



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

July 2016

“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

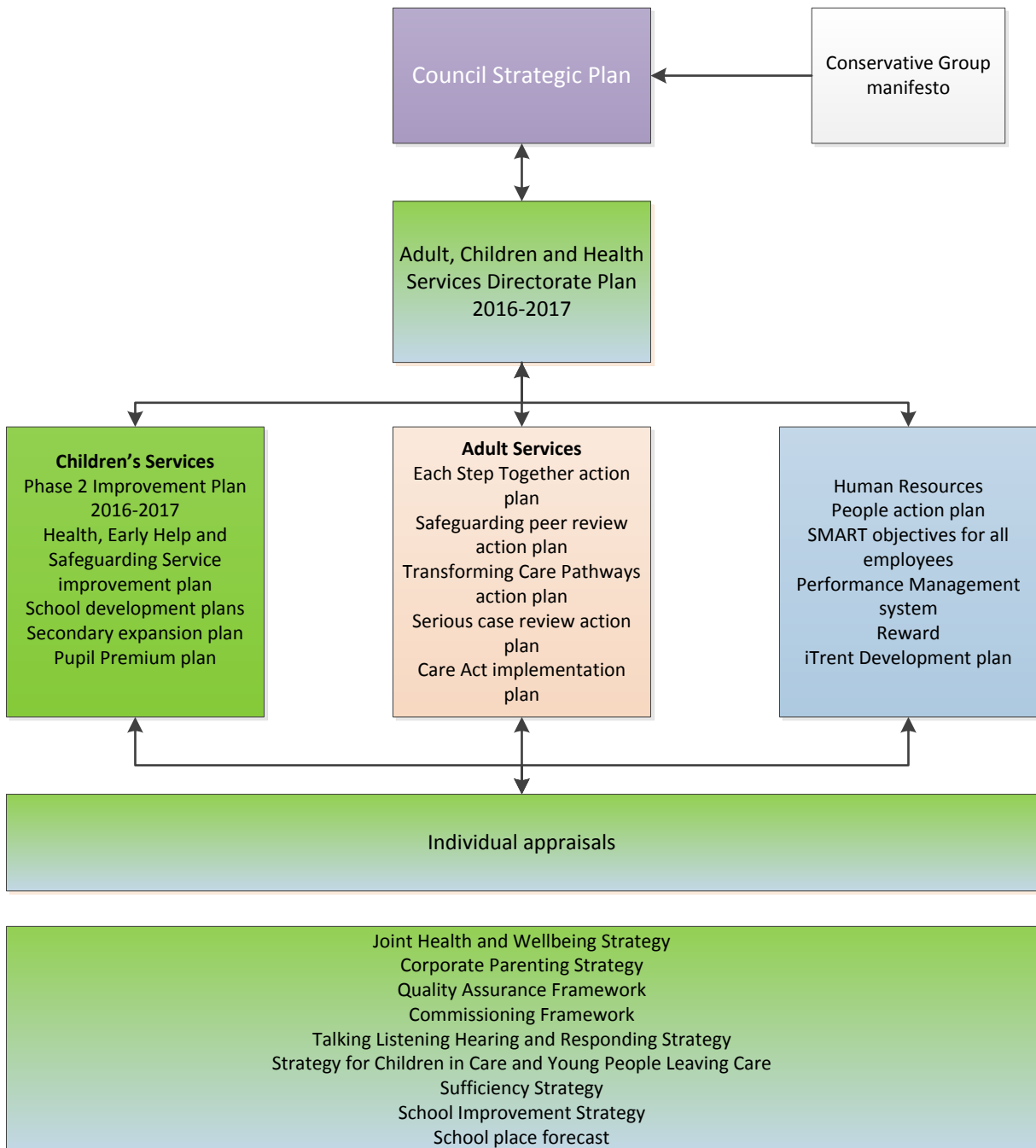
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Commonly used acronyms

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

Diagram 1: The Golden Thread



FORWARD FROM THE STRATEGIC DIRECTOR

I am immensely proud to hold the roles of Managing Director, Strategic Director of Adult Services and Strategic Director of Children's Services in the Royal Borough of Windsor and Maidenhead. This directorate and the people we employ deliver services that make a tangible difference to the lives of our residents – whether it is supporting older, vulnerable residents to live independently, enabling young people to achieve a good education which sets them up for adult life, providing protection and care for children and young people at risk, promoting health and wellbeing or skilling up our workforce to deliver the services our residents need.

I am aware that you all know and see the Royal Borough's strategic principles: Putting residents first, Delivering value for money, Delivering together with our partners and Equipping ourselves for the future. These principles are the DNA of our directorate.

Our primary purpose is to **serve our residents** – this is only possible through having intelligence on who our residents are, what they want and need and then striving to deliver the right services, in the right place and at the right time. Colleagues in the directorate who have little direct contact with residents in their work might wonder how they do that. The answer is simple: they enable and support us to do what we do.

The service provided to residents comes through **working together**. Sometimes I feel these words, working together, are often overused and insufficiently delivered. Working together is crucial to enabling our residents to achieve and succeed – the whole is definitely bigger than the sum of the parts. In a world of decreasing financial resources, working together effectively is crucial to us delivering more for less.

I want us to serve residents through **equipping ourselves for the future**. We need to constantly focus on how we work with an eye on the future to be the best we can.

Finally – as you would expect – we serve residents through our focus on **value for money**. Our focus on value for money as an organisation has placed us in this position today so we have to resource to meet needs. Without doubt, we have slightly less resource than we had before but because of our approach, we also have a slightly smaller financial challenge going forward than some other authorities.

This brings me to our most important aspect, our leadership and political control. Political leadership has changed recently. The new political leadership is ambitious for us to continue serving residents well and they are listening to us as directors. So for example, the budget setting for the next three years will not be a straight proportionate cut in budgets across the three directorates – but instead given the work of this directorate in supporting vulnerable residents, our budget reduction is less than that for the other two directorates. This is a relevant difference and it affirms the value of our work for residents.

