Coventry City Council

Agenda

Education and Children's Services Scrutiny Board (2)

Time and Date
2.00 pm on Thursday, 25th February, 2016

Place
Committee Rooms 2 and 3 - Council House

Public Business

1. **Apologies and Substitutions**

2. **Declarations of Interests**

3. **Minutes** (Pages 3 - 14)

   a) To agree the minutes of the meetings held on 16th December, 2015 and 7th January, 2016
   b) Matters Arising

4. **Children's Services Workforce Development Strategy** (Pages 15 - 36)

   Report of the Executive Director for People

5. **Improvement Board Progress Report from 6th January, 2016** (Pages 37 - 44)

   Briefing Note of the Executive Director for People

6. **School Improvement and Education Progress** (Pages 45 - 60)

   Report of the Executive Director for People

7. **Work Programme** (Pages 61 - 70)

   Briefing Note of the Scrutiny Co-ordinator

8. **Any Other Business**

   Any other items of business which the Chair decides to take as matters of urgency because of the special circumstances involved.

9. **Meeting Evaluation**

   To discuss and evaluate the effectiveness of the meeting.

Private Business

Nil

Chris West, Executive Director, Resources, Council House Coventry

Wednesday, 17 February 2016

Notes: 1) The person to contact about the agenda and documents for this meeting is Michelle Rose, Governance Services, Council House, Coventry, telephone 7683 3111, alternatively information about this meeting can be obtained from the following web link: http://moderngov.coventry.gov.uk

2) Council Members who are not able to attend the meeting should notify Michelle Rose as soon as possible and no later than 1.00 p.m. on 25th February, 2016 giving their reasons for absence and the name of the Council Member (if any) who will be attending the meeting as their substitute.

3) Scrutiny Board Members who have an interest in any report to this meeting, but who are not Members of this Scrutiny Board, have been invited to notify the Chair by 12 noon on the day before the meeting that they wish to speak on a particular item. The Member must indicate to the Chair their reason for wishing to speak and the issue(s) they wish to raise.

Membership: Councillors N Akhtar, S Bains, L Bigham, S Hanson (Co-opted Member), K Jones (Co-opted Member), D Kershaw (By Invitation), J Lepoidevin, C Miks, M Mutton (Chair), H Noonan, J O'Boyle, R Potter (Co-opted Member), E Ruane (By Invitation), P Seaman and S Thomas (By Invitation)

Please note: a hearing loop is available in the committee rooms

If you require a British Sign Language interpreter for this meeting OR it you would like this information in another format or language please contact us.

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Coventry City Council
Minutes of the Meeting of Education and Children's Services Scrutiny Board (2) held at 2.00 pm on Wednesday, 16 December 2015

Present:

Members:	Councillor M Mutton (Chair) Councillor S Bains Councillor L Bigham Councillor D Kershaw Councillor P Male Councillor J Mutton Councillor H Noonan Councillor J O'Boyle Councillor E Ruane Councillor P Seaman Councillor S Thomas
Co-Opted Members:	Mrs S Hanson and Mr R Potter
Cabinet Members and Deputy Cabinet Members:	Councillor D Kershaw Councillor E Ruane Councillor S Thomas
In attendance	J Mokades – Independent Chair of the Coventry Local Safeguarding Children Board
Employees (by Directorate):	
People:	C Parker
Resources:	G Holmes, L Knight
Apologies:	Councillors N Akhtar, J Lepoidevin and C Miks

Public Business

42. **Declarations of Interests**

There were no discloseable pecuniary interests.

43. **Serious Case Review**

The Scrutiny Board considered a briefing note of the Business Manager for Adult and Children Safeguarding Boards, which detailed the outcome of the serious case review (SCR) relating to Child S.

Following the death of Child S in 2013, the Independent Chair of Coventry Local Safeguarding Children Board (LSCB) at that time agreed that this case should be the subject of a serious case review. The SCR Report, including recommendations, and the resulting action plan were appended to the briefing note submitted. Councillor M Mutton, Chair of the Scrutiny Board, reminded

members that their role was not to hear the review, but to scrutinise the recommendation and review them.

