



Achieving for Children Joint Committee

Meeting Date:

Monday, 9 December 2019

Agenda

Meeting Time:

11.30 am

Meeting Venue:

York House, Sheet Street, Windsor SL4 1BY

Ian Dodds, Chief Executive

Members

Councillor Stuart Carroll
Councillor Andrew Johnson
Councillor David Hilton
Councillor Kevin Davis
Councillor Liz Green (Co Chair)
Councillor Diane White
Councillor Penelope Frost
Councillor Paul Hodgins
Councillor Gareth Roberts (Co Chair)

Committee Administrator Shilpa Manek
01628 796310

1. WELCOME AND APOLOGIES

Apologies for absence and attendance of alternate members.

2. DECLARATIONS OF INTEREST (Pages 3 - 4)

Members are invited to declare any disclosable pecuniary interests and any other non-pecuniary interests (personal interests) relevant to items on this agenda.

3. MINUTES FROM THE LAST MEETING (Pages 5 - 8)

To consider and approve the minutes of the meeting held on 24 June 2019.

4. PUBLIC PARTICIPATION

Members of the public may ask questions or make representations.

Notice of questions or representations to be submitted must be received by 12 noon on Friday 6th December 2019. Please email to Shilpa.manek@rbwm.gov.uk

5. APPROVAL OF AFC BUSINESS PLAN - REPORT (Pages 9 - 40)

Joint Committee approves the draft business plan for Achieving for Children, from 2020 to 2024 as required by Reserved Matter 13.

6. RESERVED MATTERS TAKEN SINCE LAST MEETING - VERBAL

7. TRADING UPDATE - REPORT (Pages 41 - 44)

The Joint Committee notes the income generated by Achieving for Children through its business development activities, and the potential opportunities to generate further income in 2020/21.

8. UPDATE ON RICHMOND/KINGSTON RECOMMISSIONING PROCESS - VERBAL

9. AOB

The Joint Committee to raise any other business.

10. DATE OF FUTURE MEETINGS

The Joint Committee to note the agree the dates of future meetings.

MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

Disclosure at Meetings

If a Member has not disclosed an interest in their Register of Interests, they **must make** the declaration of interest at the beginning of the meeting, or as soon as they are aware that they have a DPI or Prejudicial Interest. If a Member has already disclosed the interest in their Register of Interests they are still required to disclose this in the meeting if it relates to the matter being discussed.

A member with a DPI or Prejudicial Interest **may make representations at the start of the item but must not take part in the discussion or vote at a meeting.** The speaking time allocated for Members to make representations is at the discretion of the Chairman of the meeting. In order to avoid any accusations of taking part in the discussion or vote, after speaking, Members should move away from the panel table to a public area or, if they wish, leave the room. If the interest declared has not been entered on to a Members' Register of Interests, they must notify the Monitoring Officer in writing within the next 28 days following the meeting.

Disclosable Pecuniary Interests (DPIs) (relating to the Member or their partner) include:

- Any employment, office, trade, profession or vocation carried on for profit or gain.
- Any payment or provision of any other financial benefit made in respect of any expenses occurred in carrying out member duties or election expenses.
- Any contract under which goods and services are to be provided/works to be executed which has not been fully discharged.
- Any beneficial interest in land within the area of the relevant authority.
- Any licence to occupy land in the area of the relevant authority for a month or longer.
- Any tenancy where the landlord is the relevant authority, and the tenant is a body in which the relevant person has a beneficial interest.
- Any beneficial interest in securities of a body where:
 - a) that body has a piece of business or land in the area of the relevant authority, and
 - b) either (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body **or** (ii) the total nominal value of the shares of any one class belonging to the relevant person exceeds one hundredth of the total issued share capital of that class.

Any Member who is unsure if their interest falls within any of the above legal definitions should seek advice from the Monitoring Officer in advance of the meeting.

A Member with a DPI should state in the meeting: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations on the item: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Prejudicial Interests

Any interest which a reasonable, fair minded and informed member of the public would reasonably believe is so significant that it harms or impairs the Member's ability to judge the public interest in the item, i.e. a Member's decision making is influenced by their interest so that they are not able to impartially consider relevant issues.

A Member with a Prejudicial interest should state in the meeting: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations in the item: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Personal interests

Any other connection or association which a member of the public may reasonably think may influence a Member when making a decision on council matters.

Members with a Personal Interest should state at the meeting: ***'I wish to declare a Personal Interest in item x because xxx'. As this is a Personal Interest only, I will take part in the discussion and vote on the matter.***

This page is intentionally left blank

Agenda Item 3

ACHIEVING FOR CHILDREN JOINT COMMITTEE

MONDAY, 24 JUNE 2019

PRESENT: Councillors Stuart Carroll, Simon Dudley, Gareth Roberts, Paul Hodgins, Hilary Gander and Liz Green.

Also in attendance: David Archibald, Elizabeth Brandill-Pepper, Ian Dodds, Hilary Hall, Rob Henderson, Sarah Ireland, Mark Maidment, Paul Martin, Duncan Sharkey, Mandy Skinner and Roy Thompson.

WELCOME AND APOLOGIES

The Chairman welcomed everyone to the meeting.

Apologies were received from Cllr Frost, Cllr White and Cllr Davies. Cllr Gander attended as a substitute for Cllr Davies.

Cllr Dudley reported that as the Royal Borough of Windsor and Maidenhead (RBWM) operated with an executive model he had been advised that the RBWM representative on the joint committee had to be an executive member, Cllr Stimson would be replaced with an executive member.

DECLARATIONS OF INTEREST

There were no declarations of interest received.

MINUTES FROM THE LAST MEETING

Resolved unanimously: that the minutes of the meeting held on 14 November 2018 be approved.

PUBLIC PARTICIPATION

No questions received.

CHANGE IN MEMBERSHIP

The current membership was noted.

GOVERNANCE REVIEW

The Joint Committee considered the latest update on implementing the governance review.

After discussing report the Joint Committee agreed all the recommendations. Particular attention was given to recommendation 2.3 regarding establishing meetings between the chairman of the Board of Directors and key stakeholders.

Resolved unanimously: that the Joint Committee notes the progress that has been made implementing the recommendations made in the Achieving for Children governance review.

FRAMEWORK FOR THE BUSINESS PLAN

The committee considered the report that asked the Joint Committee to approve the framework for the five-year business plan for Achieving for Children, from 2019 to 2024.

The Joint Committee were informed that there had been a review of the current business plan and the proposed new plan for 2019 to 2024 reflected the need to clearly demonstrate how the company would develop over the next five years to the shared benefit of the three owning Councils, but also set out how it would deliver the specific requirements and priorities of each Council, recognising the increasing need to differentiate how children's services are delivered for each Council.

The plan presented at this meeting remained a work in progress and would be brought back to a future meeting and thus there was still time to make required amendments.

The Chairman mentioned that there was a need to raise concern to national government around areas such as unaccompanied asylum seekers, SEND and how children's services were funded. It was agreed that the owners would jointly write to Conservative and Liberal Democrats leadership candidates about these pressures.

Resolved unanimously: that the:

(a) Joint Committee approves the framework for the five-year Business Plan for Achieving for Children, from 2019 to 2024.

(b) Joint Committee approves the proposed priorities for the business plan subject to further engagement with the Councils and partner organisations.

(c) Joint Committee notes that the final business plan will be presented at its meeting on 9 September 2019 for approval as required by Reserved Matter 13.

(d) A letter is sent to the Conservative and Liberal Democrats leadership contenders regarding funding concerns.

RESERVED MATTER - AFC FINANCIAL PLAN (TREASURY PLAN) - REPORT

The Joint Committee considered the reserved matter regarding for the approval of the AFC's Treasury Plan.

Members were informed that the Treasury Plan for AfC was a band three reserved matter that was delegated to the Joint Committee for decision. The Plan was approved annually and when events required a review. The Plan was last reviewed and approved by the Joint Committee in March 2018. The only change was in section 4.3 regarding the percentage of shares.

It was noted that there had been no change to investments.

