

CABINET - MONDAY, 21ST FEBRUARY, 2022

SUPPLEMENTARY PAPERS

The following Papers were tabled at the meeting.

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
3.	Annual business plan for Slough Children First Limited (SCF) – presentation slides	1 - 18	All
4.	SEND Written Statement of Action – presentation slides	19 - 28	All

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Business Plan - governance



- Requirement under article 7 of the articles of association
 - Company required to produce a 3 year plan and share annually by 30 September to the council
 - Provide relevant info under the heads of
 - Intro
 - Strategic framework
 - Work with partners
 - Priorities and objectives
 - Financial strategy and plans
 - Profit and loss account
 - Cash flow statement
 - Revenue budget and capital requirements
 - Capital expenditure requirements
 - Plan can change in year with approval from Council
 - Board responsible for securing council approval of plan (reserved matter under the articles meaning the plan has to be approved by the council)
 - If approval not provided, the company reverts to the existing plan in place
 - Board must follow the plan, transactions outside the scope of the plan require council approval.

Business Plan – 2022-25



- Should have been presented to council (not cabinet) 30 September 2021
- Delayed due to limited resources, and focus on signing contracts, signing SLA's, developing business cases to identify savings
- Plan has been approved by the Company Board
- Recognise comments from the council and the plan is seen as an interim arrangement
- Revision to plan in Q1 2022/23 to scrutiny
- Revised plan to Cabinet in Q2 2022/23 (July – Sept)
- New plan for 2023-26 to be presented by Sept 2022 (revised plan from 2022/23 above will be short lived)

Section 2 - Vision and values



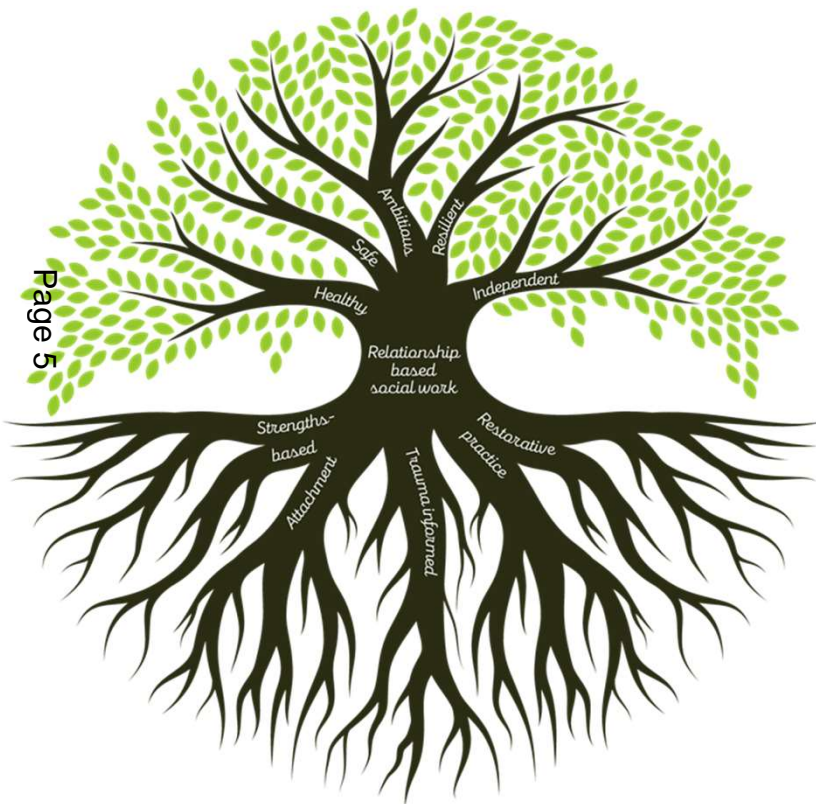
- Vision – every child Safe, Secure and Successful -
 - Key principles underpinning the Vision
 - a) Hear the child's voice (ensure that it drives planning, interventions and commissioning)
 - b) Work on strengths of children and families
 - c) Build relationships with families for sustained positive change
 - d) Whole system approach with key partner agencies
 - Values
 - Child focussed
 - Honest and respectful
 - Improving constantly
 - Looking ahead
 - Delivering together

