

Annex

Slough Children First review supporting information

June 2025

Financial review – supporting modelling

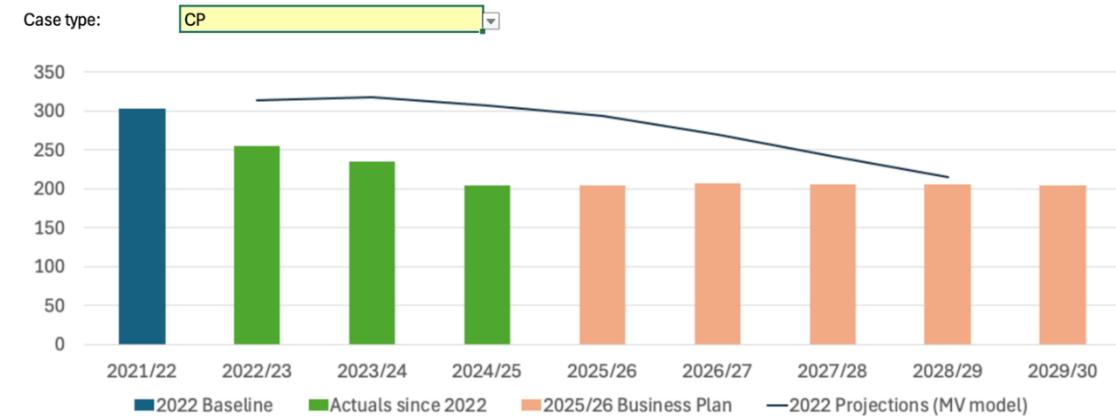
Targeted Early Help

Case volume projections



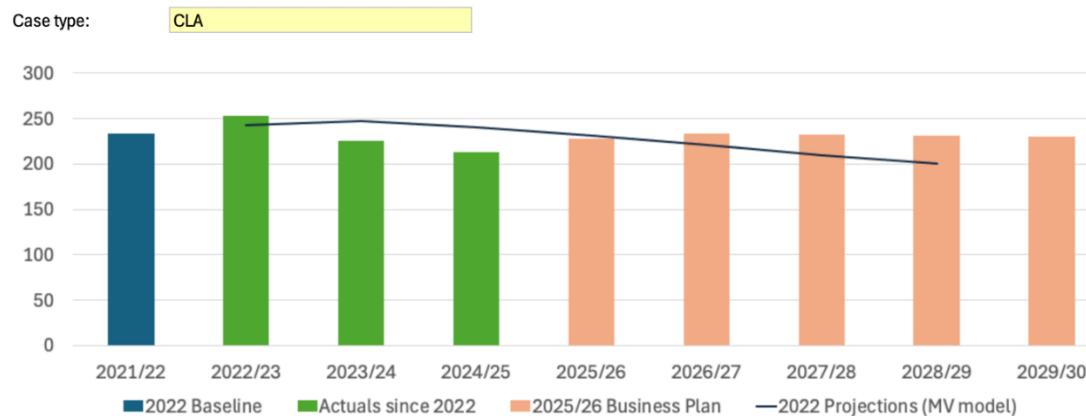
Child Protection

Case volume projections



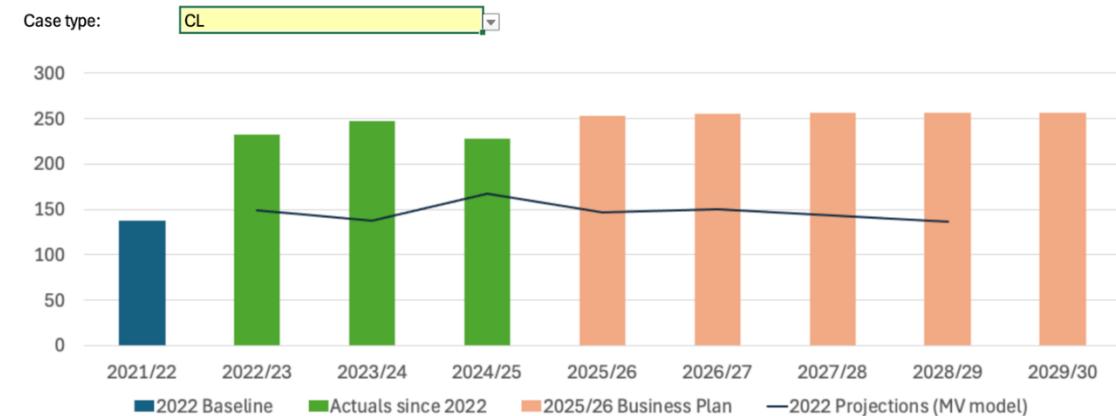
Children Looked After

Case volume projections



Care Leavers

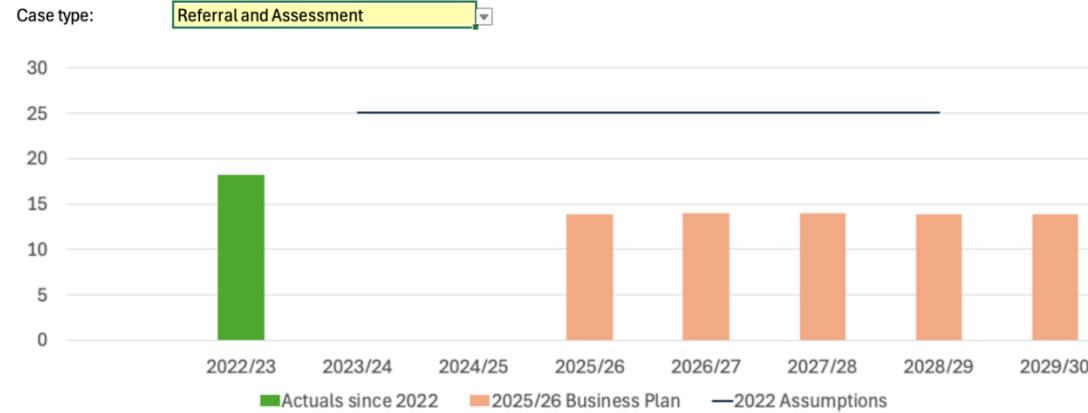
Case volume projections



Financial review – supporting modelling

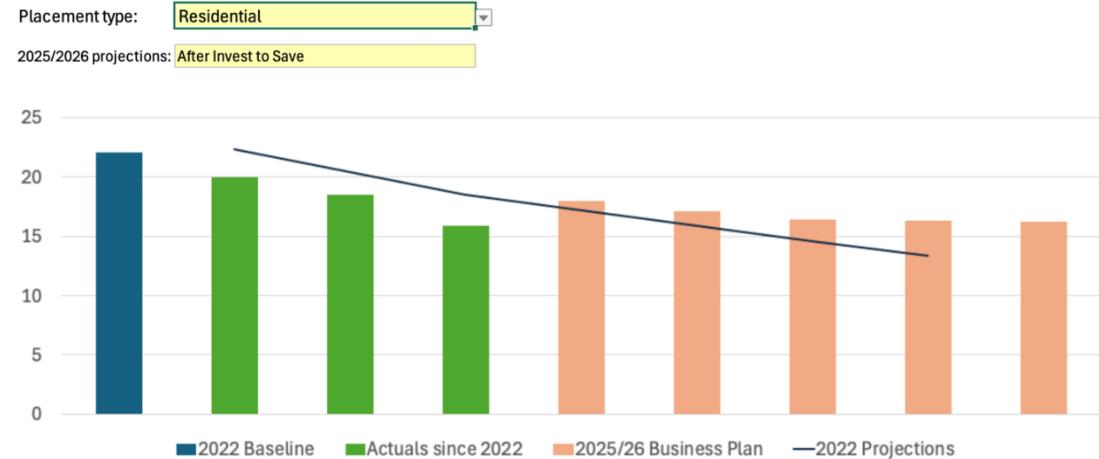
Referral and Assessment

Average caseloads



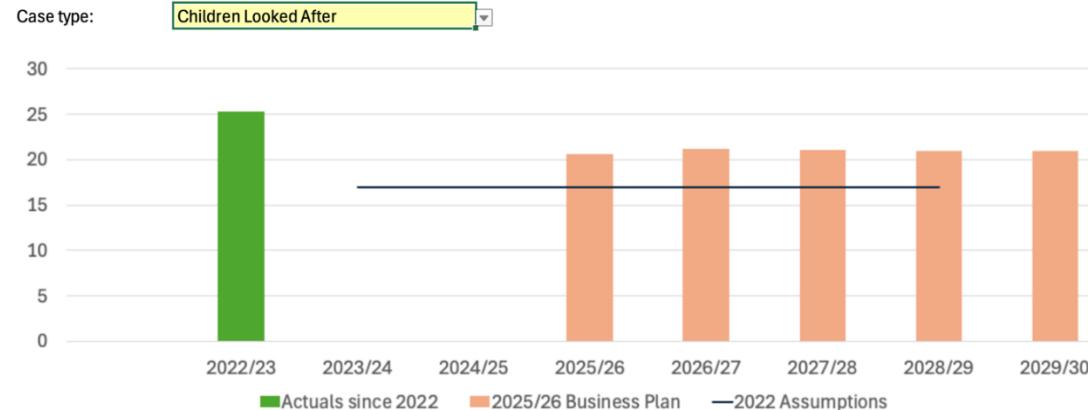
Residential

Placement volumes



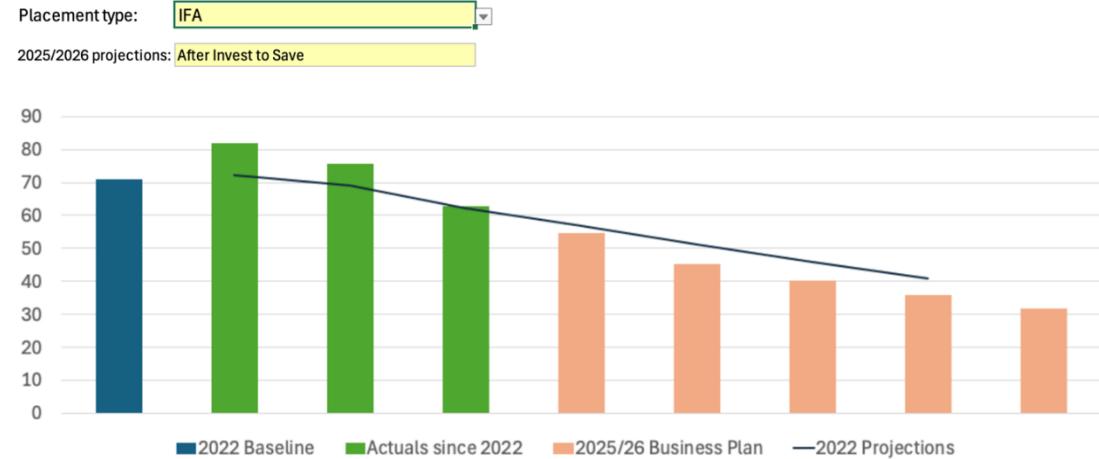
Children Looked After

Average caseloads



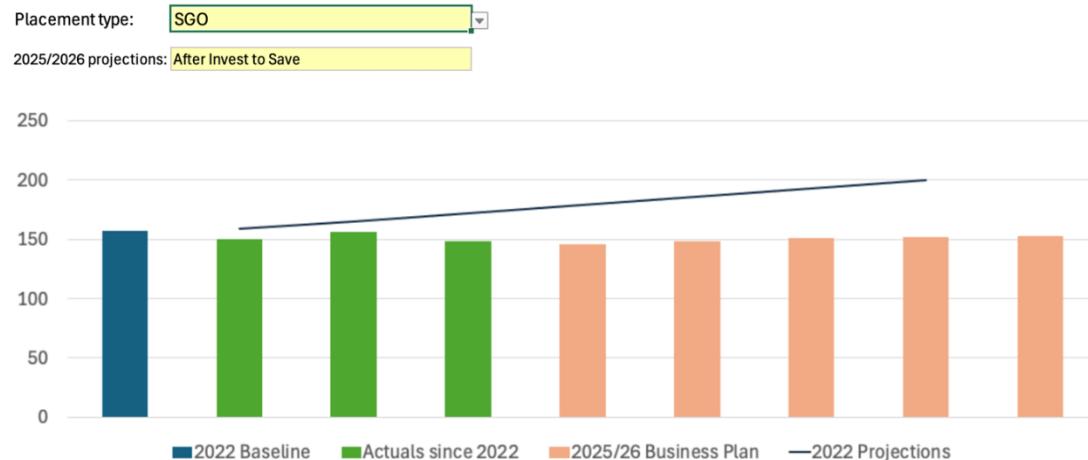
IFAs

Placement volumes



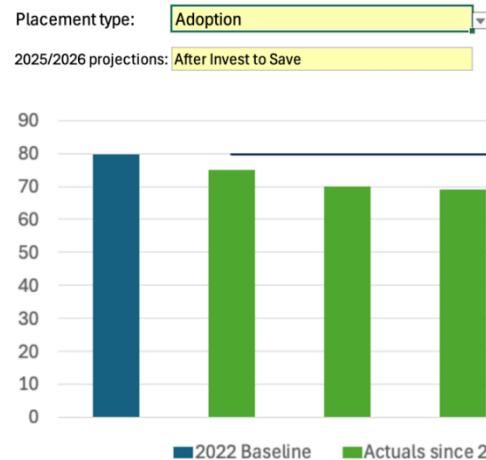
SGOs

Placement volumes



Adoption

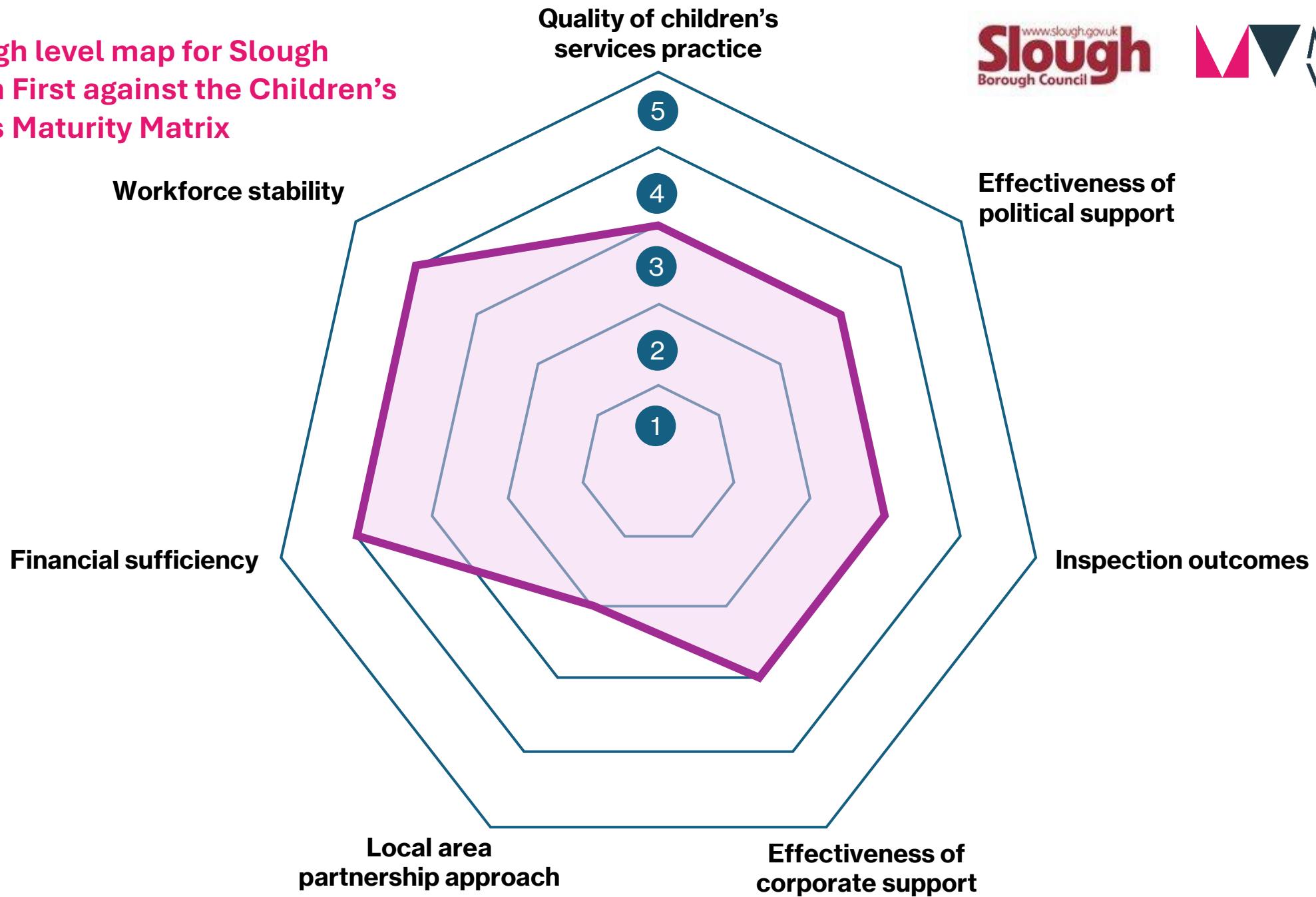
Placement volumes



Current governance and management forums