Resolved unanimously: that the Joint Committee:

- a) Note the contents of this report,**
- b) Considered the review of the share of the Revolving Credit Facility (paragraph 4), and**
- c) Approved the Treasury Plan as set out in the Appendix to this report.**

RESERVED MATTER - DECISION TAKEN SINCE LAST JOINT COMMITTEE

The Joint Committee considered the report that provided a summary of the reserved decisions that had been taken by the member Councils as the joint owners as Achieving for Children, and also provided an update on other ownership issues.

Resolved unanimously: that the report be noted along with the reserved decisions that have been taken since November 2018 and notes the update on Achieving for Children's Independent Fostering Agency and Voluntary Adoption Agency.

BUDGET 2019-20

Item withdrawn.

TRADING UPDATE - REPORT

The Joint Committee considered the latest trading update that provided information on income generated from business development since 1 April 2018. It also set out the funding that had been identified from grant funders or business opportunities, as well as pipeline opportunities.

It was noted that there were plans to appoint a new officer to help with fundraising from grants and foundations who would help increase funding opportunities but would not be in competition with voluntary organisations. It was agreed that there should be a press release about raising funds and working with voluntary organisation to help support children and young people.

Resolved unanimously: that the:

(a) Joint Committee approves the framework for the five-year Business Plan for Achieving for Children, from 2019 to 2024.

(b) Joint Committee approves the proposed priorities for the business plan subject to further engagement with the Councils and partner organisations.

(c) Joint Committee notes that the final business plan will be presented at its meeting on 9 September 2019 for approval as required by Reserved Matter 13.

RECOMMISSIONING UPDATE

The Joint Committee noted that Kingston Upon Thames and Richmond Upon Thames contract with AFC was due to be renewed in the spring of 2021 and thus commissioning negotiations had started. RBWM's renewal was due in 2024.

AOB

There was no other business raised.

DATE OF FUTURE MEETINGS

It was noted that the next meeting was due to take place in Windsor.

The meeting, which began at 11.30 am, finished at 11.45 am

CHAIRMAN.....

DATE.....

This page is intentionally left blank

ACHIEVING FOR CHILDREN - JOINT COMMITTEE

DATE: 9 DECEMBER 2019

REPORT BY: MANAGING DIRECTOR, ACHIEVING FOR CHILDREN

SUBJECT: DRAFT BUSINESS PLAN, 2020 to 2024

1. PURPOSE OF THE REPORT

The report asks the Joint Committee to approve the draft business plan for Achieving for Children, from 2020 to 2024.

2. RECOMMENDATION

Joint Committee approves the draft business plan for Achieving for Children, from 2020 to 2024 as required by Reserved Matter 13.

3. BACKGROUND

Achieving for Children's first business plan 2013 to 2018 had a clear focus on establishing the governance structure and operating model of the company, delivering the operational efficiencies from an integrated children's service, and improving the quality of social care services in Kingston upon Thames. Practice has been to review and amend the business plan on an annual basis in response to changing local priorities and ambitions as well as national developments. Reviews of the initial business plan led to an increased focus on meeting the need for specialist and mainstream school places, growth of the company and its development as an improvement consultant through the government-led Partners in Practice initiative, and service transformation to meet the increasing need to support children in care and special educational needs and disabilities (SEND) provision.

A new business plan was due in April 2018. At its meeting on 11 July 2018 the Joint Committee agreed a revised strategic direction for Achieving for Children with a reduced focus on company growth for a period of two to three years so that greater emphasis could be placed on improving the quality and financial sustainability of services for the three owning Councils. The Committee requested a review of Achieving for Children's governance, commissioning and leadership arrangements as a result of the new strategic direction and agreed an interim business plan until 2019/20. The interim business plan was strongly focused on achieving financial sustainability in children's social care and services for children and young people with SEND by creating more local provision and specialist school places, building family resilience, developing inclusive opportunities, and promoting young people's independence and preparation for successful adulthoods. These strategic

objectives will continue to be relevant to the business plan for 2020 to 2024 so that the company is better able to meet children's and young people's needs, improve service quality and effectiveness and deliver good value for money.

In line with the outcomes of the review, the draft business plan for Achieving for Children from 2020 to 2024 reflects the need to clearly demonstrate how the company will develop over the next five years to the shared benefit of the three owning Councils, but also set out how it will deliver the specific requirements and priorities of each Council, recognising the increasing need to differentiate how children's services are delivered for each Council. The Joint Committee approved the framework and draft priorities for Achieving for Children's business plan at its meeting in June 2019.

4. CONSULTATION AND DEVELOPMENT

A wide range of evidence has been used to identify the context and requirements of the business plan, and consultation with key stakeholders through a Big Conversation process has helped to develop strategies and a set of proposed priorities. The methods used to reach these proposed priorities are summarised in the tables below.

Evidence-base

Needs assessment	Evidence of priorities and changing needs from the children's and young people's needs assessments produced by the Councils that form the basis of the annual commissioning arrangements with Achieving for Children, alongside specific assessments of the needs of different groups of children and young people developed as part of the Joint Strategic Needs Assessment (JSNA).
Corporate plans	Responding to the vision, direction and priorities relating to children, young people and families set out in the Councils' corporate plans: Kingston Corporate Plan 2019 to 2023; Richmond Corporate Plan 2018 to 2022; and the Council Plan 2017 to 2021 in Windsor and Maidenhead.
Inspection findings	Priorities for improvement identified through local inspection findings, including the Inspection of Local Authority Children's Services (ILACS) and local area SEND inspections by OFSTED, inspections of health provision by the Care Quality Commission, and the HMIP inspections of youth offending services.
Strategy development	Evidence collected through the development of local strategies and plans, as well as the priorities agreed

	across partner organisations in the resulting plans. Examples include the Local Health and Care Plans and the Placement Commissioning and Sufficiency Strategy for children in care and leaving care.
Consultations	Findings and recommendations from consultations with children, young people, parents, carers, and the wider community. No specific consultation has been completed on the priorities for the business plan given the breadth of consultation evidence already available, such as public consultation on the Local Health and Care Plan, services for children with special educational needs and disabilities (SEND), and on services for children and young people in care and leaving care.

Big Conversation

The Big Conversation has been an opportunity to speak with a wide range of stakeholders on the learning from the evidence-base in order to develop a clear direction and a set of priorities for the business plan.

Councils	Discussions with each Council led by the Directors of Children's Services on the priorities for each Council and their requirements from Achieving for Children. These were not always separate Big Conversation events but collated evidence from discussions with the Chief Executives, Lead Members for Children's Services, and with the Lead Commissioners at commissioning workshops.
Board of Directors	An externally facilitated day workshop for the Board of Directors on the vision, business strategy and key priorities for the company utilising the McKinsey 7S model: shared values, strategy, style, structure, staff, systems and skills.
Strategic partners	Discussions with strategic partner agencies led by the Directors of Children's Services to determine shared ambitions and service priorities. This included discussion with health services, Police, schools and voluntary sector organisations.
Employees	Nine structured Big Conversations with employees to capture their views on what is working well within the company and the services it delivers, what is working less well, and what needs to be put in place to enable them to achieve even more for children, young people and families. There were representatives from all

	service areas at each of the nine workshops. An annual Staff Survey is also in progress and feedback from this will also be used to inform the business plan priorities.
--	--

5. BUSINESS PLAN

The draft business plan is attached to this report as **ANNEX A**. The company's medium-term financial strategy is part of the business plan and will be appended to the business plan. The medium-term financial strategy was approved by the Joint Committee at its meeting in June 2019 as it is a reserved matter.

6. CONTACT

Ian Dodds
Managing Director, Achieving for Children
ian.dodds@achievingforchildren.org.uk

Achieving *more* for Children

DRAFT

01 Introduction

All three of our owning Councils face challenging financial settlements which means that the company must operate within its budget, including the delivery of planned efficiency savings. At the same time the need for our services is increasing, predominantly in relation to our need to support children and young people with special educational needs and disabilities, and to deliver our responsibilities for children in care and those leaving care up until the age of 25. Our business plan must focus on ensuring the company is able to better manage demand, meet needs, deliver required efficiency savings and achieve longer-term financial sustainability, balanced with a drive to maintain the quality of those services and support innovation and creative solutions to our challenges.