Janet Mokades, current Independent Chair of the LSCB, attended the meeting and presented the recommendations and action plan that resulted from the SCR. The Scrutiny Board noted the background to the case which, in summary, was that during the autumn of 2013 Mother S had called an ambulance to her home and Child S was found to be suffering from a serious head injury. Child S was taken by ambulance to the University Hospital Coventry and Warwickshire (UHCW) accompanied by his mother, who stated that he had fallen down stairs at home. Mother S's partner, Male B, remained at home and did not attend the hospital.

It had been clear when Child S's arrived at UHCW that he was gravely unwell and later that day was transferred to Birmingham Children's Hospital (BCH) due to the nature and seriousness of his injuries. Upon arrival, he was taken straight to the operating theatre for emergency surgery. Staff at both UHCW and BCH became concerned that, upon examination of scan results, the injury was not consistent with the explanation provided and the Coventry Emergency Social Care Duty Team were contacted along with West Midlands Police. Following the surgery, Child S was taken to the paediatric intensive care unit and, despite the efforts of medical staff, he died the following day as a result of the injuries he had sustained. Later the same day both Male B and Mother S were arrested on suspicion of murder. In Autumn 2014, following a Police investigation, Male B was charged with murder and Mother S with neglect and allowing Child S's death.

The purpose of the SCR was to establish the role of services and their effectiveness in the care of Child S, whether information was fully shared by the professionals involved, and whether procedures were appropriately followed. This process would ensure that any deficiencies in services could be identified, and lessons learned to minimise the risk for another child. This should also reassure the public and prevent the need or demand for further external inquiries. In addition to an independent chair and a lead reviewer, the SCR panel included senior managers from each of the following key agencies:-

- Coventry Social Care
- West Midlands Police
- West Midlands Fire Service
- Coventry and Rugby Clinical Commissioning Group
- Coventry and Warwickshire Partnership NHS Trust
- University Hospitals Coventry and Warwickshire NHS Trust
- Coventry Head of Safeguarding
- Staffordshire West Midlands Probation Trust

The Scrutiny Board noted that the review covered, in detail, the period from early summer 2010 to the end of 2013, which included the period that Mother S was pregnant with Child S, through the child's entire life, to the post mortem stage of early evidence gathering. The report included details of Mother S's early years, the story of Mother S and Child S, the relationship between Child S and his mother, what Child S was like, the relationship between Mother S and Male B, and significant events in the life of Child S.

The SCR identified that all of the agencies involved had a picture of Child s and it was not one that raised concern. There was evidence that he was seen, checked and spoken to and at no point did any professional raise any concerns about his health and wellbeing. The review found no evidence that any signs of distress were missed or ignored by professionals. The report identified a number of good examples where individuals and agencies were particularly adept at considering the voice of Child S. However, it was found that there were some occasions where insufficient weight was applied to the voice of Child S and these were also highlighted in the report submitted.

The SCR had found no evidence that any agency or professional in Coventry could have prevented the death of Child S. The review did highlight a number of areas where agencies in Coventry could improve their systems and work more effectively together, but it was felt that these improvements would not have affected the final, tragic outcome. Whilst there were missed opportunities by agencies to intervene and place support around Child S and his mother, those interventions would not have prevented Mother S resuming her relationship with Male B, or prevented him from being in the house, alone, with Child S. There was nothing anyone, except Mother S, could have done to prevent him being there. None of the authorities or organisations that had involvement in Child S's life could have foreseen the events that occurred; they could not have prevented his death.

The SCR made three recommendations to further improve safeguarding in Coventry. These recommendations were those that required a multi-agency response. The Scrutiny Board noted that the review had also identified a number of areas that individual agencies needed to consider and take action against and, in those cases where issues have been identified for a single agency, that agency should produce action plans that should be monitored through the LSCB performance framework. They should continue to be subject to regular scrutiny by the Board until completion.

The recommendations that required a multi-agency response were:-

1. The Coventry LSCB should monitor the plans for changes in structure, policy and service provision by agencies to assess how they will dovetail; ensuring that levels of child safeguarding are maintained.

