

**Slough Children First**  
**Ofsted Focused Visit – 19 & 20 November 2025**  
**Area of Priority Action plan**

**1. Executive Assurance**

**1.1** This response is provided by Slough Children First following the Ofsted Focused Visit of 19 and 20 November 2025. It sets out, with transparency and accountability, our formal response to the Area of Priority Action issued in relation to care leavers. Senior leaders have assured themselves of the accuracy and robustness of this plan and will maintain direct oversight of its delivery. We recognise the seriousness of the failing identified and are committed to ensuring that immediate safeguarding assurance is secured alongside sustained improvement in practice, oversight and outcomes for care experienced young adults.

**2. Introduction**

**2.1** An Ofsted Focused Visit to Slough Children First took place on 19 and 20 November 2025, during which a significant failing was identified in relation to our statutory responsibility for keeping in touch with and supporting care leavers aged 18 and over, to ensure their welfare is safeguarded and promoted in line with their legal entitlements (Outcome 4, National Framework).

**2.2** Slough Children First accepts this Area of Priority Action in full. We recognise that our arrangements did not provide sufficient assurance that all care leavers were consistently known, supported and kept in touch with, and that this presented a risk to young adults at a critical stage of transition. This document sets out our immediate and sustained response, alongside the wider actions required to strengthen practice, oversight and accountability across the system, which will align with the overall ongoing improvement activity.

**2.3** We are committed to ensuring that every care experienced young adult is visible, known and actively supported, and that our practice meets both the letter and the spirit of our statutory duties. We are treating this Area of Priority Action with urgency and seriousness, whilst also using it as a catalyst to strengthen workforce understanding, consistency of practice and the lived experience of care leavers in Slough.

**2.4** This response is focused on swift remediation, robust oversight and sustained improvement, ensuring learning is embedded across all relevant services and that no young adult is overlooked.

### **3. Scope of the review**

**3.1** This work focuses on all care experienced young adults aged 18 to 25 known to Slough Children First (currently 520 young people). Each young person will be reviewed to ensure they are:

- Correctly categorised as Eligible, Relevant, Former Relevant or Qualifying
- Fully aware of their statutory entitlements
- Appropriately supported and contacted (kept in touch with)
- Subject to clear planning and management oversight

**3.2** This approach ensures statutory duties are met in full and that any gaps or inconsistencies are identified and addressed promptly.

**3.3** A core element of this work is strengthening the workforce's understanding of care leaver statuses, entitlements and expectations, so that practice is more consistent, confident and responsive as young people transition into adulthood.

### **4. Approach and methodology**

#### **4.1 Prioritisation framework**

Actions will be delivered over a four month period, structured through priority categories (1– 4) based on urgency and risk. This enables immediate focus on those young adults where safeguarding, contact or support concerns are most acute.

**Priority 1** - *Eligible/relevant/former relevant/former relevant – SGO and are closed (28 young people):* December–January

**Priority 2** - *Open but contact not established – check meaningful contact made and followed up (51 young people):* January–February

**Priority 3** - *Qualifying but closed (117 young people):* February–March

**Priority 4** - *Open Eligible/relevant/former relevant/former relevant – SGO/qualifying (324 young people):* March–April

A draft final report and feedback will be completed in April 2026.

#### **4.2 Review activity**

For each young adult, the review will include:

- Confirmation of statutory status and entitlements
- Review of contact and engagement arrangements
- Assessment of support in place and pathway plans
- Identification of any gaps, drift or risk
- Immediate remedial action where required

Clear tracking tools will be used to ensure progress, accountability, and transparency throughout the review period.

## **5. Governance and oversight**

**5.1** A Task and Finish Group has been established to oversee delivery of the Area of Priority Action and associated recommendations. This group will:

- ✓ Meet weekly for focused progress oversight
- ✓ Track delivery against milestones and priorities
- ✓ Escalate risks promptly to the Senior Leadership Team
- ✓ Provide ongoing assurance regarding impact and outcomes

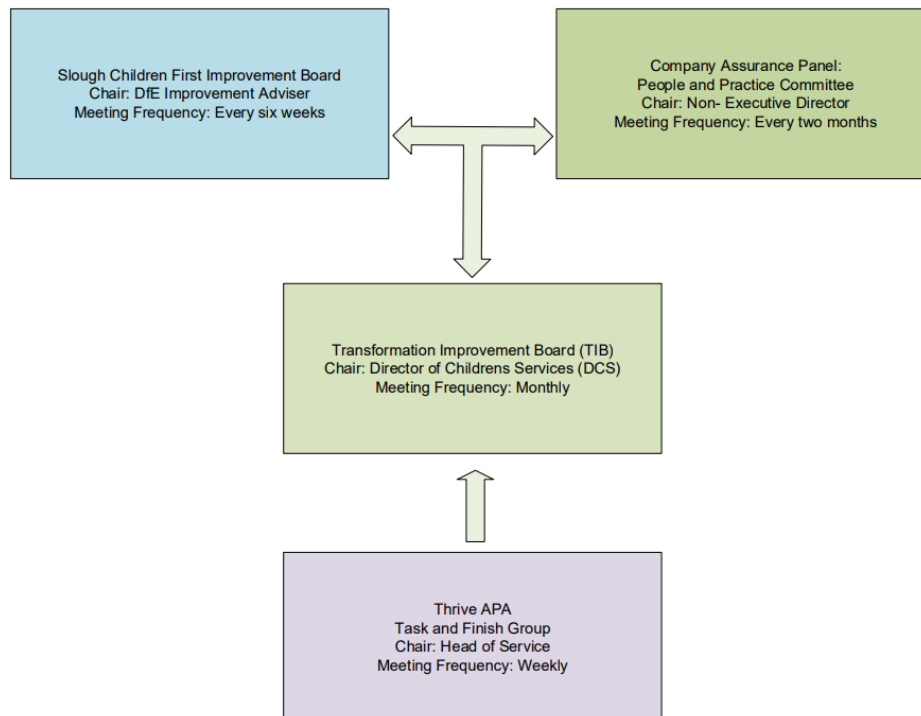
**5.2** Oversight Leads:

