternative Provision collaboration on staff training and development.	Head of Schools and Educational Services	September 2017	Education Information Group

<b>Theme 6:</b>	<b>Alternative provision offer for vulnerable children and young people, including those missing education</b>
<b>Theme owner:</b>	Head of Schools and Educational Services

<b>Action</b>	<b>Milestones</b>	<b>Lead</b>	<b>Deadline for delivery</b>	<b>Monitoring mechanisms</b>
Alternative provision offer to be enhanced to enable quick access regardless of how a student accesses our services so that education can be delivered more quickly	Establish operational basis and capacity of RISE, the pupil referral unit, to deal with expected volumes of excluded pupils.	Head of Schools and Educational Services	September 2017	DMT performance day.
	Deliver Schools Forum-led review of High Needs spending starting February 2017	Head of Schools and Educational Services	September 2017	Education Leadership Forum.
	Specification of services agreed with schools.	Head of Schools and Educational Services	September 2017	Education Leadership Forum.
	All services retained, redesigned, commissioned or closed and new offer available to schools.	Head of Schools and Educational Services	September 2017	DMT performance day.
Ensure that children missing education are appropriately monitored and enabled to access education.	Develop and implement a quality assurance mechanism in relation to children missing education.	Head of Schools and Educational Services	September 2017	DMT performance day.

<b>Theme 7:</b>	<b>Quality assurance and performance management</b>
<b>Theme owner:</b>	Deputy Chief Executive, Achieving for Children

<b>Action</b>	<b>Milestones</b>	<b>Lead</b>	<b>Deadline for delivery</b>	<b>Monitoring mechanisms</b>
Continue to embed use of the existing performance management tools.	Implement 'performance day' across Children's Services to secure a system-wide review of performance, including audit outcomes.	Head of Commissioning Adults, Children and Health	Start July 2016 and every two months thereafter.	-
	Implement a robust quality assurance framework in education and early help to complement the existing framework in children's social care.	Head of Schools and Educational Services	March 2017	DMT performance day
	Involve Lead Member in case audits to gain an understanding of the wishes and feelings of children and young people and the services they experience.	Senior Quality Assurance Manager	January 2017 and quarterly thereafter.	DMT performance day and Lead Member briefings.
	Improve compliance in relation to completion of monthly case audits.	All Heads of Service	January 2017 and ongoing	DMT performance day
	Improve the understanding of data and performance across the service.	All Heads of Service and managers	January 2017 and ongoing	DMT performance day
Increase the participation of children and young people.	Increase the number of children in care chairing their own reviews.	Senior Reviewing Officer Service Manager	March 2017	DMT performance day
	Train more young people to be involved in recruitment and interview processes.	Youth Engagement Officer	March 2017	Quarterly report to DMT.

<b>Action</b>	<b>Milestones</b>	<b>Lead</b>	<b>Deadline for delivery</b>	<b>Monitoring mechanisms</b>
	Increase the involvement of Youth Ambassadors in wider council business to ensure that their voice is heard in other council plans and service delivery.	Youth Services Manager	March 2018	DMT performance day and Lead Member briefings
Streamline the number of spreadsheets held outside of main systems	Audit spreadsheets holding personal sensitive data outside of Paris/other systems.	Head of Commissioning – Adults, Children and Health	January 2017	DMT
	Identify ways in which spreadsheets can be discontinued including investment in reporting resource for Paris/other systems.	Head of Commissioning – Adults, Children and Health	February 2017 and ongoing	DMT

<b>Theme 8:</b>	<b>Transfer to Achieving for Children</b>
<b>Theme owner:</b>	Director of Children's Services

<b>Action</b>	<b>Milestones</b>	<b>Lead</b>	<b>Deadline for delivery</b>	<b>Monitoring mechanisms</b>
Secure safe transfer of services to Achieving for Children, effective April 2017	Deliver the project plan, including contract and specification, for the partnership through Achieving for Children.	Head of Commissioning – Adults, Children and Health	April 2017	Project Board
	Deliver the communications plan for the project, including specific sessions with Kickback and Foster Carers Forum	Senior Project Coordinator	April 2017	Project Board

<b>Action</b>	<b>Milestones</b>	<b>Lead</b>	<b>Deadline for delivery</b>	<b>Monitoring mechanisms</b>
	Provide sufficient mechanisms to enable staff to feed in concerns and receive information on the transfer, including FAQs, drop in sessions and roadshows	Senior Project Coordinator with Director and all Heads of Service	April 2017	Project Board

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