I look forward to the challenges of 2016-2017 and working with you all to deliver them.

Alison Alexander
Managing Director/Strategic Director of Adult, Children and Health Services

1 INTRODUCTION

- 1.1 The Adult, Children and Health 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, describes the operating context, vision, values and aims and objectives of the directorate for 2016-2017. It summarises our commitment to our workforce and shows how finances are used to effect change. It outlines the achievements the workforce achieved in 2015-2016. The plan is part of the "golden thread" of plans and strategies which underpin the work of the directorate and its employees, see diagram 1.
- 1.3 This plan is reviewed and updated on an annual basis, with internal quarterly performance monitoring and external oversight by Lead Members and Overview and Scrutiny Panels, see table 1.

Table 1: Lead Members and Overview and Scrutiny Panels

Lead Member	Overview and Scrutiny Panel
Leader of the Council and Lead Member for Housing	Planning and Housing
Lead Member Adults, Health and Sustainability Deputy Lead Member Public Health and Communications	Adult Services and Health
Lead Member Children's Services Deputy Lead Member School Improvement	Children's Services
Principal Member for Legal Services and HR	Corporate Services Employment Panel

- 1.4 The directorate's annual resource equates to £57m, excluding Dedicated Schools Funding, which is sufficient to meet current levels of demand. The directorate's business is delivered through five service areas:
 - Health and Adult Social Care.
 - Health, Early Help and Safeguarding.
 - Schools and Educational Services.
 - Commissioning – Adults, Children and Health.
 - Human Resources.

2 VISION AND BUSINESS

- 2.1 The directorate's vision is that:

Residents' needs are met as early as possible by highly skilled professionals and our residents are given every opportunity to be successful.

- 2.2 Our ambition for our residents is high. The directorate 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 service user.

- Raising practice standards, so that every team becomes a pocket of excellence and service users 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.

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

Education

2.4 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.

2.5 The quality of the borough's schools is endorsed by Ofsted with 81% 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

2.6 The directorate delivers a number of services to help our residents and prevent their needs escalating to specialist services. For instance: the Short Term Support and Rehabilitation team provides intensive support to residents coming out of hospital to enable them to continue living in their own homes; domiciliary care is delivered on the basis of outcomes and independence plans; children's centres have high levels of usage and the Council remains committed to delivering Youth Services that are accessible to all younger residents.

Safeguarding

2.7 Whilst large numbers of the Borough's residents do not require safeguarding services, the 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 residents in the Borough.

3 DESCRIPTION OF SERVICES PROVIDED

3.1 Each of the five service areas in the directorate 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 and Adult Social Care

Under the Care Act, local authorities must ensure that local residents receive services that prevent their care needs from becoming more serious and they have a range of high quality, appropriate services to choose from. The Royal Borough discharges this duty through a number of services including services for around 1400 older people and those with a physical disability, including a hospital team and a short term support and rehabilitation team; an integrated service with Berkshire

Healthcare Foundation Trust providing services for around 350 people with a learning disability or difficulty; an integrated mental health service for around 700 residents and a safeguarding adults service managing around 700 safeguarding alerts each year.

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. The Royal Borough discharges this duty through a number of services, including early help, youth service and youth offending team, children's centres, 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

The Royal Borough provides services 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.

Commissioning – Adults, Children and Health

The Commissioning service area enables and supports the directorate to deliver its services. It commissions around £30m of services for adults and children; delivers £3.5m of public health services; provides independent overview for around 140 children/young people with a child protection plan and around 100 children/young people in care; delivers annual reviews of the Borough's 46 foster carers; manages the care governance framework for the 46 care homes in the Borough; provides independent information, advice and support for around 100 parents who have children with disabilities; supports over 800 users of the social care case management system; delivers systems support to the Borough's schools and provides administrative support to all teams in adults and children's services.

Human Resources

Human Resources supports the Royal Borough by matching resources (people) to future needs, training, developing our staff and retaining talent within the organisation, supporting and leading change initiatives, ensuring compliance with employment legislation and at an organisation level, championing our culture and values. It supports managers with grievances, disciplinary cases and employment tribunals. It correctly pays over 4,000 employees each month and ensures all associated pension, tax and national insurance contributions are made. Advice and guidance on health and safety matters for managers and schools, including academies, is also provided.

4 WORKFORCE

4.1 The Royal Borough of Windsor and Maidenhead is structured through three directorates, see diagram 2, and the Adult, Children and Health Services directorate is structured through five service areas, see diagram 3. In addition, there are some hosted workforce services detailed in point 4.3.