Section 3 - Practice model in Slough-see next slide

- Attachment Theory – Early experiences shape future work
- Restorative Practice – Working with families not making decision for them
- Strengths Based – focus on strengths rather than deficits
- Trauma Informed – How we work having recognised adverse childhood experiences



Our new, draft Practice Framework – The Slough Approach



- The Slough Approach has been developed to provide us with a clear focus on the way in which we aim to work with children, families and partners in Slough, and ensure everyone who works in Slough understands the way in which we expect them to work with children, families and partners.
- We have based our framework on a Relationship Based approach and we recognise there are a range of tools and approaches that support social workers to work with children and families in a way to achieve the best outcomes.
- Underpinning our Relationship Base approach are four key strands:
 - Attachment Theory
 - Restorative Practice
 - Strengths Based
 - Trauma Informed
- We are working closely with Research in Practice to access their resources and held a day in late January 2022 where staff were able to access a number of seminars on relationship based social work as part of an ongoing programme of learning and development with RiP
- We are planning to launch the Practice Framework during our next scheduled Practice Learning Week from 14 to 18 March 2022.
- We are planning to include the framework in the induction programme for staff alongside formal training around the key strands and bite sized sessions on tools

Section 4 - Key Strategic Aims

- Quality improvement throughout a child's journey – targeting good – 70% of casefiles good in 18 months
- Stability of workforce – targeting less than 20% of workforce agency
- Being Sustainable – Work within budgets, delivering quality service
- Development of child focussed partnerships – child centred with improved outcomes for children



Strategic Aims - Quality improvement throughout a child's journey

- Targeting good – 70% of casefiles good in 18 months – through new practice model
 - Voice of child
 - Safeguard and promote needs
 - Partnership working
 - Evidenced outcomes
- Supported by DfE funding of transformation including;
 - a) Contextual safeguarding
 - b) Practice mentors
 - c) Workforce development
 - d) Sufficiency planning