2. The Coventry LSCB should progress its priority relating to domestic violence and abuse by:

    - Forging stronger links with the Police and Crime Board;
    - Refining and consolidating the post Daniel Pelka joint screening process; and
    - Championing the work being done in Coventry to counter domestic violence and abuse.

3. Coventry LSCB should ensure that all agencies:

    - Have policies and procedures in place for identifying those families that are proving hard to engage;
    - Scrutinise and, where necessary, tighten their procedures for working with families who are hard to engage;

- Have protocols in place to share information between agencies about families that are hard to engage; and
- Monitor staff compliance with the agreed procedures.

The multi-agency action plan appended to the report identified the actions required by each of the recommendations, which agencies were responsible for particular actions along with the expected outcomes and the current position.

Having considered the background to the SCR, the review findings and the recommendations, the Scrutiny Board expressed some concerns, in particular:-

a. The domestic violence screening process and how agencies work collaboratively, particularly where they were aware of perpetrators who could potentially cause risk to children. Members requested additional information from the Police and Crime Board on this issue and the numbers of perpetrators being monitored.

b. How stronger links can be built between various agencies, such as the NSPCC and Barnardos, ensuring that each organisation understands what the others do and how the Council may assist with this.

c. Understanding how the implementation of recommendations from all SCR's is monitored and assurance received that they have improved outcomes for children. Members requested that a progress report be submitted in 6 months time, to include the outcomes of implementation.

RESOLVED that the Education and Children's Services Scrutiny Board (2):

1. **Note the recommendations in the report and the associated action plan and updates.**

2. **Request that information be submitted to the Board about the Domestic Violence screening process, including information from the Police and Crime Board in respect of the number of perpetrators being monitored.**

3. **Request that information be provided to the Board on how stronger links can be built between various agencies, such as the NSPCC and Barnardos, and how the Council may assist with this.**

4. **Request a progress report in 6 months on the implementation of recommendations from all Serious Case Reviews, including the outcome of the implementation.**

44. **Annual Report of the Local Safeguarding Board**

The Scrutiny Board considered a briefing note of the Joint Safeguarding Board Business Manager, which presented the Local Safeguarding Children Board (LSCB) Annual Report.

Coventry Children's Services and LSCB were inspected by Ofsted in January 2014 and judged to be inadequate. Since that time an Improvement Board had

been established and the Department of Education had been monitoring progress. A new independent Chair of the LSCB took up post in September 2014 and she reports regularly to the Secretary of State and the Improvement Board on progress.

It was noted that agencies working together to safeguard children in Coventry were working in a challenging context with a growing population, including child population, and a diverse ethnic mix and higher than average levels of poverty. There were currently approximately 74,123 children and young people in Coventry aged 0-17, including 14,204 children under three years old. Recent years had seen an increase in birth rates and, if current population growth trends continued, it was anticipated by 2026 the total population of Coventry would rise by 18%, with the total number of children projected to rise faster than the adult population.

The report outlined the achievements and challenges of the LSCB from September 2014 to September 2015. It assessed progress on outcomes for children and young people. It evaluated the impact of Coventry's services on outcomes for children and showed how the work of the Board had contributed to improving outcomes. It detailed the Board's progress in implementing its former and current priorities.

The outcomes for Coventry children was reported under the headings of Child Protection; Common Assessment Framework (CAF); Looked After Children; Early Years; Missing Children and Child Sexual Exploitation; Crimes Against Young People; Youth Offending; Educational Attainment and Attendance; and Health Outcomes.

In respect of Child Protection, the Scrutiny Board were pleased to see that the number of Coventry children with child protection plans had reduced from 882 in September 2014 to 578 in September 2015. It was acknowledged, however, that this was still much higher than normal in similar areas and work to understand why this was so and to ensure that children get help earlier, so avoiding escalation, continued.

It was noted that the number of CAF's had steadily increased from 1,543 in April 2014 to 1,887 in September 2015. Health colleagues, in particular, had increased their use of CAF's, which ensured that more children and families who needed support could access it. Diagram 4 of the report provided details on the outcomes of CAF's. However, the Scrutiny Board expressed concern that, at a recent meeting, members were advised that a decision had been purposely taken by Coventry and Warwickshire Partnership Trust not to train health visitor staff on the use of e-CAF's and were of the view that this issue should be picked up through the re-commissioning of the service in April.