Diagram 2: Council structure

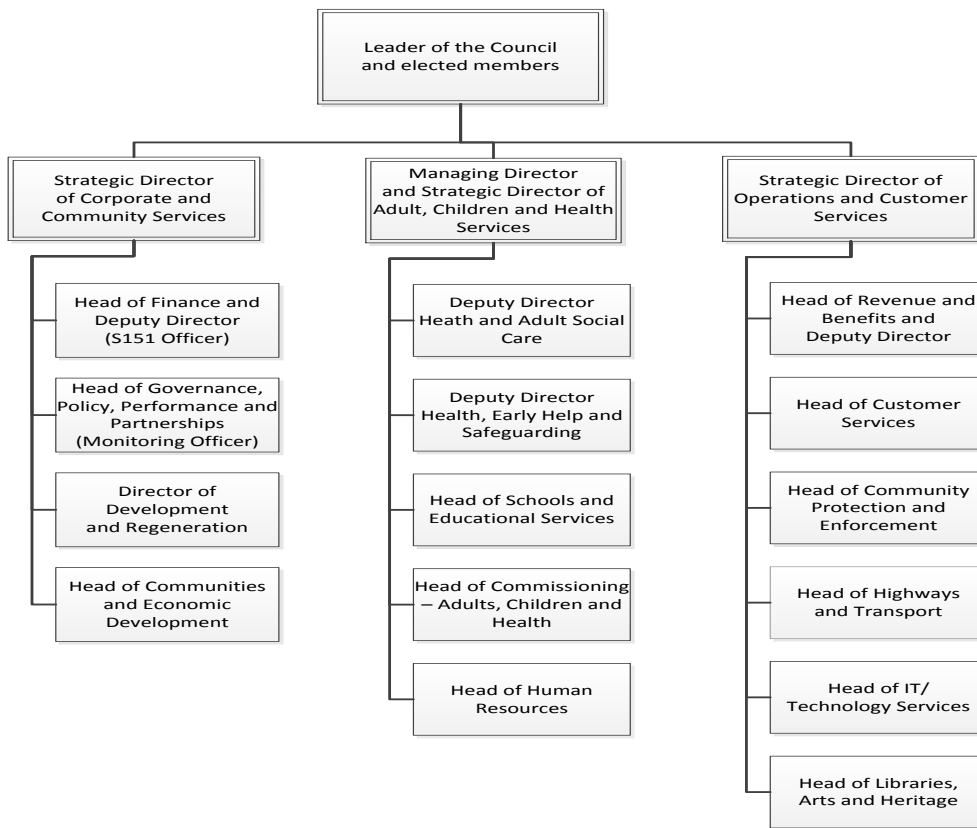
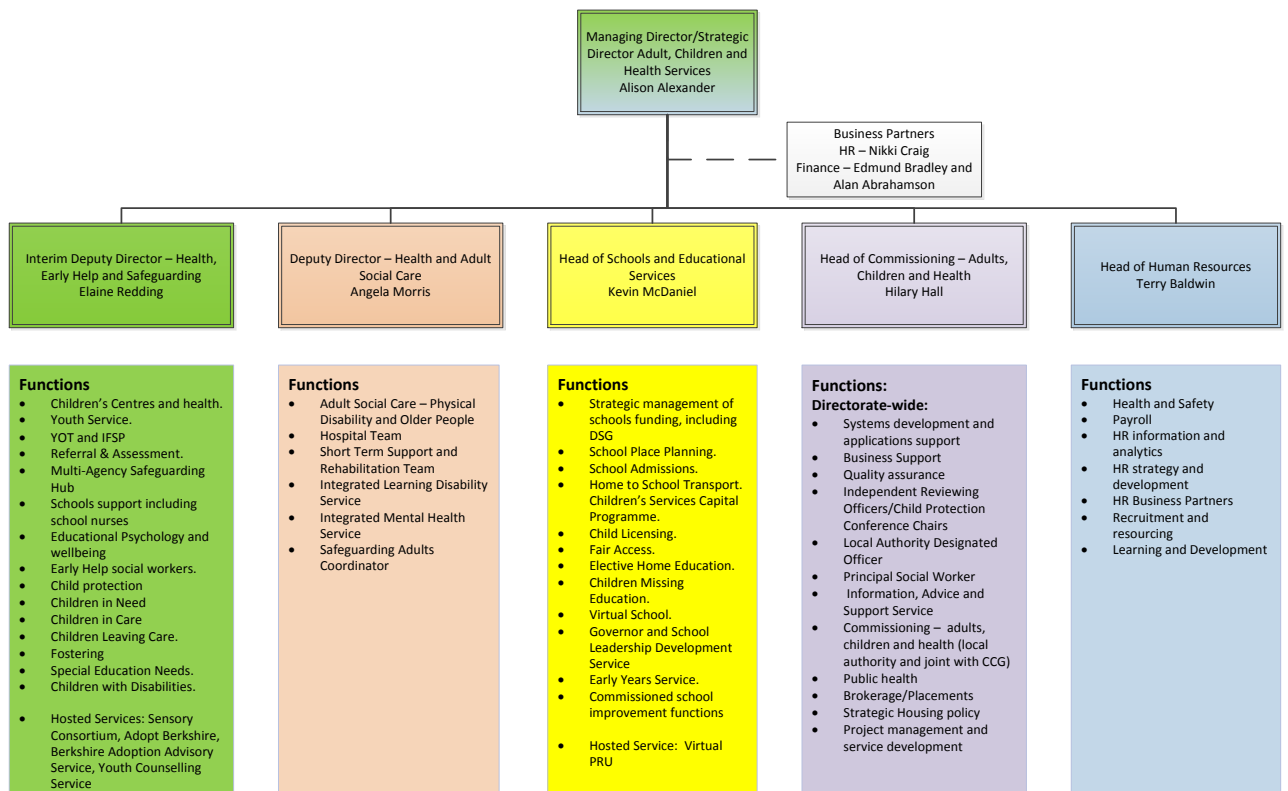


Diagram 3: Adult, Children and Health Services Structure



4.2 The Adult, Children and Health Services Directorate has 513.3FTE, see table 2. Its sickness levels are higher than the targeted six sickness absence days lost per FTE.

Data for the end of 2015/16 show an actual of 11.43 days lost per FTE. Individual service areas, in particular in Health and Adult Social Care and Commissioning, will have specific targeted work to support in reducing higher levels of long term sickness and staff exceeding the Bradford factor trigger of 120.

Table 2: Adult, Children and Health Services employees (headcount)

2013-2014	2014-2015	2015-2016	2016-2017	Staff turnover 2015-2016
679.9	595.63	513.3	600*	37%

* Increase in number of staff in the directorate due to new teams moving into the directorate following restructure in January 2016

Hosted Services

- 4.3 The Sensory Consortium Service is hosted within Children and Young People Disabilities Service and provides teaching and support to children and young people with hearing and visual impairments. The Berkshire Adoption Advisory Service is hosted for all the Berkshire authorities and Adopt Thames Valley is hosted for four Berkshire authorities, with Swindon and Oxfordshire likely to join the service in the next 12 months.

