



# Achieving for Children Joint Committee

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**Meeting Date:**

Monday, 24 June 2019

## Supplementary Agenda

**Meeting Time:**

11.30 am

**Meeting Venue:**

Committee Room 1, Guildhall, Kingston, KT1 1EU

Ian Dodds, Chief Executive

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**Members** Councillor Stuart Carroll  
Councillor Simon Dudley (Co-Chair)  
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

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Nese keni veshtersi per te kuptuar kete botim, ju lutemi ejani ne recepcionin ne adresen e shenuar me poshte ku ne mund te organizojme perkthime nepermjet telefonit.

Albanian

এই প্রকাশনার অর্থ বুঝতে পারায় যদি আপনার কোন সমস্যা হয়, নিচে দেওয়া ঠিকানায় রিসেপশন-এ চলে আসুন যেখানে আমরা আপনাকে টেলিফোনে দোভাষীর সেবা প্রদানের ব্যবস্থা করতে পারবো।

Bengali

જો તમને આ પુસ્તિકાની વિગતો સમજવામાં મુશ્કેલી પડતી હોય તો, કૃપયા નીચે જણાવેલ સ્થળના વિસ્તારને પર આવો, જ્યાં અમે ટેલિફોન પર ગુજરાતીમાં ઈન્ટરમિટીંગ સેવાની ગોઠવણ કરી આપીશું.

Gujarati

اگر در فهمیدن این نشریه مشکل دارید، لطفاً به میز پذیرش در آدرس قید شده در زیر رجوع فرمایید تا سرویس ترجمه تلفنی برایتان فراهم آورده شود.

Farsi

إذا كانت لديك صعوبة في فهم هذا المنشور، فنرجو زيارة الإستقبال في العنوان المعطى أدناه حيث بإمكاننا أن نرتب لخدمة ترجمة شفوية هاتفية.

Arabic

اگر آپ کو اس اشاعت کو سمجھنے میں کوئی مشکل ہے تو، براہ کرم نیچے دیئے ہوئے ایڈریس کے استقبال پر جا کر ملیئے، جہاں ہم آپ کیلئے ٹیلیفون انٹر پرٹیکنگ سروس (ٹیلیفون پر ترجمانی کی سروس) کا انتظام کر سکتے ہیں۔

Urdu

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਸ ਪਰਚੇ ਨੂੰ ਸਮਝਣ ਵਿਚ ਮੁਸ਼ਕਲ ਪੇਸ਼ ਆਉਂਦੀ ਹੈ ਤਾਂ ਹੇਠਾਂ ਦਿੱਤੇ ਗਏ ਪਤੇ ਉੱਪਰ ਰਿਸੈਪਸ਼ਨ 'ਤੇ ਆਓ ਜਿੱਥੇ ਅਸੀਂ ਟੈਲੀਫੋਨ ਤੇ ਗੱਲਬਾਤ ਕਰਨ ਲਈ ਇੰਟਰਪ੍ਰਿਟਰ ਦਾ ਪ੍ਰਬੰਧ ਕਰ ਸਕਦੇ ਹਾਂ।

Punjabi

Civic Centre, 44 York Street, Twickenham, TW1 3BZ  
42 York Street, Twickenham, TW1 3BW  
Centre House, 68 Sheen Lane, London SW14 8LP  
Old Town Hall, Whittaker Avenue, Richmond, TW9 1TP  
Or any library

**7. FRAMEWORK FOR THE BUSINESS PLAN (Pages 5 - 14)**

- a. Joint Committee approves the framework for the five-year Business Plan for Achieving for Children, 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 in September 2019 for approval as required by Reserved Matter 9.

**PLEASE NOTE : Item 10 – Budget 2019-20 has been withdrawn from the Agenda.**

## **ACHIEVING FOR CHILDREN - JOINT COMMITTEE**

**DATE: 24 JUNE 2019**

**REPORT BY: MANAGING DIRECTOR, ACHIEVING FOR CHILDREN**

**SUBJECT: FRAMEWORK FOR THE BUSINESS PLAN, 2019 to 2024**

### **1. PURPOSE OF THE REPORT**

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

### **2. RECOMMENDATION**

- (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.**

### **3. BACKGROUND**

Achieving for Children's first five-year 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 five-year 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 for 18 months. 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 2019 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.