With regard to educational attainment and attendance, there was a clear upward trend in reading, writing and maths at key stage 2 and the un-validated 2015 data suggested that the upward trend had been sustained. An average of 52.3% of children in Coventry achieved 5 A* to C grades at GCSE last year. It was reported that this was lower than the previous three years and the national average but reflected the trend seen elsewhere. Scrutiny Board members requested clarification on whether this figure included Maths and English.

The report also set out the LSCB's current priorities and Appendix 1 of the report submitted provided progress against these priorities covering the period from September 2014 to April 2015.

The report concluded that there had been significant improvement in the safeguarding of children in Coventry during the year, with some important outcomes for children getting better. The Safeguarding Board was now fit for purpose and fully functioning, with partnership working good. It was noted that where difficulties were identified, it was generally because resources pressures were affecting staffing levels. These pressures were anticipated to continue as resources shrank and that innovative ways of working together would need to be found. It was acknowledged that there was still much to do to ensure consistency and quality across all safeguarding work. In particular, there were two dominant issues that would continue to need attention, which had arisen from serious case reviews during the year. One was the need for professionals to exercise greater professional curiosity and judgement in their dealings with clients and the other was the need for more thought to be given to how services could helped to work with families that were hard to engage.

RESOLVED that the Education and Children's Services Scrutiny Board (2) note the annual report from the Local Safeguarding Children Board, the progress made and the areas for future development.

45. **Any Other Business**

There were no other items of business.

46. **Meeting Evaluation**

No issues were raised through the meeting evaluation.

(Meeting closed at 3.30 pm)

Coventry City Council
Minutes of the Meeting of Education and Children's Services Scrutiny Board (2) held at 2.00 pm on Thursday, 7 January 2016

Present:

Members:	Councillor M Mutton (Chair) Councillor N Akhtar Councillor S Bains Councillor L Bigham Councillor J Lepoidevin Councillor C Miks Councillor H Noonan Councillor J O'Boyle Councillor P Seaman
Co-Opted Members:	Mrs S Hanson and Mr R Potter
Cabinet Members:	Councillor D Kershaw (Cabinet Member for Education) Councillor E Ruane (Cabinet Member for Children and Young People) Councillor S Thomas (Deputy Cabinet Member for Education)
Employees (by Directorate):	A Brennan, People Directorate A Carr, People Directorate J Gregg, People Directorate G Holmes, Resources Directorate S Horsley, People Directorate N Meehan, People Directorate K Nelson, People Directorate M Rose, Resources Directorate A Simpson, People Directorate S Whitmore, People Directorate D Wilson, People Directorate
Others Invited:	K Argyle – Health Representative Sgt S Grundy – Police Representative
Apologies:	K Jones

Public Business

47. **Declarations of Interests**

There were no Disclosable Pecuniary Interests.

48. **Minutes**

The minutes of the meeting held on 10th December, 2015 were approved.

49. **Progress on the Multi Agency Safeguarding Hub (MASH)**

The Board received a briefing note and presentation about progress on the Multi-Agency Safeguarding Hub (MASH) from City Council officers and partners, including Police and Health colleagues.

Members had visited the MASH informally in December, 2014 and requested a formal update once MASH had been in operation for a year. The update provided detail about the following:

- How MASH was making a difference and how we know
- Systems used
- Performance Data
- Monthly Activity
- Agencies contacting the MASH
- Timescales
- The MASH review
- Case Studies

The Board questioned the officers and partners on the following:

- Dip sampling scoring and learning
- Improving timescales
- Early Help offer working with the MASH
- Contacting and signposting for the MASH
- Defining categories further than referring to 'other' eg agencies contacting the MASH
- Sharing of information across boundaries ie police forces, council areas and health commissioning groups
- Review of the service
- Rotation of staff in the MASH including offering opportunity to newly qualified staff

The Board discussed the benefits of rotating staff in the MASH and the benefits of having an Early Help Team to filter enquiries before they enter the MASH, as some calls received could be signposted to other services.