Workforce development

- 4.4 The People Action Plan, see appendix 1, details the current focus of the organisation in relation to staff and how it aligns with organisational development strategy. Results from the staff survey have identified a number of work-streams with particular focus being given to:
- Improved communication.
 - Increased access to the Senior Leadership Team and Elected Members.
 - Leadership development.
 - Improved wellbeing for a workforce.
- 4.5 A number of initiatives including Senior Leadership Team 'Back To The Floor' will be put in place throughout 2016/17 with an overall intention of improving the staff satisfaction score. This is also being targeted in Senior Leadership Team objectives.
- 4.6 Recruitment and retention for hard to fill posts continues to be business critical. The over reliance on interim and agency workers in particular in senior posts of Team Managers and Service Leaders in Children's Services means 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.
- 4.7 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 £269,000 agreed in the directorate's training needs analysis.

5 FINANCE SUMMARY

- 5.1 The directorate's gross expenditure budget for 2016/17, including the Dedicated Schools Grant (DSG) spend, is £148m. The directorate budgets to receive £65m DSG grant income from the Department for Education and to receive £26m income from fees and charges and other grant income. The net budget is £57m, see table 3. These budgets are controllable budgets, therefore they exclude recharges from other council directorates, capital financing costs and notional pension costs, including these costs would add a further £13m to the gross budget sum.
- 5.2 The net budget for 2016/17 is £2.9m greater than that for 2015/16. The increase is due to a £4.5m allocation for service growth including demographic growth, £0.5m for inflation, and £0.4m for other changes offset by £2.5m of budget savings.

Table 3: Adult, Children and Health Services Directorate revenue budget 2016/17

	2014/15	2015/16	2016/17
	Actual	Budget	Budget
Adult, Children and Health Services			
Health and Adult Social Care	30,225	29,504	32,407
Health, Early Help and Safeguarding	10,710	10,944	10,411
Schools and Educational Services	2,942	2,752	2,913
Adult, Children's & Health Commissioning	7,980	7,548	7,844
Human Resources	1,171	1,155	1,165
A,C&H Management	843	811	832
Total Adult, Children & Health	53,871	52,714	55,572
Better Care Fund			
Better Care Fund-Expenditure	2,302	9,911	9,916
Better Care Fund-Income	(1,229)	(8,527)	(8,485)
Total Better Care Fund	1,073	1,384	1,431
School Budgets (DSG)			
Maintained schools	54,514	53,544	42,127
Early years education and childcare provision	6,066	7,351	7,154
Admissions and pupils growth	293	673	545
Support Services for schools and early years	1,621	1,618	1,714
High Needs and Alternative Provision	12,630	12,796	13,430
Dedicated Schools Grant	(75,124)	(75,982)	(64,970)
Total School Budgets (DSG)	0	0	0
Total Adult, Children and Health Services	54,944	54,098	57,003

6 REVIEW OF PERFORMANCE 2015-2016

- 6.1 There are a myriad of performance measures across the directorate, including manifesto commitments, IPMR measures, peer reviews and Cabinet outcomes.
- 6.2 The performance of the directorate in 2015/2016 is set out in table 4.

Table 4: Performance 2015-2016

Service	Performance
Health and Adult Social Care	<ul style="list-style-type: none"> • Services were delivered to 2,246 service users, a rate of 200 adults per 10,000 in the borough. • 2,958 contacts were received, of which 86% progressed to a referral and 14% resulted in no further action. • Of the referrals which required adult social care intervention, 67% were allocated to long term care teams. • Of the long term care service users, 60% were living in the community, 26% were in residential care and 14% were in nursing care. • 2,308 support plans were completed, a rate of 206 per 10,000 adults in the borough. • 652 safeguarding alerts were received, a rate of 58 per 10,000 adults.
Health, Early Help and Safeguarding	<ul style="list-style-type: none"> • 3,471 contacts were received, of which 27% progressed to referral. 19.2% of these referrals were repeat referrals. • 78.7% of assessments were completed in the 45 day timescale. • As at 31 March 2016, there were 143 children on a child protection plan and 89 children in care. • 94% of care leavers were in suitable accommodation and 61% were in employment, education and training.
Schools and Educational Services	<ul style="list-style-type: none"> • 79% of Royal Borough schools were rated Good or Outstanding. (Note the reference to 81% in 2.5 relates to current 16/17 performance) • 80% of pupils achieved a Good Level of Development at the Early Years Foundation Stage. • 82% of pupils achieved Level 4+ in Reading, Writing and Mathematics at Key Stage 2. • 61% of pupils achieved 5 or more A*-C GCSEs.
Commissioning – Adults, Children and Health	<ul style="list-style-type: none"> • 100% of children in care reviews were delivered in timescale. • 84.7% of initial child protection conferences were held within 15 working days of the initial strategy discussion which is significantly better than the previous year, 76.6%. • All child protection review conferences were held, 98.7% of them were within timescale, a similar picture to 2014-2015 when it was 98.6%. • £25m of services for adults and £2.1m for children were commissioned. • £3.5m of public health services were delivered.

Service	Performance
Human Resources	<ul style="list-style-type: none"> • 9.63 working days lost per FTE across the Council. • 112 agency staff employed at a total cost of £1.4m. • Voluntary turnover was 17.48%. • 7.8% of the workforce had a Bradford Factor of more than 120.

6.3 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, see table 5. Ofsted identified 16 recommendations for action and the improvement plan against these recommendations was delivered by March 2016. The Phase 2 improvement plan is now in place which is designed to take the service to Good and Outstanding.

Table 5: Ofsted judgements, May 2015

The overall judgement is that children's services require improvement
The authority is not yet delivering good protection and help and care for children, young people and families. It is Ofsted's expectation that, as a minimum, all children and young people receive good help, care and protection.

The judgements on areas of the service that contribute to overall effectiveness are:	
1. Children who need help and protection	Requires Improvement
2. Children in care and achieving permanence	Requires Improvement
2.1 Adoption performance	Requires Improvement
2.2 Experiences and progress of care leavers	Requires Improvement
3. Leadership, management and governance	Requires Improvement

6.4 A regional peer review of adult safeguarding was also undertaken in October 2015. A number of recommendations were made primarily around processes and systems to support 'Making Safeguarding Personal' and there is a comprehensive action plan in place to address the recommendations.