The programmes in the business plan are based on our conviction that, in order to maintain the quality of our services and achieve the best possible outcomes for children, young people and families within the resources we have available, we must truly focus our work on six important priorities: building resilience in families; creating inclusive local provision to meet increasing need; investing in a skilled and flexible workforce; taking a more commercial approach to service development and innovation; implementing smarter and more agile working practices; and ensuring we deliver excellent value for money in all that we do.

14

The business plan sets out the projects that the company will deliver over the next four years to meet these aims. A number of these projects will be delivered across Kingston, Richmond and Windsor and Maidenhead because they meet a common need; however, some have been designed to meet specific local challenges and circumstances or to reflect the priorities of each individual Council. The business plan does not include our day-to-day business, but we will continue to maintain our attention on providing those early help, education, health and social care services that many families rely on every day.

This is an ambitious plan that builds on our success over our first five years of operating and explains how we will achieve even more for children and young people so that they have the best start in life and are able to have safe, happy, healthy and successful childhoods.

David Archibald

Chair of the Board of Directors

02 About Achieving for Children

Achieving for Children was created as a community interest company in 2014 by the Royal Borough of Kingston upon Thames and the London Borough of Richmond upon Thames to deliver all their children's services. In 2017, the Royal Borough of Windsor and Maidenhead became an owner of the company. We now deliver services to more than 120,000 children and young people. We work closely with our local authority owners and local strategic partners, such as schools, the police, health services and voluntary sector organisations, to ensure that the services we provide are relevant and responsive to the differing needs of children and young people in the three local areas, and support the delivery of each Council's local strategic priorities. Where it makes sense to scale-up and deliver services across all three areas we do that in order to achieve better outcomes for children and young people and deliver better value for money.

We deliver the full range of children's services for the three councils. Our service offer is based on strong universal provision delivered through our children's centres and youth centres, alongside a targeted early help offer that provides support to families at the earliest opportunity to prevent children's and young people's needs escalating and facilitate family resilience. We expanded our universal services with the addition of health visiting and school nursing when Windsor and Maidenhead joined the company. These public health services complement our specialist nursing and therapy services for children with disabilities and complex health needs. Our statutory offer includes child protection, support for children in care and leaving care, youth justice and services for children with special educational needs and disabilities (SEND). Our final service area is the support we provide to early years settings and schools to deliver high quality teaching and learning; this includes planning school places, school admissions, advice on school improvement and targeted support for vulnerable pupils. To support the delivery of these services, we employ just over 1,100 professionals from a wide variety of disciplines, including social work, teaching, nursing, occupational therapy, physiotherapy and clinical psychology. Our performance and the quality of our early help, health and social care services are good and this has been recognised by Ofsted and the Care Quality Commission in their service and regulatory inspections. Inspection outcomes for special educational needs services are less positive and are an area for continued improvement.

Service benefits

Achieving for Children has a single organisational focus on services for children, young people and their families. A single organisation working across three local authorities brings operational efficiency and service resilience through a flexible workforce that is skilled and able to manage peaks in demands for services. Our larger scale means that specialist expertise, which may have been lost or unaffordable in a single local authority, can be retained and developed. The joint company model provides increased opportunities for employee engagement and empowerment, enabling cost-efficient decisions to be taken by practitioners working directly with families and reducing the need for more intensive work and interventions further down the line. The service benefits for Achieving for Children are best seen in three areas. First, our investment in systemic family therapy to complement social work interventions when working with families with the most complex needs. Second, our Virtual School where our larger scale has enabled us to retain specialist practitioners focused on improving educational outcomes and destinations for children in care. Third, the development of a company-wide Independent Fostering Agency to lead on the recruitment and retention of a highly-skilled pool of local foster carers. The agency was graded as good by Ofsted at its initial regulatory inspection in 2019.

The large majority of our funding comes from contracts with the local authorities that own us and commission us to deliver their children's services. The annual value of these contracts is £148 million. In addition, the company manages the allocation of £413 million in Dedicated Schools Grant to early years providers and schools. Since 2015, there has been a significant financial pressure on the high needs block of the Dedicated Schools Grant in Kingston and Richmond due to increasing need and complexity of need and the associated costs of school placements for children with special educational needs and disabilities. This is a national trend, although not yet mirrored in Windsor and Maidenhead. There has similarly been an increase in children in need of social care support and becoming looked after. Again, this follows a national trend and is placing significant financial pressure on the three local authorities. One contributing factor to this increased cost has been a lack of local provision to meet the increasing numbers of children needing support and to meet their complexity of needs, leading to a reliance on external and independent provision which is often at a much higher cost.

Financial benefits

Our company model is designed to be flexible enough to respond to the individual priorities of each of our owning Councils but also to deliver jointly across the two or three partners where this improves outcomes and increases efficiency, resilience and cost effectiveness. We have a shared corporate management structure and operating model which delivers efficiencies from a single approach to financial management and business services. This model has reduced central costs by just over £3 million since the company was established. There have also been

financial efficiencies from a more stable workforce and a reduced reliance on more expensive locum and agency workers. This has been achieved through improved recruitment and retention schemes and the increased opportunities for career development and progression available in a larger organisation. In addition, we have increased our purchasing power for placements for children in care, care leavers and young people with special educational needs and disabilities, and we have invested in developing our own residential provision for children in care and supported accommodation for care leavers to help meet their needs locally at a lower cost. We opened a 17-bed unit offering 24-hours supported accommodation in Kingston in 2017 and are due to open our first children's home in March 2020. Overall we have reduced the costs of delivering services for the councils by £12 million since 2014.

17 One of the reasons Achieving for Children was established as a community interest company was to benefit from increasing our commercial and income-generation opportunities whilst maintaining our social focus on giving children the best start and improving their life chances. In our first five years we have been successful at diversifying our income by establishing a consultancy offer to local authorities who are considering alternative delivery models, or who require support to improve the effectiveness and impact of their children's services. We have provided in-depth support to eight local authorities in England since 2014 and, as a result of this success, we were named as a Partner in Practice by the Department for Education in 2018 and have successfully provided improvement support to a further five local authorities. We have generated significant income since 2014 from traded services, trusts and foundations, fundraising and corporate partnerships. This has enabled us to innovate our service offer and implement creative solutions to meet families' needs.

Commercial benefits

As a community interest company, Achieving for Children is able to trade its services to other local authorities and public bodies, through management consultancy and the provision of services under contract, in order to create a surplus for reinvestment in frontline services for children, young people and their families. It also has the potential to expand the range of services provided by the company and to access funding opportunities that are not open to local authorities, such as charitable trusts and foundations and corporate sponsorship, that can be used to fund or supplement funding for non-statutory services. Since 2014, Achieving for Children has generated £5 million in traded services with schools and from our improvement consultancy offer to twelve local authorities. We have secured more than £10 million in grant funding to develop our services, including substantial funding from the Department for Education to develop innovative solutions for children experiencing domestic violence, substance misuse and parental mental health issues. This has resulted in the development of a nationally-recognised service which provides a multi-disciplinary approach to building family resilience to prevent children requiring child protection interventions or needing to come into care.

Our leading performance

Children's social care services in Kingston were inspected by Ofsted in October 2019 and judged to be XXX in terms of the effectiveness of the support we provide to children in need of help and protection, children in care and young people leaving care.	91% of families have improved the care they provide to their children following intensive support from the Strengthening Families service. The service has provided support to 265 families experiencing domestic violence, substance misuse and parental mental health concerns.	More than 1,000 children with disabilities receive short break care, including overnight respite care, from Achieving for Children. 96% of parents and carers rate the care and activities that their children receive as good or better.
More than 10,000 young people regularly use our youth services to take part in positive activities that develop their interests and talents. More than 1,500 young people complete their Duke of Edinburgh's award each year delivering over 45,000 hours of volunteering to their local communities with a social value of more than £475,000.	We have delivered 9,074 additional school places including expanding SEND provision in mainstream schools and co-developing five new free schools. This means that more of our children and young people with special educational needs and disabilities are now educated within their local communities.	98% of Education, Health and Care Plans are completed within the statutory timescale of 20 weeks from the request for assessment. This places our services among the best in the country for the timeliness of assessments and plans for children with SEND.
We support 165 schools to deliver high quality teaching and learning. 91% of schools in our three boroughs are judged to be good or outstanding by Ofsted and are at the top of the school league tables for progress and attainment at all Key Stages.	89% of children and young people report improved mental health and emotional wellbeing following support from our emotional health services. Our services include art therapy, clinical psychology and systemic family therapy.	More than 13,000 families attend one of our children's centres each year for health appointments, to access local childcare, and to attend activities that help their children get ready for school. 77% of children achieve a good level of development in their first year at school which is well above the national average at 72%.