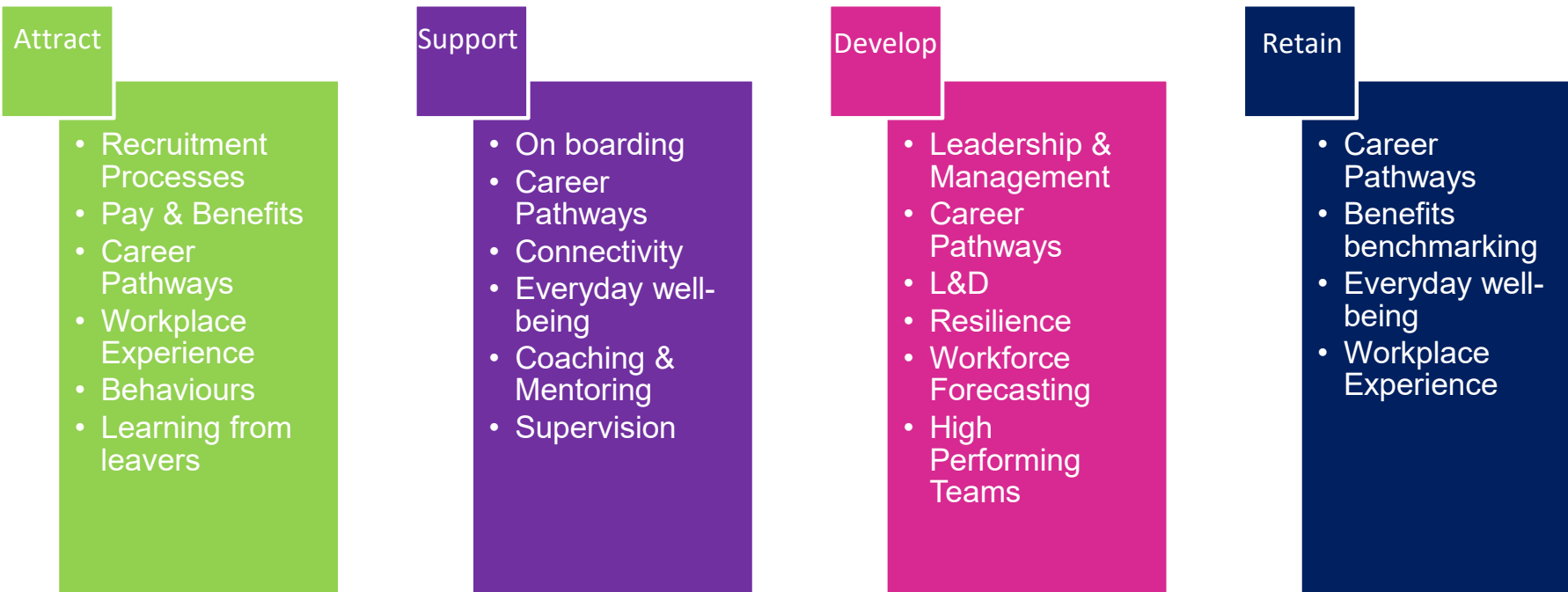


Strategic Aims – Stability of Workforce



- Targeting less than 20% agency staff
- Organisation development 4 pillar model
 - 1) Recruit – Build foundations – experience through overseas recruits, pipeline through academy
 - 2) Retain
 - 3) Support
 - 4) Develop
- Supported by DfE funding of transformation including;
 - a) Recruitment consultant
 - b) OD consultant
 - c) Training programmes
- Introduction of enhanced pay offer;
 - Increased rates for key front line posts to attract
 - Introduce retention bonuses for longevity of service

Our Organisational Development Approach



Strategic Aims – Being sustainable



- Working within budgets through
 - a) Addressing demands – through a continuum of Early Help
 - b) Reduce reliance on agency & innovate spend – through workforce strategy, recruit, retain, support, develop & enhance pay offer
 - c) Deliver sufficiency strategy – greater local provision, better rates, improved outcomes through improved contract management – addressing placement spend
 - d) Back office and support function efficiencies through technology developments
 - e) Income maximisation, working with key partners to one goal

Section 5 - Transformation programme – supporting the strategic aims

- DFE funded through 2021/22 – bid made for extension through 2022/23
 - a) Stability of workforce – Attract, support, develop, retain
 - b) Quality of practice – practice mentors
 - c) Contextual safeguarding – focussed response to young people vulnerable to exploitation
 - d) Sustainability / sufficiency – commissioning strategy
 - e) Clinicians – delivering support to children, families and staff
 - f) Inspiring families – tackling domestic abuse



Section 6 – Strategic Framework



- Wholly owned from 1 April
- Contracted through service delivery contract
- Company responsible for delivery of services across tiers 2,3 & 4 (Children with additional needs to be met through early help, to highly complex needs placed in accommodation)
- Company governance



The Board consists of Chair, 3 Non Exec Directors, 3 Council appointed Non Exec Directors & 3 Executive Directors

Section 7 – Strategic Context of SCF



- 43,693 <18 (Slough higher proportion of children than national average)
- Ethnically diverse 15.5% households do not speak English as their main language
- Pre Covid high employment, hit hard from Covid
- Charts show growth in activity nationally over the last 12 years, similar picture in Slough.
- Sharp increase in activity with Covid, CIN numbers exceeding 500 since July 2020, CP rates increase 69.8 per 10k compared to 55.2 nationally
- Nov 21 highest number of CLA at 262 – partial impact from UASCs – still lower than national averages per 10k at 51.7 compared to 56.1
- Slough care leavers increase of 25% in last 2 years compared to 9% increase nationally
- No inadequate services first time in 10 years

Section 8 – Performance framework



- Represents the contractual KPI's between council and company
- 53% of measures were 100% within tolerance within the last 12 months
- Of the remaining 47% of measures, 80% of measures were within tolerance levels, 20% outside of tolerance
- 15% of measures have consistently exceeded best in class, with a further 15% exceeding best in class for periods through the year
- Children placed outside of 20 mile radius the biggest challenge against target, although has started to show improvement in the last 2 months
- With a real focus on the quality of our interventions