6.5 The Care Quality Commission undertook an inspection of the Short Term Support and Reablement Team in February 2016 and published the report on 9 April 2016. The service was judged as Good, see table 6.

Table 6: Care Quality Commission judgements, April 2016

Overall rating for this service	Good
Is the service safe?	Good
Is the service effective?	Good
Is the service caring?	Good
Is the service responsive?	Good
Is the service well-led?	Good

7 ENVIRONMENTAL CHANGES

7.1 There are a range of changes in legislation and demography which will impact on the delivery of the directorate's services during 2016-2017. These include:

- The borough's population is ageing with the number of people aged 65 and over increasing by 9.2% (2500 individuals) in the next five years to 2020 and by 20.1% (5500 individuals) in the next 10 years to 2025. This represents a significant and growing challenge in terms of health and social care services because the need for care services increases significantly over the age of 85. Reablement, out of hospital care services and residential care services are all likely to experience increases in demand as the population ages with the number of individuals requiring crisis care, such as stroke, heart attack, falls and hip fracture, rises.
- The borough has the largest number of care homes per population size in England, 46, for which the Royal Borough has the safeguarding duty and which consumes a lot of resource in managing the risk.
- Approximately 13,125 people have identified themselves as carers in RBWM in the 2011 Census, and this is likely to be an underestimate of the true numbers of people caring. This number has increased by 15.1% since 2001 – which is much faster than the rise in the overall population (8.2%). Carers make up 9.2% of the total population in the borough. 27.4% of carers provide care for more than 20 hours per week, 16.6% for more than 50 hours per week. The peak age for caring is between 50 and 64 years. As the caring role gets more intensive, the proportion of older carers increases.
- The requirement from government for a local health and social care integration plan to be agreed in 2017 that will deliver integration of health and social care by 2019-20.
- The Sustainability and Transformation Plan for the Frimley Health and Care System.
- The Government has pledged to take 3000 unaccompanied child refugees from Syria and other war-torn countries who are currently stranded in Europe. To this end, the Government has requested that all local authorities consider entering into a scheme whereby they accept a number of these children. It is likely that this policy will be introduced within 2016-17.
- 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. It is too early to say how this Bill will impact on additional duties.
- The education policy landscape continues to change at an increasing rate. The major changes which will impact the business in 2016-17 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.
- As a result of employment legislation, gender pay gap reporting will be introduced by April 2018 and first 'snap shot' reports for employers with more than 250 employees are due in April 2017. From July 2016, exit payments will have to be repaid for those earning £100k or more who return to the same sector within 12 months of exit and the national living wage increases each April. From April

2017, the apprenticeship levy will be implemented as will changes to tax and national insurance payments for contractors/consultants.

8 OBJECTIVES 2016-2017

- 8.1 The objectives for the Adult, Children and Health Services Directorate for 2016-2017 have been set. They represent the priorities for the directorate for the year linked to the corporate objectives and the manifesto commitments. The day to day business of the directorate is monitored through detailed action plans and management arrangements.

Service objective/service area:	Health and Adult Social Care
Contributes to manifesto commitment(s):	<ul style="list-style-type: none"> • Ensure residents who receive council care are covered by a care plan • Train all staff, and work with partners, to recognise symptoms to guard vulnerable people against abuse
Contributes to corporate objective(s):	Residents First, Delivering Together, Equipping Ourselves for the Future

No:	Directorate level outputs	Baseline/latest figures available (2015-2016)	Target 2016-2017	Target 2017-2018	Target 2018-2019
1	Deliver a more agile and rapid response to residents which is based on having different conversations with residents maximising community support, enhancing the residents abilities and independence.	Not available	Jan 2017		
2	Deliver the action plan for the 2015 safeguarding peer review.	Not applicable	September 2016		
3	Deliver the action plan arising from the 2015 serious case review.	Not applicable	December 2016		
4	Deliver the Transforming Care Pathway action plan.	Not applicable	Remodelled inpatient and support services for people with learning disabilities, autism and challenging behaviour in place, meeting RBWM's priorities	Reduced hospital admissions and strengthened community support meeting RBWM's needs	Reduced hospital admissions and strengthened community support meeting RBWM's needs

Service objective/service area:	Health, Early Help and Safeguarding
Contributes to manifesto commitment(s):	<ul style="list-style-type: none"> • To ensure a fully functional safeguarding hub is in operation for Borough residents • Continue to improve the intensive family support programme • Promote fostering and adoption • Seek increases in volunteer participation in our youth services both at the Council and outside
Contributes to corporate objective(s):	Residents First, Delivering Together, Equipping Ourselves for the Future

No.	Directorate level outputs	Baseline/latest figures available (2015-2016)	Target 2016-2017	Target 2017-2018	Target 2018-2019
1.	Integrate Early Help Hub and Early Help processes, including children's centres and youth services, so that all enquirers are either signposted to external services: routed to Early Help services or escalated to appropriate safeguarding services.	N/A	70% of enquiries appropriately managed.	85% of enquiries appropriately managed.	100% of enquiries appropriately managed.
2	Review and deliver and an effective Corporate Parenting strategy.	70%	70% care leavers in employment, education and training.	80% care leavers in employment, education and training.	90% care leavers in employment, education and training.
3	Deliver effective services under the SEND Reforms as per the Inspection Framework. https://www.gov.uk/government/publications/local-area-send-inspection-framework	N/A	Education Health and Care plans completed within 20 weeks	Education Health and Care plans completed within 20 weeks All Statements transferred to Education Health and Care plans by April 2018	Education Health and Care plans completed within 20 weeks

No.	Directorate level outputs	Baseline/latest figures available (2015-2016)	Target 2016-2017	Target 2017-2018	Target 2018-2019
4	Review the Sufficiency Strategy to ensure capacity within internal foster placements and develop robust commissioning arrangements for Independent Foster Agency (IFA) placements targeting specific need.	51 internal foster carer/ households.	Net gain of 10 internal foster carers. Three additional specialist placements	Net gain of 12 internal foster carers. Five additional specialist placements	Net gain of 15 internal foster carers. Seven additional specialist placements
5.	Review permanence planning processes.	n/a	Permanence plans for 90% of children in care by their second review.	Permanence plans for 95% of children in care by their second review.	Permanence plans for 100% of children in care by their second review.