- Operational Head of Service
- Head of Children's Improvement/ LALO
- Priority Action Leads

This structure ensures clear ownership, pace and grip, with senior leaders maintaining oversight throughout delivery.

**5.3** This group will report to Transformation Improvement Board (TIB) monthly, the DfE Improvement Adviser via the SCF Improvement Board every six weeks and through the companies assurance mechanisms the People and Practice Committee (PPC) which occurs bi-monthly.

## 5.4 Diagram of governance structure



## 6. Improving social work practice - Response to Ofsted Recommendations (Enablers 2 and 3)

- 6.1** Alongside the Area of Priority Action, Ofsted identified wider recommendations relating to management oversight, supervision, quality assurance, consistency of planning and caseload manageability (Enablers 2 and 3 of the National Framework).
- 6.2** Slough Children First accepts these recommendations and recognises that addressing them is essential to securing sustainable improvement for care leavers in addition to children, young people and families we serve.
- 6.3** To respond directly, a mandatory workforce development and practice improvement programme will be implemented from 5 January 2026. This programme is designed to strengthen the fundamentals of social work practice and management oversight, ensuring greater consistency and confidence across the system.
- 6.4** The programme will focus on five core areas (but not limited to):
- Case summaries – improving clarity, accuracy and purpose

- Chronologies – strengthening analysis, pattern recognition and risk identification
- Plans and assessments (where applicable) – improving quality, timeliness and relevance
- Management oversight – ensuring decisions are purposeful, evidenced and clearly recorded
- Supervision – strengthening reflective, analytical and accountable supervision
- Robust audit activity - to provide independent oversight and evidence based assurance that remedial action within APA are being implemented effectively, embedded consistently in practice to ensure measurable improvements to the lived experience and statutory entitlements of our care experienced young adults.

**6.5** All children’s social care staff will complete targeted training sessions by the end of January 2026. Clear arrangements are in place to ensure that new starters and staff returning from leave or sickness absence are supported to complete the training promptly.

**6.6** From February 2026, supervision observation sessions will commence to provide live, direct practice support and feedback to managers. These sessions will reinforce learning, strengthen application in day to day practice and support sustained improvement in oversight and decision making.

**6.7** General training sessions will also be recorded and added to the practice library as bitesized learning resources, supporting ongoing access and reinforcement.

**6.8** These actions directly address Ofsted’s recommendations by strengthening:

- Management oversight and supervision
- Performance management and quality assurance arrangements
- Consistency of planning for care leavers
- Managers’ capacity to manage caseloads effectively, supported by clearer expectations and stronger oversight

## **7. Conclusion**

**7.1** This Area of Priority Action has highlighted critical learning for Slough Children First. We acknowledge that our arrangements did not provide sufficient assurance for care leavers and we are responding with urgency, transparency and accountability.

- 7.2** Our focus is on securing immediate safeguarding assurance for young adults, whilst embedding the practice, oversight and workforce improvements necessary to deliver sustained change. Senior leaders will maintain close oversight throughout delivery, and progress will be routinely monitored to ensure actions translate into meaningful impact.
- 7.3** We remain fully committed to improving outcomes for care experienced young adults in Slough and to demonstrating sustained improvement against our statutory responsibilities.

8. Area of priority action plan/milestones

Ref	Action	Expected Impact	By when
Area for priority action: Keeping in touch with and supporting care leavers over the age of 18 to ensure their welfare is safeguarded and promoted in line with statutory duties and care leaver entitlements. (outcome 4, national framework).			
1	Review every young person/adult on priority list 1 - Eligible/relevant/former relevant/former relevant – SGO and are closed (28 young people)	<ul style="list-style-type: none"> <li>A clear and accurate picture of all care experienced young adults under 21</li> <li>Improved consistency in statutory status, planning and entitlements</li> </ul>	Dec 25
2	Review every young person/adult on priority list 2 - Open but contact not established – check meaningful contact made and followed up (51 young people)		Jan 26
3	Review every young person/adult on priority list 3 - Qualifying but closed (117 young people)		February 26
4	Review every young person/adult on priority list 4 - Open Eligible/relevant/former relevant/former relevant – SGO/qualifying (324 young people)		March 26
Areas to improve social work practice			
5	Roll out mandatory training to include 5 key areas	Strengthened workforce confidence and competence	Jan 26
6	Quality Assurance/audit activity	To provide assurance that the quality of recording and the engagement of the service offer	Monthly
7	Continue to roll out and embed QA framework and training	Independent robust oversight and evidence based assurance to ensure learning is implemented effectively to improve practice and lived experience and outcomes for our care experienced young adults	Monthly
8	Service Review		April 26