The outcome and recommendations of the governance and leadership review were agreed by the Joint Committee at its meeting on 14 November 2018. The review put in place several actions to achieve greater accountability to the Councils from Achieving for Children and clearer lines of sight and collaborative working arrangements at a strategic level for each individual Council. The review created a new role of Managing Director and gave greater clarity to the role and accountabilities of the Director of Children's Services in Kingston and Richmond, particularly in contributing to corporate and partnership leadership, delivering each Council's priorities, and ensuring that children's and young people's needs were being met through the provider arrangement with Achieving for Children. The decision to appoint separate interim Directors of Children's Services in Kingston and Richmond for a fixed period was to embed this revised governance and leadership model, and particularly to support improvements to the quality and financial sustainability of SEND services in Kingston at pace. The current review of commissioning arrangements in readiness for the end of the first term of Kingston and Richmond Councils' contract with Achieving for Children, will also seek to reinforce this revised governance and leadership model.

In line with the outcomes of the review, the business plan for Achieving for Children from 2019 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. Further detail on how the business plan seeks to achieve this is set out in sections 5 and 6 of this report.

#### **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 between January and May 2019 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. PROPOSED FRAMEWORK

The aim is for the business plan to set out the key strategic priorities over the next five years with the detailed actions to achieve these priorities captured in a working delivery plan and in individual service plans maintained by the responsible Associate Director within Achieving for Children. This should provide a clear golden thread from each Council's commissioning outcomes into the company business plan and then down into detailed service plans and individual employees' performance objectives. Although this is a five-year plan, there will be an annual refresh of the plan to respond to changing or emerging priorities. The proposed framework for the business plan is set out below.

Section	Description
<b>A</b>	<p><b>Introduction</b></p> <p>Sets out the context of the plan and the evidence base about the needs of children, young people and families in each of the Council areas, including shared areas of need and differential needs where these are evident.</p>
<b>B</b>	<p><b>Vision and business strategy</b></p> <p>Sets out the company's vision for the next five years and explains how the company will develop in order to deliver this vision. The strategy will cover the agreements already reached with the Joint Committee as part of the governance and leadership review: achieving good financial outcomes; delivering high-quality services; and the development of more commercial approaches. It will also reflect the four strategic objectives that were agreed as part of the interim business plan in 2018, to focus services on: promoting family resilience to reduce the need for higher-tier services; creating more local provision so that children's and young people's needs could be met closer to their family and support networks; developing inclusive services so that the needs of children and young people with SEND could be met within mainstream settings wherever possible; and focusing on securing independence for young people particularly in their transition to adulthood.</p>
<b>C</b>	<p><b>Working differently in Achieving for Children</b></p> <p>Corporate priorities for Achieving for Children in six key business areas:</p> <ul style="list-style-type: none"> <li>■ Achieving strong financial outcomes and developing commercially</li> <li>■ Streamlining business processes to achieve efficiency and resilience</li> <li>■ Recruiting, retaining and developing a skilled and motivated workforce</li> <li>■ Creating the environment for safe, high quality and impactful practice</li> <li>■ Developing our capacity to meet need and increasing service demand</li> <li>■ Maintaining high levels of service-user and customer satisfaction</li> </ul>
<b>D</b>	<p><b>Achieving for Children in Kingston</b></p> <p>Priorities for children and young people in Kingston.</p>
<b>E</b>	<p><b>Achieving for Children in Richmond</b></p> <p>Priorities for children and young people in Richmond.</p>
<b>F.</b>	<p><b>Achieving for Children in Windsor and Maidenhead</b></p> <p>Priorities for children and young people in Windsor and Maidenhead.</p>

Each corporate and borough specific priority will be structured in the business plan to show: the outcome to be achieved; the evidence for why this has been chosen as a priority; the year-on-year activities to be delivered and achievement milestones for the five years of the plan; and the success measure which evidences that the outcome has been achieved. There will be detailed monitoring of the business plan and the supporting service plans with project governance in place through the company leadership team and the Board of Directors. The contract review arrangements in place for Achieving for Children will provide the Councils with quarterly oversight of progress in delivering the plan, and there will be annual reporting to the Ownership Board and Joint Committee through the company's annual reporting and annual approval of the refreshed business plan as these are reserved matters.

## **6. DRAFT PRIORITIES**

The draft priorities are attached as ANNEX A.

## **7. NEXT STEPS**

Following the Joint Committee's agreement to the framework for the business plan, further work will be completed on the corporate and borough-specific priorities, including further consultation with the Lead Members for Children's Services and representatives of strategic partner organisations. Further consultation will also take place with the Board of Directors at its meeting on 9 July 2019. The draft plan will then be shared with the Councils through their Directors of Children's Services and Lead Commissioners for final comment, before being presented to the Joint Committee for approval at its meeting on 9 September 2019.