Section 9 – Plan on a page



Business Plan Priorities	Quality improvement through a child's journey	Stability of Workforce Sustainability	Quality improvement through a child's journey	Quality improvement through a child's journey Sustainability	Quality improvement through a child's journey Stability of workforce	
2021/22 Improvement Plan Priorities	1. Quality of practice across the child's journey Sponsor: Carol Douch with Lesley Hagger Lead: Briege Gilhooly	2. Stability of Workforce Sponsor: Carol Douch with Raj Bhamber Lead: Kate McCorriston	3. Participation and engagement Sponsor: Carol Douch with Lesley Hagger Lead: Sandra Davies	4. Permanency and Sufficiency in Placement		5. Culture and Change Sponsor: Andrew Fraser with Tony Hunter (Chair) Lead: Carol Douch and Kate McCorriston
	<ul style="list-style-type: none"> Quality of practice Model of practice Quality of assessments SMART, clear and directive plans Quality of direct work and visits Child Exploitation Transitions Clinical Support Systems & forms 	<ul style="list-style-type: none"> Staff retention Workforce development and creating the conditions for social work to flourish Career development for young people 	<ul style="list-style-type: none"> Hearing and acting on the views of children, young people and families Participation Child's voice across their 	Sponsor: Carol Douch with Nina Robinson Lead: Henrietta Delalu	Sponsor: Matt Marsden with Nina Robinson Lead: Rachael Horner	<ul style="list-style-type: none"> Diversity and Inclusion Effective communication, listening and acting on the views of staff A listening organisation which celebrates its workforce Culture
Governance and Accountability Sponsor: Matt Marsden Lead: ELT						

Section 10 – Financials



- Presents a balanced position for 2022/23 (incl. £4.7m savings)
- Historic non delivery against budget – caseloads major factor – impact on staffing & placements
- 2021/22 Covid impact est. £2.9m (per slides)
- Savings from
 - Effective early help
 - Use of technology to develop effective business support
 - Effective commissioning of placements
 - Cost effective back office functions
- Plans include risks, main risks in recruitment & retention, income targets from partner agencies & resources to support the delivery of the programme
- Profit and loss shows a loss in 2021/22 of £1.3m, breakeven in 2022/23 & contribution to savings targets of £2.0m in 2023/24
- Profit and loss takes of full year effects of Early Help services transferred to SCF (£0.6m) along with the inclusion of the new internal recharges numbers (£1.6m)

Section 10 – Financials – movement from 21/22 – 22/23



- Pay and agency – recruitment to perm posts, reduction in agency and Innovate teams
- Placement costs – full year impact of existing commissioning activities + new initiatives & known placement ends
- Child and young person costs – new commissioning activity & early engagement of PA's to drive independence ready for our care leavers.
- Overheads – new recharge arrangements from SBC - less efficiency savings

Section 10 – Financials statements



- Cash balances health with draw down facility
- Balance sheet shows a net asset in March 2025, however expectation of further reductions in core contract will impact on this. Expectation to be in a position to repay the £5m at the end of the contract.
- No capital requirements, but possibly an area of opportunity with Foster Carers, Residential provision etc.

SEND Local Area Inspection Cabinet Report

Before we start...

Where possible consider standing during this presentation

Slough Borough Council supports Active Movement



SEND Local Area Inspection

Slough was subject to a local area inspection between 27 September and 1 October. This is a joint inspection by Ofsted and the Care Quality Commission for the area of Slough and considered the effectiveness of the area in implementing the SEND reforms as set out in the Children and Families Act 2014. The results of the inspection were sent to the Council and Frimley CCG (CCG) on 9 November 2021 and were published on Ofsted's website on the same date.