Service objective/service area:	Schools and Educational Services
Contributes to manifesto commitment(s):	<ul style="list-style-type: none"> • Promote school choice. • Support existing schools to excellent provision. • Recognise teachers through a local scheme. • Harness volunteers to support schools. • Support vocational and apprenticeship opportunities. • Invest in expansion of schools where good and popular. • Work with schools to close attainment gaps for poor pupils. • Support teacher recruitment with key working policies.
Contributes to corporate objective(s):	Residents First, Delivering Together, Equipping Ourselves for the Future.

No.	Directorate level outputs	Baseline/latest figures available (2015-2016)	Target 2016-2017	Target 2017-2018	Target 2018-2019
1.	Support all schools in RBWM to continue to raise attainment standards in comparison to other local authorities so that all pupils can access excellent education. (first percentile is the top ranked LA in England)	KS2 44 th percentile KS4 22 nd percentile	KS2 30 th percentile KS4 20 th percentile	KS2 25 th percentile KS4 20 th percentile	KS2 20 th percentile KS4 20 th percentile
2.	Narrow the achievement gap for FSM pupils by targeting work to champion each child eligible for FSM in RBWM to improve standards so that the borough does as well for them as is does for all pupils in comparison to other local authorities.	KS2 c60 th percentile KS4 c40 th percentile	KS2 40 th percentile KS4 30 th percentile	KS2 30 th percentile KS4 25 th percentile	KS2 20 th percentile KS4 20 th percentile
3.	Work with the currently RI schools to secure Good or Outstanding judgements while monitoring those already there to ensure they retain their high standards.	79% (50)	84% (53)	88% (56)	91% (59)
4.	Secure sufficient good school places, through capital investment, for all Royal Borough children and achieve high proportion of parents receiving a school of their preference (Any preference / First preference).	0 Pri 92/78% Sec 95/83%	0 Pri 93/80% Sec 95/84%	0 Pri 94/82% Sec 97/85%	0 Pri 95/82% Sec 97/86%

Service objective/service area:	Commissioning – Adults, Children and Health
Contributes to manifesto commitment(s):	<ul style="list-style-type: none"> • Use key worker housing policies to support teacher recruitment • Continue to promote health checks in the Borough • Use the Borough’s publications to promote public health issues and awareness campaigns • Better deploy public health funds through objective assessment of effect and necessity
Contributes to corporate objective(s):	Residents First, Delivering Together, Value for Money

No.	Directorate level outputs	Baseline/latest figures available (2015-2016)	Target 2016-2017	Target 2017-2018	Target 2018-2019
1	Deliver robust commissioning in order to secure sufficiency of provision for our residents and value for money.	N/A	100% budget savings. No provider complaints. No data breaches by providers. 10% increase in availability of supported accommodation provision for care leavers.	100% budget savings. No provider complaints. No data breaches by providers. 15% increase in availability of supported accommodation provision for care leavers.	100% budget savings. No provider complaints. No data breaches by providers. 20% increase in availability of supported accommodation provision for care leavers.
2	Deliver a robust performance and quality assurance framework across the directorate’s activities.	N/A	Reduction in number of care homes in standards of care framework. 90% children’s social care audits rated good or better.		
3	Ensure that the voice of residents is heard and positively influences the design, commissioning and delivery of services.	N/A	Increase in young people’s participation in service design and delivery. Increase in service users’ participation in service design and delivery. Increase in provider engagement		

No.	Directorate level outputs	Baseline/latest figures available (2015-2016)	Target 2016-2017	Target 2017-2018	Target 2018-2019
4	Deliver a robust governance framework for the directorate ensuring efficiency and effectiveness	N/A	95% of deadlines for directorate processes achieved. 100% of Cabinet report deadlines achieved.		
5	Deliver efficient and effective systems and administrative support which enables the directorate to deliver its business.	N/A	No data breaches. No complaints.		
6	Enable more key worker housing for teachers and social care workers	N/A	20 new units by 2018		
7	Deliver the Joint Health and Wellbeing Strategy	N/A	All actions delivered by 2020 and targets met or exceeded each year.		

Service objective/service area:	Human Resources
Contributes to manifesto commitment(s):	<ul style="list-style-type: none"> • Increase multi-skilling of council officers to better enable change and diversify jobs
Contributes to corporate objective(s):	Delivering Together, Value for Money, Equipping Ourselves for the Future

No.	Directorate level outputs	Baseline/latest figures available (2015-2016)	Target 2016-2017	Target 2017-2018	Target 2018-2019
1	Support managers to reduce sickness absence per fte across RBWM.	9.62 days per fte	7.8 days per fte	6 days per fte	6 days per fte.
2	Support managers to increase staff satisfaction across RBWM	45%	60%	80%	More than 80%
3	Reduce the volume (%) of spend on agency workers engaged 'off contract'	62%	35%	20%	10%
4	Improve recruitment and retention in the workforce and reduce the % of leavers who were rated excellent or outstanding.	20% of leavers were rated excellent or outstanding	15%	12%	10%

9 RISK AND MITIGATION

9.1 The Directorate undertakes an annual analysis of risk. There are currently 14 areas of risk. All identified risks have plans for mitigation, see table 7 for a summary.