03 Our business plan

What is the business plan?

Achieving More for Children - the business plan for Achieving for Children for 2020 to 2024 is the company's most important strategic document. It articulates our vision for the company together with the most important outcomes that we want to achieve for children in partnership with our owning councils and local strategic partners. It also sets out our objectives for what we want the company to be and how we will change and develop in order to deliver these outcomes. Against each of our strategic outcomes, the business plan sets out priority activities that we will focus on delivering over the next four years. These are the key priorities that will enable us to deliver our vision. Each priority includes targets and milestones so that the three Councils, our partners and stakeholders and children and young people can hold us to account. The intention of our business plan is not to capture everything we do as a company. It is a high-level strategic document which provides a clear framework for decision-making about our services and how we prioritise and allocate our resources.

19

How we have developed our business plan

The priorities in our business plan are based on a sound understanding of the local needs in each of the three local authority areas. We have developed a strong evidence-base for our plan using demographic trends, performance data and the needs analyses produced by the Councils in their Joint Strategic Needs Assessments to better understand local needs, alongside more qualitative feedback about the effectiveness and impact of our services. To make sense of all of this information we held a **Big Conversation** in 2019. This involved a series of listening events with children, young people, parents, carers, partner organisations in the statutory and voluntary sectors, the Councils and our own employees. These conversations enabled us to hear about those issues that are most pressing and that should be our highest priority, as well as identifying creative solutions and potential areas for innovation. The Big Conversations also enabled us to ensure that our plan is aligned with the strategic priorities of our owning councils in their corporate plans and with our strategic partners, including the local health and care plans developed by the clinical commissioning groups.

How we will measure our progress

We will monitor progress in two ways. Firstly, by being clear about our priority activities, when we expect these to be delivered and monitoring our progress against those delivery plans. Secondly, through a set of key performance indicators and quality measures. These have been set by the Councils as part of our contracts with them and by our Board of Directors to ensure the continual development of the company and the

services it delivers. There is regular monitoring and scrutiny of our performance by both the Councils and the Board of Directors, with progress against the key performance indicators reported publicly to each of the owning councils. All the success measures that we have used in this plan are reported to the councils and published as part of our quarterly contract monitoring.

Annual review

Each year the business plan priority areas will be reviewed and updated. The annual review will be reported to the Councils in public meetings. The annual review will provide a self-assessment of our progress at implementing our priorities in the previous year, as well as refreshing our priorities and activities for the year ahead.

04 Our vision and values

Our vision

Our vision is to provide children and their families with the support and services they need to live safe, happy, healthy and successful lives.

Who we are

At Achieving for Children we champion children and families, putting their wellbeing and education first. As a social enterprise, we take the values of public service and combine them with a business approach to deliver our social aims. We have the independence and flexibility to tailor innovative solutions to the needs of children and their families, whilst maintaining our focus on delivering priorities for each of the councils that owns the company.

21

How we work

- *We put children and young people first:* we are passionate about ensuring the best possible outcomes for children and young people – and this drives everything that we do.
- *We embrace diversity and champion inclusion:* we are committed to valuing difference and diversity in our workforce and in the children and families we work with, so that their identities are promoted and their individual needs are met.
- *We are resourceful, adaptable and dependable:* we find and create solutions that work well for children and their families. We build our reputation based on our professionalism, our dedication, our flexibility, and by always delivering what we promise.
- *We nurture strong, responsive and caring relationships:* we build strong and productive partnerships with children, young people, parents, carers and communities so that we can listen and learn from one another.
- *We lead and support partnerships to meet the needs of children and families:* we build strong and effective partnerships with our owning councils, other statutory services, schools, education providers, local businesses, as well as organisations in the voluntary and community sector.
- *We value and invest in our staff to deliver innovative and quality services:* we know that our employees are our most important asset – they make our ambitions a reality. We recruit and retain the best people, value their experience and expertise, and support their professional development and personal growth.

- *We will work with our own councils to deliver the most effective solutions for them:* we understand the requirements of each council, that commissions us to deliver their children's services, and work closely with elected members and corporate leaders to help deliver their plans and priorities.

Our values

- *Trust:* I am reliable, others can count on me to undertake tasks and deliver on what was agreed – I will do what I said I would do. I will encourage open and honest communication, and model clear and fair professional boundaries.
- *Respect:* I will listen to and value other people's perspectives and differences. I will show empathy and humility in the way I communicate.
- *Empower:* I help others to realise their ability and potential, and show emotional intelligence in my approach. I show appropriate and respectful use of power given to me in my job or position and I use this to encourage and enable others.

By 2024, Achieving for Children will be a strong and financially stable organisation. Children's services throughout England are facing unprecedented financial challenges, predominantly because of the need to support more children and an increase in the complexity and longevity of their needs. This relates to services for children in need of help and protection, children in care and leaving care, unaccompanied asylum-seeking children, and children with special educational needs and disabilities. It is placing significant pressure on the three Councils' revenue budgets and, in the case of support for children with special educational needs and disabilities in Kingston and Richmond, is building a substantial in-year and cumulative financial deficit because the allocated government grant is insufficient to meet the increasing need.

We will meet this challenge by having a relentless focus on outcomes for children and young people based on local needs and priorities. Delivering our vision to give children the best start in life and improve their life chances is not just a job for Achieving for Children, but is a shared responsibility with the wider public and voluntary sector. By 2024, Achieving for Children will be characterised by its strong and meaningful relationships with our partner organisations and our whole-system approach to improving services and outcomes for children and young people. We will have strengthened relationships with parents and carers, and our service offer will be shaped by them and by the direct involvement of children and young people. The co-production of effective solutions to local priorities, including the financial challenges, will be evident in our successful delivery of this business plan, as well as our response to emerging issues. We will have invested in integrated services and joint commissioning with our partners, bringing together our collective ideas, talent and resources to better meet the needs of children and young people, especially those with the most complex needs. This will most be evident in our delivery of children's health services where we will have strengthened our integrated health services for children with disabilities, and we will have expanded our offer to include health visiting and public health nursing in schools.

We will focus our early help services on building resilience in families so that they are better able to help, support and protect their children without the need for statutory interventions. Our services will consistently use reflective, collaborative and strengths-based approaches to working with the whole family so that parents are able to make positive and lasting changes to the care they provide to their children. This means maintaining strong universal services, such as youth services, and investing in targeted early help services based on evidence-based interventions that are proven to work in supporting sustained change in families.

Our services will be high quality. By 2024, our social care services will be judged to be outstanding by Ofsted in their Inspection of Local Authority Children's Services or the subsequent inspection framework. Local area inspections of services for children and young people with special educational needs and disabilities and for youth justice services will also have positive outcomes, as will inspections of our health services by the Care Quality Commission. Most importantly, satisfaction with our services by children, young people and parents will also be high. We will consistently get the basics right for families in terms of good quality assessments, plans, interventions and support packages that are regularly reviewed, and use evidence of what works coupled with effective risk management that support children and young people to remain at home with their families as much as possible.