Forum	Frequency	Participants
SCF Board meetings	Quarterly (or more frequently if required)	Requires four Directors to be quorate, including one Chair, one Executive Director, One independent NED, and one Council-appointed NED
Strategic Commissioning Group	Typically aligned with key reporting cycles such as the Annual Review	Senior representatives from both SCF and SBC, including commissioners and directors
Contract Monitoring Group	Monthly	SCF Chief Executive and DCS, Director of Operations, Director of Finance, Assistant Director of Legal and Governance SBC Finance lead, other SBC officers depending on the agenda
Children's Improvement Group	Monthly	SCF Chief Executive and DCS, Director of Operations, Director of Finance, Heads of Service and workstream leads, representatives SBC as needed
Slough Improvement Board	Not explicitly stated, but references suggest regularly	DfE Commissioner, SCF Chief Executive and DCS, SCF Chair, SBC senior officers and elected members, other stakeholders depending on agenda
Corporate Parenting Panel	Bi-monthly	Lead Member for Children's Services, elected members from across parties, care-experienced young people, SCF and SBC officers
Corporate Improvement Scrutiny Committee	Monthly	Councillors, SBC officers, SCF officers

Fig. 1 High level map for Slough Children First against the Children's Services Maturity Matrix



High level Children's Service Maturity Matrix scoring summaries

Lens	Score	Summary
Inspection outcomes	3	Ofsted has confirmed improvements in casework and care quality, with positive feedback on services like Breakaway and fostering. However, challenges and gaps remain outstanding, including a poor youth justice inspection (though the response to this has been positive) and upcoming SEND and ILACS inspections.
Quality of practice	3	There is a shared sense that SCF has moved beyond “firefighting” and is improving practice quality. However, the business plan lacks a clear “golden thread,” and performance remains variable.