Table 7: 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"> • In partnership with schools, agreed phased plan for secondary, middle, upper school expansion e.g. costs, transport, data models. • Explore proposal and next steps for potential for a satellite grammar school in the borough • Annually monitor applications to ensure arrangements for providing additional school places can be made prior to formal offers. • Continually explore opportunities for further free school provision. • Use agreed and consistent demographic data sources to forecast future places and ensure this matches with planning data
2.	Schools fail to complete appropriate health and safety compliance checks and consequent rectifications.	<ul style="list-style-type: none"> • Carry out condition surveys in all schools as part of rolling programme. • Ensure the contents of the leases appropriately reflect the responsibilities of academies and landlord. • Carry out the planned maintenance programme. • Ensure headteachers are aware of their responsibilities for ensuring health and safety compliance
3.	Families choose not to use borough schools. Schools judged below "good" by Ofsted .	<ul style="list-style-type: none"> • Challenge underperforming schools based upon results in education data. • Develop KS5 delivery model with all secondary settings. • Broker and enable inter-school support to exploit subject expertise. • Deploy resources to maintain education improvement and early years strategies. • Develop post 16 strategy and action plan.
4.	Increasing number of children's safeguarding referrals and placements leads to increasing costs on the council.	<ul style="list-style-type: none"> • Integrate early help with top end specialist statutory services. • Commission early help services to address needs at earliest possible opportunity. • Ensure sufficient reserves to accommodate spikes in demand. • Scrutinise every external placement application for best possible costs analysis. • Annual refresh of fostering and adoption strategies.
5.	Systems for holding child level data are not joined up.	<ul style="list-style-type: none"> • Reduce the number of different systems used across children's services and consolidate on a maximum of four systems. • Complete range of performance reports by directorate/service/team/individual.

No	Risk	Mitigation
		<ul style="list-style-type: none"> • Ensure use of NHS number and UPN to enable all records to be cross referenced.
6.	Maximum caseload levels exceeded for social workers.	<ul style="list-style-type: none"> • Strategy for the recruitment and retention of experienced social workers and managers. • Develop the workforce development strategy, to identify the need for relevant skills. • Monthly reports on out of date DBS. • Training reports for all staff dealing with children/young people.
7.	Net increase in demand as service users transition from children's' to adults' services alongside lack of cost effective placements.	<ul style="list-style-type: none"> • Increase collaborative working in East Berkshire. • Implement supportive care pathway tiers defined primarily on customer risk and need. • Plan services four to five years in advance in terms of commissioning and framing expectations. • Implement the points arising from IMR action plan re: 2014 incident. • Plan and manage transitions by good operational working between CTPLD and children with mental health/learning difficulties.
8.	Non-achievement of non elective hospital admissions target set by NHS England for the Better Care Fund, resulting in financial penalties.	<ul style="list-style-type: none"> • Ensure a strong partnership agreement in place with the CCG through S75 agreement • Achieve clarity on the 16/17 financial position. • Develop 16/17 budget with CCG deferring projects whilst acknowledging financial risks and contingencies. • Strong governance through Better Care Fund Board taking risk based decisions on BCF progress.
9.	Delayed Transfers of Care that stop people leaving hospital when they are medically fit increase and the local authority is charged for the delay.	<ul style="list-style-type: none"> • Delayed transfers of care are monitored closely by the hospital discharge and commissioning teams • Weekly updates are provided to the Deputy Director Health and Adult Social Care to escalate as required • Ongoing work with the acute trust and East Berkshire project to address delayed transfers of care.
10.	Provider failure leads to significant harm/death to vulnerable people.	<ul style="list-style-type: none"> • Ensure provider failure policy is in place. • Deploy the Provider Failure protocol.
11.	Failure to meet the assessed need for additional Gypsy and Traveller accommodation	<ul style="list-style-type: none"> • Commission a new gypsy and travellers' needs assessment to assess need against the new definition of Gypsy and Traveller need, supplemental to the Borough local plan. • Work with planning on a call for sites
12.	Failure to prevent homelessness/ and for Subsidy loss on the council to be a financial pressure.	<ul style="list-style-type: none"> • Develop and deliver a coherent Housing Strategy incorporating a Homelessness Strategy in conjunction with partners including developers, registered providers and the voluntary sector.

No	Risk	Mitigation
		<ul style="list-style-type: none"> • Ensure that the Housing Options Team is deployed to deliver prevention work and develop the market. • Ensure that planning provide affordable housing options from developers. • Monitor numbers in temporary accommodation and early alert to subsidy loss budget pressure
13.	Homecare contract fails to deliver independence outcomes for residents and therefore budget efficiencies	<ul style="list-style-type: none"> • Carewatch and sub contractors take 100% of referrals. • Robust financial processes ensure payments are accurate and timely. • Care governance process holds the provider to account. • Data enables accurate forecasting of demand and budget. • Independence plans and the new way of working is realised.

Appendix 1: Royal Borough of Windsor and Maidenhead – People Action Plan

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure
Clear strategic direction	Staff survey	1	Strategic priorities (corporate strategy) and the council's transformation strategy to be communicated regularly to staff via direct communication and cascaded through management team meetings.	Ongoing	% of staff who have confidence in the leadership skills of the senior leadership team
		2	Bitesize eLearning on the council's strategic priorities (corporate strategy) to be produced and offered to all staff.	Jul 2016	
		3	Employees to be engaged in the development of their directorate's business plan and their team's plan so every employee understands how what they do contributes to the strategic priorities and has the opportunity to play a part in shaping the practical plans for their delivery.	Aug 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
		4	Employees to be regularly encouraged to put forward ideas and options for improvements, transformation and savings to their head of service or strategic director to inform the council's ongoing transformation strategy and programme.	Ongoing	
		5	Staff roadshows to take place across all council sites where senior leadership will present the strategic priorities (corporate strategy).	Jan 2017	
Clarity in how strategy is to be executed	Staff survey	6	Senior leadership to regularly communicate aspirations and messages of members to teams to reduce the risk of conflicting messages being delivered. The Leader to also be part of the staff roadshows to talk about the strategic direction and where we are with achieving it - see action 5.	Jan 2017	% of staff who have confidence in the leadership skills of the senior leadership team
		7	Senior leadership commit to working more collaboratively with teams to determine the best way to execute corporate strategy.	Ongoing	% of staff who have confidence in the leadership skills of members
		8	Same as action 3	Aug 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
		9	Performance management to be made more visible in the organisation so that all employees understand how the council is getting on in achieving the strategic priorities. This will also be part of the regular staff roadshows – see action 5.	Oct 2016	
		Staff agility	Staff survey / Organisational Development Strategy	10	Learning and Development opportunities to be offered to staff, specifically around change management and resilience.
11	Benefits of and rationale for recent change to be communicated to all staff.			Aug 2016	
12	Skills matrix to be undertaken throughout the council to identify skills gaps and			Sep 2016	