By 2024, we will have successfully invested in local provision so that children and young people can stay closer to their families and support networks, and benefit from our local offer of integrated education, health and care services. We will have met the increasing demand for school places and have maintained local choice for children and young people by working with government to create more free schools and by having permanently expanded good and outstanding local schools. We will have invested in inclusive education so that more children and young people with special educational needs and disabilities can be educated in local mainstream schools; we will have also opened more local special schools with a specific focus on autistic spectrum conditions, speech, language and communication needs, and social, emotional and mental health needs. In the next four years, we will also have increased the number of foster care families, opened our own residential children's homes and increased our range of supported accommodation for care leavers, and we will have joined-up this support to provide holistic support to children in care and on the edge of care. All our services will be focused on promoting independence and developing the skills that young people will need in adulthood.

Achieving our vision for children and young people is reliant on a skilled, motivated and stable workforce. So, by 2024, we will be recognised as an employer of choice for professionals working with children and young people. We will have reduced the number of vacant posts and agency workers in our organisation, reduce our annual voluntary turnover, and increased our employee satisfaction rates to above 90%. Our frontline employees will be able to spend the large majority of their time working directly with children and families because we have lean, streamlined business process and have invested in new technology and digital solutions that enables more agile and smarter working. This will include bringing in-house those support services that will enable us to provide better and more cost-efficient services for children and their families. We will also be more commercial in our approach. We will have strengthened our commissioning practices to foster innovation and achieve higher quality services at a lower cost; and we will have developed our residential care provision on a commercial basis enabling us to offer these services to the market and reinvest any surplus in our early intervention services to prevent children needing to come into care. This will be the focus for our commercial activity over the next four years, meaning that we will significantly scale-back our improvement consultancy offer to other local authorities and reduce our original plans to expand the company to five local authority members; however, we will remain open to opportunities to bring on-board a partner local authority to work alongside our services in Windsor and Maidenhead.

06 our strategic priorities to 2024

Based on our vision and ambitions, we have identified six strategic priorities for our business plan for the next four years.

Strategic priority	What we will achieve for children and young people?	Why is this important?
Stronger families	We will have a relentless focus on safeguarding children and young people across all our services. The services we deliver will be high-quality and will protect and promote the wellbeing of children and young people by promoting family resilience.	<i>"Ensuring children and young people are safe from harm is our core business. We want to build resilience in our families and communities so that they are better able to help, support and protect children without the need for statutory intervention".</i> David Archibald, Non-Executive Director
Positive futures	We will invest and work collaboratively to improve our local education, health and care offer to children and young people so that they have access to high quality services, are able to stay close to their families and friends, achieve well, and develop their skills for independence.	<i>"It is crucial that we provide the right support at the right time, this will enable us to help children and young people to develop their independence and prepare for adulthood. Putting in place local provision means children and young people can stay close to their families and essential support networks and they can benefit from our integrated services giving them the best chance for a positive future".</i> Jane Spencer, Non-Executive Director
Excellent workforce	Our workforce will be experienced, talented, empowered and motivated to deliver the best possible services and outcomes for children and young people; we will invest in the recruitment, retention and development of our workforce and reward their achievements.	<i>"Feedback from children, young people and families always emphasises the importance of a consistent, skilled and motivated workforce. We want to make AfC a place where people want to come and work and a company that they are proud to tell their family and friends that they work for."</i> Sian Wicks, Non-Executive Director
Financial stability	The services we deliver will provide excellent value for money and we are trusted by our commissioning Councils to deliver the	<i>"Given the financial context, both nationally and locally, it is essential that we are focused on delivering efficient, cost-effective and financially sustainable services so we are able</i>

	best possible services within the agreed contract price, including the efficient delivery of our financial savings plans.	<i>to support those most in need.”</i> Nina Hingorani-Crain, Non-Executive Director
Commercial success	We will secure the sustainability of the community interest company through contract renewal, business development, fundraising and good growth, so that we are able to reinvest in the services we deliver directly to children and their families.	<i>“Greater commercial success will enable us to generate a profit to reinvest in our services thereby benefiting the children and young people that we support.”</i> Chris Symons, Non-Executive Director
Smarter working	Our business processes will be efficient, cost-effective and supportive to frontline practitioners so that they are able to spend as much time as possible working directly with children, young people and their families to improve outcomes for them.	<i>“Better business processes, and effective use of new digital technologies, will allow our workforce to reduce the amount of time they spend on unnecessary paperwork and bureaucracy, freeing them up to spend more time with the children, young people and families we support.”</i> Catherine Jervis, Non-Executive Director

07 Delivering our strategic priorities in 2020/21

Achieving more for Children across our whole organisation

Strategic Priority	Priority Project	Lead	How will know we have been successful in 2024?	What will we achieve by March 2021?
Positive futures	Continue to develop as a provider of residential support for children and young people in care and as a provider of supported accommodation for young people leaving care so that more young people are able to stay local and closer to their support networks.	Associate Director for Provider Services	90% of children and young people will be living locally in high quality care placements close to their friends and family and will be effectively support to full independence and adulthood.	We will have opened a new residential children's home and will have completed business cases for two new supported accommodation units for care leavers leading to 60% of children in care and young people leaving care being in local care placements.
	Strengthen compliance and the quality of services delivered by the Independent Fostering Agency , so that it supports the recruitment, training, development and retention of foster carers, enables more children and young people to benefit from in-house family-based care.	Associate Director for Provider Services	Our IFA will be judged as outstanding by Ofsted. We will have increased our number of foster carers by 100 families so that more children and young people are able to benefit from family-based care.	Our IFA will be judged as good by Ofsted. We will have increased our total number of foster carers by 25 families.
Excellent workforce	Strengthen the approach to recruitment and retention to attract experienced and well-qualified practitioners and managers, retain a permanent workforce, and reduce employee turnover and reliance on a higher-cost agency workforce.	Associate Director for Workforce	We will have a strong and stable workforce with a voluntary turnover rate below 15% and an agency staff rate below 10% . There will be clear career development pathways with more than 75% of our employees saying that Achieving for Children is a good place to work.	Our voluntary turnover rate will be 18% and our agency staff rate will be 16% . 60% of our employees say that Achieving for Children is a good place to work.
	Develop the organisational culture of the company, including redefining and embedding values, behaviours and ways of working that are focused on achieving the best possible support and services for children and young people.	Associate Director for Workforce	75% of employees say that they consistently experience our organisational values of trust, respect and empowerment from their senior leaders to their frontline colleagues; this has a positive impact on the children, young people and families that we support.	60% of employees say that they consistently experience trust, respect and empowerment within Achieving for Children.

Financial stability	Review and strengthen capacity and arrangements for commissioning, procurement and contract management , including the joint commissioning of services with the CCG, to achieve quality, value and improved outcomes for children, young people and their families.	Director of Commissioning and Partnerships	We will have a robust and comprehensive commissioning arrangements including effective joint commissioning with the CCG. Procurement and contract management has been strengthened across the organisation.	A new commissioning framework has been agreed with a focus on joint commissioning, supported by a skilled commissioning team.
Commercial success	Develop and implement a commercial strategy for residential care that enables the company to provide additional placement capacity to the market with any income generated reinvested into local services for children in care and on the edge of care.	Associate Director for Provider Services	£600,000 is reinvested each year into local services for children in care and on the edge of care from the income generated from the commercial strategy for residential care.	£150,000 is reinvested into local services for children in care and on the edge of care from the income generated from the commercial strategy for residential care.
	Develop and implement a revised fundraising strategy that brings in grants and other income to support the delivery of innovative new services that promote positive outcomes for the most vulnerable children and young people.	Head of New Business	The company generates £1 million annually through fundraising for investment in prevention and early intervention activities for the most vulnerable children and young people.	The company generates £250,000 through fundraising for investment in prevention and early intervention activities for the most vulnerable children and young people.
	Take opportunities to expand the company by finding a children's services partner for Windsor and Maidenhead that would enable service effectiveness, operational efficiency and resilience, and longer-term financial sustainability.	Managing Director-TBC	There is an integrated delivery model in Windsor and Maidenhead with services delivered in partnership with another local authority, delivering financial and operational efficiencies for both partners.	Potential partners have been identified and approached to ascertain their interest in exploring an integrated delivery model with services in Windsor and Maidenhead.
Smarter working	Review and put in place strengthened arrangements for corporate support services so that the company has the services it needs to be efficient, effective and deliver excellent value for money.	Managing Director-TBC	The company benefits from effective and cost-efficient corporate support services. Employee satisfaction rates with support services are high because 98% of issues and incidents are successfully resolved within agreed timescales.	The service level agreements for ICT, legal services and health and safety have been revised and HR services have been brought in-house delivering £350,000 in efficiency savings. 94% of issues and incidents are successfully resolved within agreed timescales.
	Implement digital strategies and solutions to improve the operational	Head of Business	Achieving for Children is a lean and efficient organisation; 100% of routine tasks, such as	The digital transformation strategy has been implemented leading to the digitisation of at

	efficiency of frontline and corporate support services, maximising the time available to practitioners for working directly with children and young people.	Support and Digital Transformation	booking appointments, have been digitised.	least 60% of routine business support tasks.
--	---	------------------------------------	--	---