Workforce stability	4	Leadership is now stable, with reduced agency use and improved retention. Some churn continues, but it is seen as performance-related rather than systemic.
Local area partnership approach	2	Relationships with the Council and partners have improved significantly, but integration with adult services, housing, and health is still developing. Multi-agency working is improving but not yet embedded.
Financial sufficiency	4	SCF has transitioned to a more stable financial model, repaid its loan, and returned surpluses. Forecasting and grant management still need refinement.
Effectiveness of corporate support	3	Corporate support has improved, especially in finance and HR. However, IT systems, procurement, and back-office integration remain areas of concern.
Effectiveness of political support	3	Political engagement has improved, with stronger cabinet support and corporate parenting. However, scrutiny arrangements are still evolving, and some elected members remain disengaged.

MV Social Work Workforce Tool (Slough Dashboard)

Note: All KPI tiles show 2023 data.

Vacancy Rate (%)

29.6

English Average: 18.9

Agency Rate (%)

25.3

English Average: 17.8

The agency worker rate, as at 30 September, is calculated as (the number of) FTE agency (children and family) social workers divided by the sum of FTE agency social workers and FTE social workers.

Turnover Rate (%)

14.7

English Average: 15.9

Vacancy Agency Cover Rate (%)

99.5

English Average: 80.1

Sickness Absence Rate (%)

1.5

English Average: 3.2

Total Working Days Lost

434

Case Load per FTE

17.6

English Average: 16.0

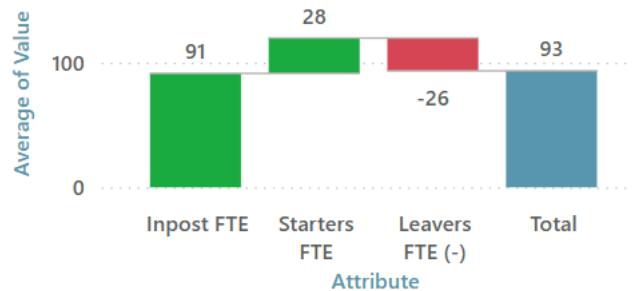
Caseload and Turnover by Calendar Year

● Caseload ● Turnover

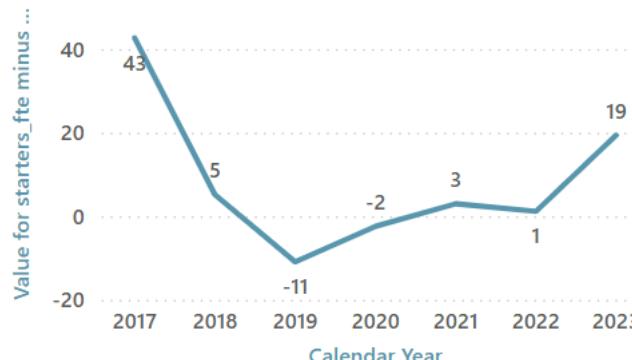


Breakdown of Average Yearly Workforce Changes 2019 - 2023

● Increase ● Decrease ● Total



Net Gain/Loss of SW FTE per LA per Year



Sickness Absence Rates across England