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure
			high potential talent.		time
		13	Each directorate to identify potential 'rising stars' as part of a 'grow your own approach' to develop future senior managers and fill key posts and determine a range of bespoke opportunities for each to support their future development e.g. project work, mentoring by a senior officer etc.	Sep 2016	
		14	Development plans to be mandatory part of performance management appraisals	Oct 2016	
Shared values among all staff	Staff survey / Organisational Development Strategy	15	CREATE values to be reinforced and promoted through communications to staff.	Jul 2016	% of staff who agree the senior leadership team exhibit the CREATE values % staff who agree their manager exhibits the CREATE values the majority of the time
		16	Staff conference to take place to encourage collaborative working across the council and to promote the councils strategy and direction.	Jan 2017	% of staff who are satisfied with RBWM as their employer
		17	Cross departmental shadowing and secondment opportunities should be researched and offered to staff	Oct 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
		18	Promotion of staff's good work in their roles across the organisation through effective communications, including: <ul style="list-style-type: none"> • Profiles of staff and their roles included in Borough Bulletin. • Key achievements of teams highlighted in Borough Bulletin. 	Jul 2016	% of staff who are satisfied with RBWM as their employer
Suitable working environment and resources	Staff survey	19	Staff to be asked how we can improve their working environment, specifically in relation to improving office tidiness and smarter working.	Aug 2016	% of staff who are satisfied with RBWM as their employer
		20	Review of working areas to be undertaken to ascertain if quiet areas can be established to allow staff to work free from distraction.	Aug 2016	
		21	Hyperwave to be reviewed and improved to use its entire functionality, e.g. utilising the peer networking functions.	Dec 2016	
Trust in leadership	Staff survey	22	Leadership Masterclasses to be undertaken, with external speakers, specifically in: <ul style="list-style-type: none"> • How to improve staff satisfaction • How to build high performing teams 	Sep 2016	% of staff who have confidence in the leadership skills of the senior leadership team

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure
			<ul style="list-style-type: none"> Effective leadership Managing through change 		
		23	Senior leaders and members to conduct <i>'back to the floor'</i> visits to improve visibility and approachability.	Aug 2016	
		24	All staff to meet their lead member as part of their induction.	Aug 2016	% of staff who have confidence in the leadership skills of members
Clear operational processes	Staff survey	25	Through continued undertaking of fundamental service reviews, operational processes to be streamlined.	Ongoing	% project objectives met in full
			5% of staff to be trained in how to conduct an fast fundamental service review	Jan 2017	% of projects completed on time and to original budget
Staff empowerment	Organisational Development Strategy	26	Staff Survey 2016 results and action plan to be communicated to staff.	Jun 2016	% of staff who are satisfied with RBWM as their employer
		27	Staff to be encouraged via senior leadership to take accountability for making decisions and not relying on being directed.	Ongoing	
Multi-skilled workforce	Organisational Development Strategy	28	Training needs analysis to be completed to ensure that the council has the correct skills within its workforce. This TNA will focus 50% on the skills needed now and the 50% on the skills needed for the future.	Oct 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
		29	Cross departmental shadowing opportunities to be made available for staff to increase skills and improve organisational knowledge for staff	Jan 2017	
		30	Opportunities for cross departmental secondments to be reviewed which will allow staff to develop skills in new areas and improve resilience in departments	Jan 2017	
		31	15% of staff to be trained in Agile Project Management	Dec 2016	% project objectives met in full
					% of projects completed on time and to original budget
Customer focused workforce	Organisational Development Strategy	32	Customer service training to be offered to all staff to promote a customer focused workforce	Oct 2016	% of residents who are overall very satisfied or fairly satisfied with RBWM
Talent management	Organisational Development	33	Skills matrix of all staff to be undertaken, this will support succession planning for the council	Sep 2016	% of staff who agree they would be happy to

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure
	Strategy	34	Exercise to identify high potential talent in each service area to be undertaken as part of mid year reviews	Oct 2016	be still working at the council in 12 months time
Effective leadership	Organisational Development Strategy	35	RBWM vision of leadership to be developed to show what that council expects from its leaders	Aug 2016	% of staff who have confidence in the leadership skills of the senior leadership team
Resilient workforce	Wellbeing strategy	36	Resilience training to be developed and offered to all staff	Dec 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
		37	Benefits and rationale for recent changes to be communicated to all staff to ensure that staff understand the rationale and appreciate that change is a necessary part of business improvement	Oct 2016	% of staff who are satisfied with RBWM as their employer
		38	Stress Awareness training will be provided to staff and targeted at line managers to ensure that staff are aware of when to notice the signs of stress in themselves and in their colleagues.	Dec 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
Healthy workforce	Wellbeing Strategy	39	Implement an early intervention approach for absences including early referral to occupational health	Jan 2017	% of staff who agree they would be happy to be still working at the council in 12 months time
		40	Implement an early intervention approach for stress/mental health absences including day one referral to the council's employee counselling service, regular contact during absence, early referral to occupational health and a back to work protocol	Jan 2017	
		41	Provide line managers with Mental Health First Aid training	Jan 2017	% of residents who are overall very satisfied or fairly satisfied with RBWM
		42	Identify and promote health awareness resources for staff in the current Healthy Working area on hyper wave	Jan 2017	

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