Achieving more for Children in Kingston

Strategic Priority	Priority Project	Lead	How will know we have been successful in 2024?	What we will achieve by March 2021
Strong families	Define and implement a consistent practice framework for early help and children's social care services, including embedding Signs of Safety and the systemic family therapy model to promote a strengths-based approach that better supports families to make sustainable change and reduce risks to children and young people.	Director of Children's Social Care	A strength-based practice framework will be established across all our services. External reviews and inspections of our services will consistently demonstrate the success of our practice in promoting resilience in families so that children are safe and well cared for. Ofsted will judge our children's services to be outstanding in their overall effectiveness.	The practice framework will be in place and implemented across all services, Internal reviews of practice will evidence that Signs of Safety and systemic approaches are embedded. Ofsted will judge services in Kingston to be outstanding.
	Implement a strengthened approach to the quality assurance of frontline services so that they continue to effectively safeguard children and young people and promote their wellbeing and achievement.	Associate Director for Quality Assurance & Review	Quality assurance practice informs the continual development of our services so that they are relevant and responsive to changing local needs. 90% of casework is judged to be good or better as part of our quality assurance of practice in early help, children's social care, health services and support for children with SEND.	Permanent appointments have been made to increase capacity for quality assurance in both operational areas. A revised quality assurance framework is in place following feedback from recent inspections. 75% of casework is judged to be good or better.
	Complete a review of early help services and implement a revised strategy, partnership offer and operating model that supports and strengthens families at the earliest opportunity, so that they can protect and meet the needs of their children without the need for higher-tier services or social work interventions.	Associate Director for Early Help	We have a strong partnership-focused early help offer that provides coherent and coordinated support to families from the right service at the earliest opportunity. Universal services and targeted early help services are effective at reducing the need for statutory interventions meaning that there has been a 20% reduction in child protection planning and the number of children coming in to care.	The recommendations of the early help review have been implemented leading to strengthened partnership involvement in the early help offer leaving Achieving for Children to focus on more targeted support for families with more complex needs. There has been a 5% reduction in child protection planning and the number of children in care.
Positive futures	Review and reconfigure the future delivery of health services ; establishing an operating model that promotes high quality and integrated services that support children and young people to maximise their independence, resilience and health outcomes.	Associate Director for Health Services	Public health nursing services are integrated with other children's services providing effective universal child health services and improved support for children and young people with more complex health and wellbeing needs, thereby reducing the need for more intensive interventions such as Education, Health and Care planning.	A First 1000 Days service has been implemented, bringing together public sector and voluntary sector organisations to improve outcomes of young children aged 0 to 3 and reduce the longer-term need for statutory services and support.

	Deliver the SEND Futures Plan to transform the experience of children and young people with SEND and their families, so that local, high-quality education, health and social care provision meets needs and promotes independence for all children and young people with SEND within the resources available in the Dedicated Schools Grant (DSG) and pooled budgets with the Clinical Commissioning Group (CCG).	SEND Programme Director	The needs of most children and young people with SEND are met at the earliest stage in mainstream schools without the need for an Education, Health and Care Plan. 75% of children and young people with a plan are educated in local mainstream and special schools with much reduced reliance on independent and non-maintained school provision outside of the borough. The educational needs of children and young people with SEND are met within the funding provided in the Dedicated Schools Grant.	There are fewer than 1,275 Education, Health and Care Plans. 60% of children and young people with a plan are educated in local mainstream and special schools. The in-year overspend on the Dedicated Schools Grant has reduced to £2 million (TBC).
	Work with the CCG and other partners to implement the Written Statement of Action for SEND so that services are high quality and respond better to the needs, views and ambitions of children, young people and their families.	Associate Director for SEND	Services for children and young people with special educational needs and disabilities are consistently high quality with 75% of parents and carers rating services as good or better.	The re-inspection of local area SEND services by Ofsted and the Care Quality Commission judges that sufficient progress has been made in implementing the Written Statement of Action and that the overall quality of services has improved. 60% of parents and carers rate services as good or better.
	Work with adult care and housing providers to improve pathway and transition planning for young people with SEND so that services and support are in place to meet their needs, promote independence and enable a positive experience of early adulthood.	Associate Director for SEND	All young people with SEND have an effective transition plan in place by age 15 that plans for their independence and maximises their opportunities for a positive experience of early adulthood, including planning for their transition to adult social care services where needed.	A revised transitions protocol has been agreed between Achieving for Children and adult social care services and is embedded across SEND and leaving care services.
	Expand vocational learning opportunities for young people through the development of work experience, traineeships and apprenticeships (particularly for those leaving care or with SEND) to support them to gain meaningful employment.	Associate Director for Workforce	98% of young people are in meaningful education, employment and training due to the availability of more vocational learning opportunities. There has been a 100% increase in the number of young people completing traineeships or apprenticeships.	92% of young people are in education, employment and training. There has been a 25% increase in the number of young people completing traineeships or apprenticeships.
Smarter working	Develop and implement a local engagement strategy and service that strengthens relationships with children, young people and families so that their	Director of Commissioning and Partnership	Collaboration and involvement is the organisational culture within Achieving for Children. Our whole workforce (supported by a specialist participation team) routinely	A new engagement strategy is developed in collaboration with parents, carers, children and young people. A central participation function is in place to create capacity to

	views, wishes and ambitions shape the delivery of high quality, relevant and responsive services that offer the best value for money.	s	engages with parents, carers, children and young people to ensure that our services are relevant, responsive, focused on local needs and deliver maximum value for money.	improve involvement and collaboration. Five collaborative activities have been completed in significant service areas agreed with parents, carers, children and young people.
	Develop and implement a new approach to partnership working that marshalls the skills, capacity, resources and creativity of the whole community to better identify and meet the changing needs of children and young people.	Director of Commissioning and Partnerships	Achieving for Children is recognised as an excellent partner that champions the needs of children, young people and families as part of local strategic partnerships and by actively contributing to the wider corporate priorities of the council.	Achieving for Children makes a positive contribution to local strategic partnerships through active involvement and leadership.

The priorities in our plan for Kingston are aligned with the Corporate Plan for 2019 to 2023 - Making Kingston Better, Together - in particular strategic outcome 3: healthy, independent and resilient residents, with effective support to those who need it most.

