

# 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



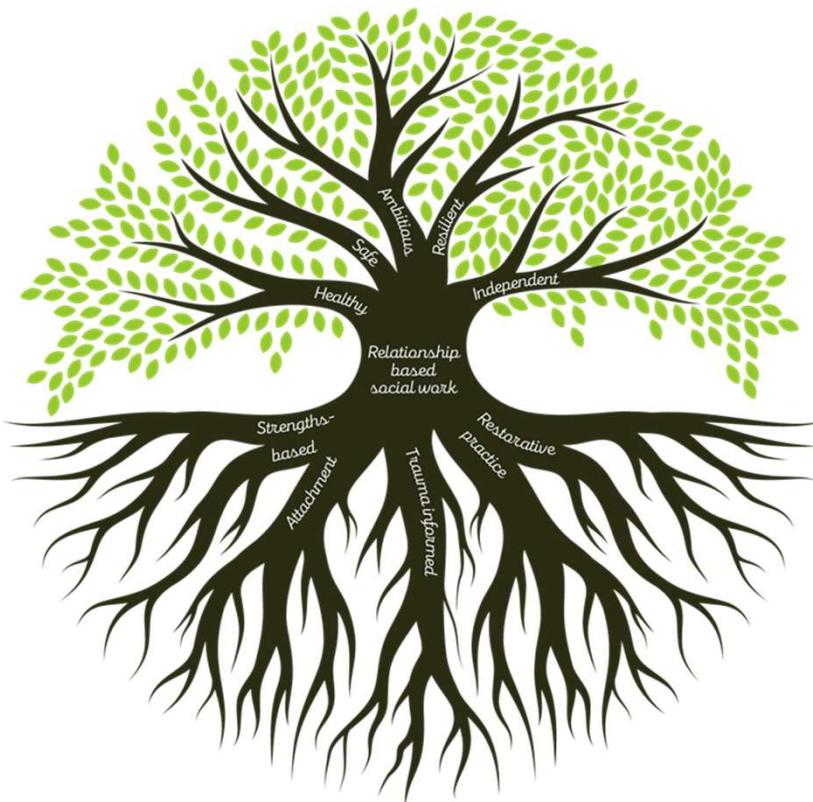
- Vision – every child Safe, Secure and Successful -
  - Key principles underpinning the Vision
    - a) Hear the child's voice (ensure that it drives planning, interventions and commissioning)
    - b) Work on strengths of children and families
    - c) Build relationships with families for sustained 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	<b>1. Quality of practice across the child's journey</b> Sponsor: Carol Douch with Lesley Hagger Lead: Briege Gilhooly <ul style="list-style-type: none"> <li>• Quality of practice</li> <li>• Model of practice</li> <li>• Quality of assessments</li> <li>• SMART, clear and directive plans</li> <li>• Quality of direct work and visits</li> <li>• Child Exploitation</li> <li>• Transitions</li> <li>• Clinical Support</li> <li>• Systems &amp; forms</li> </ul>	<b>2. Stability of Workforce</b> Sponsor: Carol Douch with Raj Bhamber Lead: Kate McCorriston <ul style="list-style-type: none"> <li>• Staff retention</li> <li>• Workforce development and creating the conditions for social work to flourish</li> <li>• Career development for young people</li> </ul>	<b>3. Participation and engagement</b> Sponsor: Carol Douch with Lesley Hagger Lead: Sandra Davies <ul style="list-style-type: none"> <li>• Hearing and acting on the views of children, young people and families</li> <li>• Participation</li> <li>• Child's voice across their</li> </ul>	<b>4. Permanency and Sufficiency in Placement</b> Sponsor: Carol Douch with Nina Robinson Lead: Henrietta Delalu <ul style="list-style-type: none"> <li>• Effective permanence</li> <li>• Permanency planning</li> </ul>	<b>5. Culture and Change</b> Sponsor: Andrew Fraser with Tony Hunter (Chair) Lead: Carol Douch and Kate McCorriston <ul style="list-style-type: none"> <li>• Diversity and Inclusion</li> <li>• Effective communication, listening and acting on the views of staff</li> <li>• A listening organisation which celebrates its workforce</li> <li>• Culture</li> </ul>
<b>Governance and Accountability</b> 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 healthy 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.