Outcome of SEND Local Area Inspection

Her Majesty's Chief Inspection (HMCI) has determined that a Written Statement of Action (WSOA) is required following a local area inspection of SEND services within Slough as a result of identified significant weaknesses in the area's practice. This WSOA is to be jointly owned and submitted by the Council and the CCG.

Main Areas of Concern (7 Key Areas)

- Weak arrangements for ensuring effective joint leadership and accountability, self-evaluation, and improvement planning at a strategic level across education, health, and care services (including considering the high turnover of staff and an area-wide commitment to inclusion).
- The overlooked voice of the children and young people with SEND and their families and consequent lack of understanding of their lived experiences and the lack of readily available, helpful, and accurate information in this regard.
- The lack of effective use of meaningful performance information to inform the area's strategy and planning, as well as to evaluate its effectiveness.
- The limited opportunities for parents, carers and children and young people with SEND to be involved in planning and reviewing area services.
- The timeliness with which EHC plans are produced and updated, particularly nearing transition points and the absence of systematic processes for the quality assurance of EHC plans.
- the absence of social care considerations in EHC plans, for children and young people not known to children's social care, and in services in the area, including the lack of age-appropriate social opportunities for children and young people and limited offer of short break or respite services for parents and carers.
- the inequitable access to SALT and OT services, excessive waiting lists and waiting times and the absence of a dysphagia service for those aged five and over.

LA Specific Strengths

List below is not exhaustive:

- Early years leaders and practitioners speak favourably about the positive relationships and arrangements for joint working they have established.
- The SENCo networks are viewed similarly positively among schools, particularly primary schools.
- The area's 'whole-school' SEND initiative is an important step towards developing inclusive practice in schools, strengthening skills, knowledge and understanding to improve the universal offer for children and young people.
- Children and young people who are looked after and care leavers are typically carefully considered and have their needs identified. Planning for their needs is detailed and shared appropriately.
- Support for the needs of children and young people who are known to children's social care is identified clearly in their EHC plans.
- Where parents and carers know of and have accessed SENDIASS, they are complimentary about the help they have received.
- Children with SEND in the Slough area frequently get off to a good start and are supported well to achieve good educational and health outcomes in the early years

LA Specific Areas for Development

List below is not exhaustive:

- Information on the local offer webpages is not consistently easy to find, useful or up to date.
- Staff turnover across the area has been high, including in senior leadership positions. There is no coherent workforce development strategy. Linked with a high staff turnover, the completion of EHC plans within the statutory timeframes has fallen
- Statutory assessment processes are not completed efficiently enough, and the area takes too long to produce EHC plans.
- Requested changes to EHC plans following annual reviews are not completed in a timely manner. Many children and young people are in possession of extremely outdated plans. High levels of staff turnover and the associated relative inexperience of new staff have exacerbated the situation.
- Transition planning for children and young people with SEND moving into adult care and health services is weak.
- The social care needs of children and young people with SEND are not routinely or reliably identified, assessed or met unless they are known to children's social care.
- The local offer is not sufficiently helpful, informative or up to date. A significant proportion of parents and carers were unaware of its existence. Those parents and carers familiar with the local offer website reported that it was of limited help.

Local Area Response (WSOA)

Our shared ambition as leaders across Slough in partnership with parents' carers and children and young people is to secure real change through our concerted and collective efforts by all our partners across the local area.

It (WSOA) has included input from the LA, Social Care, Health, parents and school leaders. It is underpinned by our common purpose and shared values and principles which are embedded in our desire to reduce health inequality, remove barriers to learning and enable children and young people to flourish.

This co-produced written statement of action has been a truly collaborative effort and signals our intention to collectively ensure that improving the outcomes for children and young people with special educational needs and disabilities within our communities remain our absolute priority.

Summary

There is a clear desire to improve at all levels and across services. Leaders have recently begun to implement their improvement plan, known as the 'rapid action plan' to address weaknesses identified in their self-evaluation. This improvement work is in its infancy and the details are not widely known. It is too early to be confident that the cycle of cuts to services, regular changes in leadership, interim appointments and vacancies, and the pattern of disjointed communication and initiatives not being seen through has been broken.

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