Achieving more for Children in Richmond

Strategic Priority	Priority Project	Lead	How will know we have been successful?	What we will achieve by March 2021
Strong families	Define and implement a consistent practice framework for early help and children's social care services, including embedding Signs of Safety and the systemic family therapy model to promote a strengths-based approach that better supports families to make sustainable change and reduce risks to children and young people.	Director of Children's Social Care	A strength-based practice framework will be established across all our services. External reviews and inspections of our services will consistently demonstrate the success of our practice in promoting resilience in families so that children are safe and well cared for. Ofsted will judge our children's services to be outstanding in their overall effectiveness.	The practice framework will be in place and implemented across all services, Internal reviews of practice will evidence that Signs of Safety and systemic approaches are embedded. Ofsted will judge services in Richmond to be outstanding.
	Implement a strengthened approach to the quality assurance of frontline services so that they continue to effectively safeguard and promote the wellbeing of all children and young people, and are recognised as good or outstanding in external inspections.	Associate Director for Quality Assurance and Review	Quality assurance practice informs the continual development of our services so that they are relevant and responsive to changing local needs. 90% of casework is judged to be good or better as part of our quality assurance of practice in early help, children's social care, health services and support for children with SEND.	Permanent appointments have been made to increase capacity for quality assurance in both operational areas. A revised quality assurance framework is in place following feedback from recent inspections. 75% of casework is judged to be good or better.
	Complete a review of early help services and implement a revised strategy, partnership offer and operating model that supports and strengthens families at the earliest opportunity, so that they can protect and meet the needs of their children without the need for higher-tier services or social work interventions.	Associate Director for Early Help	We have a strong partnership-focused early help offer that provides coherent and coordinated support to families from the right service at the earliest opportunity. Universal services and targeted early help services are effective at reducing the need for statutory interventions meaning that there has been a 20% reduction in child protection planning and the number of children coming in to care.	The recommendations of the early help review have been implemented leading to strengthened partnership involvement in the early help offer leaving Achieving for Children to focus on more targeted support for families with more complex needs. There has been a 5% reduction in child protection planning and the number of children in care.
Positive future	Review and reconfigure the future delivery of health services ; establishing an operating model that promotes high quality and integrated services that support children and young people to maximise their independence, resilience and health outcomes.	Associate Director for Health Services	There is an integrated health service for children with disabilities in Richmond that complements the service in Kingston. Public health nursing services are integrated with other children's services providing effective universal child health services and improved support for children and young people with more complex health and wellbeing needs, thereby reducing the need for more	Business cases have been developed for an integrated health service for children with disabilities and a First 1000 Days service to bring together public sector and voluntary sector organisations to improve outcomes of young children aged 0 to 3 and reduce the longer-term need for statutory services and support.

			intensive interventions such as Education, Health and Care planning.	
	Deliver the SEND Futures Plan to transform the experience of children and young people with SEND and their families, so that local, high-quality education, health and social care provision meets needs and promotes independence for all children and young people with SEND, whilst also delivering good value for money.	SEND Programme Director	The needs of most children and young people with SEND are met at the earliest stage in mainstream schools without the need for an Education, Health and Care Plan. 75% of children and young people with a plan are educated in local mainstream and special schools with much reduced reliance on independent and non-maintained school provision outside of the borough. The educational needs of children and young people with SEND are met within the funding provided in the Dedicated Schools Grant.	There are fewer than 1,646 Education, Health and Care Plans. 60% of children and young people with a plan are educated in local mainstream and special schools. The in-year overspend on the Dedicated Schools Grant has reduced to £1.5 million (TBC).
	Develop a self-evaluation of SEND services and an accompanying action plan to ensure that services are high quality and respond to the needs, views and ambitions of children, young people and their families, and that this is recognised in the local area SEND inspection.	Associate Director for SEND	Services for children and young people with special educational needs and disabilities are consistently high quality with 75% of parents and carers rating services as good or better.	The inspection of local area SEND services by Ofsted and the Care Quality Commission judges them to be effective. 60% of parents and carers rate services as good or better.
	Work with adult care and housing providers to improve pathway and transition planning for young people with SEND so that services and support are in place to meet their needs, promote independence and enable a positive experience of early adulthood.	Associate Director for SEND	All young people with SEND have an effective transition plan in place by age 15 that plans for their independence and maximises their opportunities for a positive experience of early adulthood, including planning for their transition to adult social care services where needed.	A revised transitions protocol has been agreed between Achieving for Children and adult social care services and is embedded across SEND and leaving care services.
	Expand vocational learning opportunities for young people through the development of work experience, traineeships and apprenticeships (particularly for those leaving care or with SEND) to support them to gain meaningful employment.	Associate Director for Workforce	98% of young people are in meaningful education, employment and training due to the availability of more vocational learning opportunities. There has been a 100% increase in the number of young people completing traineeships or apprenticeships.	92% of young people are in education, employment and training. There has been a 25% increase in the number of young people completing traineeships or apprenticeships.
Smarter working	Develop and implement a local engagement strategy and service that strengthens relationships with children,	Director of Commissioning and	Collaboration and involvement is the organisational culture within Achieving for Children. Our whole workforce (supported	A new engagement strategy is developed in collaboration with parents, carers, children and young people. A central participation

	young people and families so that their views, wishes and ambitions shape the delivery of high quality, relevant and responsive services that offer the best value for money.	Partnerships	by a specialist participation team) routinely engages with parents, carers, children and young people to ensure that our services are relevant, responsive, focused on local needs and deliver maximum value for money.	function is in place to create capacity to improve involvement and collaboration. Five collaborative activities have been completed in significant service areas agreed with parents, carers, children and young people.
	Develop and implement a new approach to partnership working that marshalls the skills, capacity, resources and creativity of the whole community to better identify and meet the changing needs of children and young people.	Director of Commissioning and Partnerships	Achieving for Children is recognised as an excellent partner that champions the needs of children, young people and families as part of local strategic partnerships and by actively contributing to the wider corporate priorities of the council.	Achieving for Children makes a positive contribution to local strategic partnerships through active involvement and leadership.

The priorities in our plan for Richmond are aligned with the Corporate Plan for 2018 to 2022 - Standing Up for Richmond Residents - in particular the strategic outcome 4: a borough for everyone.

Achieving more for Children in Windsor and Maidenhead

Strategic Priority	Priority Project	Lead	How will know we have been successful in 2024?	What we will achieve by March 2021
Strong families	Define and implement a consistent practice framework for early help and children's social care services, including embedding Signs of Safety and the systemic family therapy model to promote a strengths-based approach that better supports families to make sustainable change and reduce risks to children and young people.	Director of Children's Social Care	A strength-based practice framework will be established across all our services. External reviews and inspections of our services will consistently demonstrate the success of our practice in promoting resilience in families so that children are safe and well cared for. Ofsted will judge our children's services to be outstanding in their overall effectiveness.	The practice framework will be in place and implemented across all services, Internal reviews of practice will evidence that Signs of Safety and systemic approaches are embedded. Ofsted will judge services in Windsor and Maidenhead to be good.
	Implement a strengthened approach to the quality assurance of frontline services to improve the consistency of early help and social care practice, so that children and young people are safe and experience high quality support and care.	Head of Quality Assurance and Principal Social Worker	Quality assurance practice informs the continual development of our services so that they are relevant and responsive to changing local needs. 90% of casework is judged to be good or better as part of our quality assurance of practice in early help, children's social care, health services and support for children with SEND.	Permanent appointments have been made to increase capacity for quality assurance in both operational areas. A revised quality assurance framework is in place following feedback from recent inspections. 75% of casework is judged to be good or better.
	Complete a review of early help services and implement a revised strategy, partnership offer and operating model that supports and strengthens families at the earliest opportunity, so that they can protect and meet the needs of their children without the need for higher-tier services or social work interventions.	Director of Children's Social Care	We have a strong partnership-focused early help offer that provides coherent and coordinated support to families from the right service at the earliest opportunity. Universal services and targeted early help services are effective at reducing the need for statutory interventions meaning that there has been a 20% reduction in child protection planning and the number of children coming in to care.	The recommendations of the early help review have been implemented leading to strengthened partnership involvement in the early help offer leaving Achieving for Children to focus on more targeted support for families with more complex needs. There has been a 5% reduction in child protection planning and the number of children in care.
Positive future	Develop resources to support assessment and early intervention in mainstream early years settings, schools and colleges so that they are equipped to meet the needs of children and young people with SEND who are below the threshold for an Education, Health and Care Plan.	Associate Director for Inclusive Education	All mainstream early years settings, schools and colleges are observed to confidently and effectively support children and young people with SEND who are below the threshold for an EHCP.	Resources to support assessment and early intervention have been developed and put in place. 80% of mainstream early years settings, schools and colleges are observed to confidently and effectively support children and young people with SEND who are below the threshold for an EHCP.