## **8. CONTACT**

Ian Dodds  
Managing Director, Achieving for Children  
[ian.dodds@achievingforchildren.org.uk](mailto:ian.dodds@achievingforchildren.org.uk)

## ANNEX A: DRAFT BUSINESS PLAN PRIORITIES

Company priorities	Achieving for children in Kingston	Achieving for children in Richmond	Achieving for children in Windsor and Maidenhead
Strengthen the approach to <b>recruitment and retention</b> 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.	Define and implement a consistent <b>practice framework</b> 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.	Define and implement a consistent <b>practice framework</b> 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.	Define and implement a consistent <b>practice framework</b> 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.
Review and put in place strengthened arrangements for <b>corporate support services</b> so that the company has the services it needs to be efficient, effective and deliver excellent value for money.	Implement a strengthened approach to the <b>quality assurance</b> 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.	implement a strengthened approach to the <b>quality assurance</b> 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.	Continue to develop and improve the consistency of <b>early help and social care practice</b> so that children and young people are safe and experience high quality support and care, with services recognised as good or outstanding in external inspections.
Refine the company <b>improvement consultancy offer</b> , building on the success of the Partners in Practice programme and complementing the regional improvement alliances and sector-led improvement, so that any profits can be reinvested into local frontline services.	Review and reconfigure the future delivery of <b>health services</b> ; 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.	Review and reconfigure the future delivery of <b>health services</b> ; 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.	Develop resources to support assessment and <b>early intervention</b> 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 EHCP.

<p>Review and strengthen capacity and arrangements for <b>commissioning, procurement and contract management</b>, including the joint commissioning of services with the CCG, to achieve quality, value and improved outcomes for children, young people and their families.</p>	<p>Deliver the <b>SEND Transformation Plan</b> 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).</p>	<p>Deliver the <b>SEND Futures Plan</b> 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.</p>	<p>Work with the CCG and other partners to implement the <b>Written Statement of Action</b> for SEND so that services are high quality and respond better to the needs, views and ambitions of children, young people and their families.</p>
<p>Implement <b>digital strategies</b> and solutions to improve the operational efficiency of frontline and corporate support services, and maximise the time available for practitioners to work directly with children, young people and their families .</p>	<p>Work with the CCG and other partners to implement the <b>Written Statement of Action</b> for SEND so that services are high quality and respond better to the needs, views and ambitions of children, young people and their families.</p>	<p>Develop a <b>self-evaluation of SEND services</b> 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.</p>	<p>Develop <b>alternative education provision</b> 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.</p>
<p>Develop the <b>organisational culture</b> 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.</p>	<p>Complete a <b>review of early help services</b> 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</p>	<p>Complete a <b>review of early help services</b> 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.</p>	<p>Work with adult care and housing providers to improve <b>pathway and transition planning</b> 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.</p>

<p>Continue to develop as a provider of <b>residential support</b> 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.</p>	<p>Expand <b>vocational learning opportunities</b> 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.</p>	<p>Expand <b>vocational learning opportunities</b> 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.</p>	<p>Expand <b>vocational learning opportunities</b> 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.</p>
<p>Strengthen compliance and the quality of services delivered by the <b>Independent Fostering Agency</b>, 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, and is recognised as a good or outstanding provider by OFSTED.</p>	<p>Work with adult care and housing providers to improve <b>pathway and transition planning</b> 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.</p>	<p>Work with adult care and housing providers to improve <b>pathway and transition planning</b> 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.</p>	<p>Work to reduce <b>gaps in attainment in literacy and numeracy</b> 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.</p>
<p>Develop and implement a revised <b>fundraising strategy</b> 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.</p>	<p>Develop and implement a local <b>engagement strategy and service</b> that strengthens relationships with children, 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.</p>	<p>Develop and implement a local <b>engagement strategy and service</b> that strengthens relationships with children, 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.</p>	<p>Develop and implement a local <b>engagement strategy and service</b> that strengthens relationships with children, 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.</p>

<p>Take opportunities to <b>expand the company</b> through the admission of an additional local authority, with a particular focus on growth in Berkshire to provide a children's services partner for Windsor and Maidenhead that would enable service effectiveness, operational efficiency and resilience, and longer-term financial sustainability.</p>	<p>Develop and implement a new approach to <b>partnership working</b> 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.</p>	<p>Develop and implement a new approach to <b>partnership working</b> 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.</p>	<p>Develop and implement a new approach to <b>partnership working</b> 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.</p>
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