	Work with the clinical commissioning group and other partners to implement the Written Statement of Action for SEND so that services are high quality and respond better to the needs, views and ambitions of children, young people and their families.	Associate Director for Inclusive Education	Services for children and young people with special educational needs and disabilities are consistently high quality with 75% of parents and carers rating services as good or better.	Monitoring of local area SEND services by the Department for Education judge that services are effective and continue to improve. 60% of parents and carers rate services as good or better.
	Develop alternative education provision to better support the educational progress, achievement and wellbeing of children and young people with challenging behaviours who have been permanently excluded or are at risk of exclusion from school.	Associate Director for Inclusive Education	New alternative education provision has been developed to support the needs of 36 children and young people with challenging behaviours leading to improved educational progress, attainment and outcomes. No young people are currently excluded from Primary school.	The local service is judged good or better by Ofsted. 12 alternative education places are available. The permanent exclusion rate has reduced by 25% .
	Work with adult care and housing providers to improve pathway and transition planning for young people with SEND so that services and support are in place to meet their needs, promote independence and enable a positive experience of early adulthood.	Associate Director for Inclusive Education	All young people with SEND have an effective transition plan in place by age 15 that plans for their independence and maximises their opportunities for a positive experience of early adulthood, including planning for their transition to adult social care services where needed.	A revised transitions protocol has been agreed between Achieving for Children and adult social care services and is embedded across SEND and leaving care services.
	Expand vocational learning opportunities for young people through the development of work experience, traineeships and apprenticeships (particularly for those leaving care or with SEND) to support them to gain meaningful employment.	Associate Director for Workforce	98% of young people are in meaningful education, employment and training due to the availability of more vocational learning opportunities. There has been a 100% increase in the number of young people completing traineeships or apprenticeships.	92% of young people are in education, employment and training. There has been a 25% increase in the number of young people completing traineeships or apprenticeships.
	Work to reduce gaps in attainment in reading, writing and mathematics between children in receipt of the Pupil Premium grant and their peers to provide the foundation for all children to achieve well and have positive choices for their future learning.	Associate Director for Inclusive Education	The attainment for reading, writing and mathematics (combined) at the end of Key Stage 2 for pupils in receipt of the Pupil Premium grant is better than the results of the statistical neighbour peer group (summer 2024 results).	The attainment for reading, writing and mathematics (combined) at the end of Key Stage 2 for pupils in receipt of the Pupil Premium grant and their peers is better than the national average (summer 2021 results).
Smarter working	Develop and implement a local engagement strategy and service that strengthens relationships with children, young people and families so that their views, wishes and ambitions shape the delivery of high quality, relevant and	Director of Children's Services	Collaboration and involvement is the organisational culture within Achieving for Children. Our whole workforce (supported by a specialist participation team) routinely engages with parents, carers, children and young people to ensure that our services	A new engagement strategy is developed in collaboration with parents, carers, children and young people. A central participation function is in place to create capacity to improve involvement and collaboration. Five collaborative activities have been

	responsive services that offer the best value for money.		are relevant, responsive, focused on local needs and deliver maximum value for money.	completed in significant service areas agreed with parents, carers, children and young people.
	Develop and implement a new approach to partnership working that marshalls the skills, capacity, resources and creativity of the whole community to better identify and meet the changing needs of children and young people.	Director of Children's Services	Achieving for Children is recognised as an excellent partner that champions the needs of children, young people and families as part of local strategic partnerships and by actively contributing to the wider corporate priorities of the council.	Achieving for Children makes a positive contribution to local strategic partnerships through active involvement and leadership.

The priorities in our plan for Windsor and Maidenhead are aligned with the Corporate Plan for 2017 to 2021 - Building a Borough for Everyone.

08 Our financial plan

A summary of the Medium-Term Financial Plan, which has been approved by the Joint Committee, will be appended to the business plan when it is published.

This page is intentionally left blank

ACHIEVING FOR CHILDREN - JOINT COMMITTEE

DATE: 9 DECEMBER 2019

REPORT BY: MANAGING DIRECTOR, ACHIEVING FOR CHILDREN

SUBJECT: TRADING UPDATE

1. PURPOSE OF THE REPORT

This report updates the Joint Committee on income generated from business development since 1 April 2018. It also sets out the funding that has been identified from grant funders or business opportunities, as well as pipeline opportunities.

2. RECOMMENDATIONS

The Joint Committee notes the income generated by Achieving for Children through its business development activities, and the potential opportunities to generate further income in 2020/21.

3. CONFIRMED INCOME

The following income has been secured by the company since 1 April 2019 against income targets that have been built into the base budget for the company for 2019/20.

Funder	Description	Income (£)
Schools	Service level agreements with schools in Kingston and Richmond to deliver a range of professional services, including educational psychology, school improvement and education welfare.	2,457,000
Department for Education	Development support for the delivery of 30-hours free childcare in Kingston and Richmond.	140,000
Department for Education - Intervention Programme and Partners in Practice.	Delivery of commissioner, intervention adviser and improvement advisor support to various local authorities.	136,450
Careers and Enterprise Co.	Personal careers guidance in schools and colleges. .	105,000

Heritage Lottery Fund Your Health, Our Hands	Delivery of creative learning programmes for young people at risk of school exclusion at Anstee Bridge in Kingston.	98,000
Department of Work and Pensions	Grant from the Reducing Parental Conflict Fund to provide support and interventions to families.	70,200
Awards for All	Improvements to the garden at the Moor Lane Centre for children with disabilities in Kingston.	10,000
London Marathon Charitable Trust	Improvements to the garden at the Moor Lane Centre for children with disabilities in Kingston.	20,000
Anna Freud Centre	Sub-contractor for the provision of mental health training to Clinical Commissioning Groups and CAMHS.	40,000
Youth Endowment Fund - Impetus	Transition hub within the virtual school to support 10-14 year olds in care and/or who are unaccompanied asylum seekers. Intensive project focussed on reducing crime and enabling the young people to be ready for mainstream school. In partnership with St Mary's University and Barnet Council.	350,000
MOPAC	Funding for the youth resilience service. A gangs worker and peer mentors.	90,000
Tom Hardy Foundation	Funding for martial arts project in Richmond for young people at risk of offending or who have offended.	5,000
EY Erasmus Fund	Pedagogy exploration in early years. Funding allocated to Surbiton Children's Centre in Kingston.	14,500
Local Government Association - Digital Fund	Funding for a digital chat-bot on the Local Offer page to assist children, young people and families in accessing important information.	15,000
Total income		3,551,150

4. SUBMITTED FUNDING APPLICATIONS

The following funding applications and tenders have been submitted and are awaiting a decision by the funder or service commissioner; decisions are expected by Q4 2019/20.

Funder	Description	Requested (£)
Department for Health and Social Care	Innovation Fund for carers. Bid submitted in partnership with Crossroads Care - funding for the emotional health team to collaborate more widely with Crossroads.	120,000
#IWill Fund	Project to inspire young people to take part in social action as part of the Anstee Bridge alternative education offer in Kingston.	10,000
Total grant funding requested/available		130,000

5. PIPELINE PROPOSALS

The following grant funding and business development have been identified as supporting the business plan and service priorities for the company. They will be subject to the usual trading opportunities evaluation process agreed with the owning Councils.

Funder	Description	Potential (£)
Mayor of London	Euro related activities within youth centres (linked with Sport England bid)	5,000
Youth Music Fund	Youth resilience project for young people involved in crime or at risk of committing crime.	10,000
The LGA and The Health Foundation	Shaping places for healthier lives - funding to address health inequalities.	100,000
Sport England	Funding for youth centre activities.	10,000
The National Lottery Heritage Fund	Project in collaboration with Chessington Zoo in Kingston.	70,000
The Backstage Trust	Arts-based alternative education project at Anstee Bridge in Kingston.	30,000
Esmee Fairbairn	Arts-based alternative education project at	50,000

Foundation	Anstee Bridge in Kingston.	
Serco (through the GLA)	This programme is designed to help individuals improve their personal and family circumstances to support them back into work and is delivered through a network of London providers. We are considering an application on behalf of Kingston and Richmond.	100,000
Total potential funding available		375,000

6. CONTACT

Ian Dodds
Managing Director, Achieving for Children
ian.dodds@achievingforchildren.org.uk