RESOLVED that the Board:

1) **Approve the contents in the presentation and progress made with the Multi-Agency Safeguarding Hub**

2) **Recommend the Cabinet Member for Children and Young People explore rotation of staff within the MASH and also explore an initial early help team which would filter enquiries into the MASH and signpost callers to other services where appropriate**

50. **School Place Planning and Admissions**

The Board received an update on admissions to schools and also current and future provision of school places in Coventry. The report recognised changes to Government Policy and the challenges for planning provision. Primary and

Secondary projections until September, 2025 and comparative information on primary allocation for September, 2014 and 2015 were appended to the report.

The report noted that Local Authorities were under statutory duty, section 14 of the 1996 Education Act, to secure sufficient education provision within their areas and to promote higher standards of attainment. In its strategic role as commissioner of school places, the City Council must respond to changes in demand over time by increasing or removing capacity. The range of educational provision for children and young people was now both broad and complex in terms of the number of providers involved, and also their roles. The City Council had parallel responsibilities as both direct provider (in maintained or voluntary controlled schools) and also as commissioner of other providers.

The report also noted forecasts and projections, funding, the local education landscape, increasing numbers of academies and free schools, partnership working, current provision and sites secured through 106 Agreements for new primary schools.

The Board questioned the Cabinet Member for Education and officers on the following:

- The different and changing categories of schools in the city
- Admissions policies
- Comparative information on Primary Allocation
- Sites secured through 106 Agreements for new primary schools including Bannerbrook and New Century Park
- Data used to make projections and working as early as possible with planning colleagues
- Special Educational Needs provision

The Cabinet Member for Education recognised the hard work and commitment Coventry dedicated to partnership working with Coventry schools and networks and the benefits to Coventry children. The Cabinet Member for Education also discussed raising performance and promoting choosing Coventry schools.

The Board requested a list of schools and their category be circulated and felt reassured that provision of school places in the City was constantly reviewed.

RESOLVED that the School Place Planning and Admissions update be noted and the Board were reassured that places were constantly reviewed.

51. **Selection, Nomination and Removal of Local Authority Governors**

Further to Minute 8/15 the Board considered an update on support to school governors. Also following the Trojan Horse report in Birmingham also in July, 2015 it was considered beneficial to strengthen and formalise the selection, nomination and removal of Local Authority Governors. A proposed procedure for 'Selection, Nomination and Removal of Local Authority Nominated School Governors' would be considered by the Cabinet Member for Education following consideration of the briefing for Scrutiny Board.

Under both the 2012 Constitution Regulations and the 2012 Federations Regulations, the Local Authority can nominate any eligible person as a LA

governor, but it was for the Governing Body to decide whether the LA nominee had the skills to contribute to the effective governance and success of the school and met any other eligibility criteria they had set. Local Authority's should therefore make every effort to understand the Governing Body's requirements and identify and nominate suitable candidates. The LA had the right to nominate a representative governor to the Governing Body of an Academy where there was provision in the Academy's Articles of Association for such an appointment.

Statutory guidance on the constitution of maintained school Governing Bodies published in August 2015 stated that all governors need a strong commitment to the role and to improving outcomes for children, the inquisitiveness to question and analyse, and the willingness to learn. They needed good inter-personal skills, appropriate levels of literacy in English (unless a governing body was prepared to make special arrangements), and sufficient numeracy skills to understand basic data. Therefore, all volunteers who wished to be nominated or recommended by the LA for appointment as a school governor were required to provide evidence of these skills and abilities in their application. Also they must abide by the Nolan principles of public office and adhere to the Model Code of Conduct for Governing Bodies.

The report also detailed applying to become a nominated school governor and representative governor, the approval process, appointment and removal of governors.

The Board questioned the officers on the following:

- Communication with Elected Members
- Opportunities and vacancies
- Communicating the appointment to schools
- Matching skills of volunteers and school audit of need
- Governors number of years of service
- Schools buying into the service

The Board noted that the Policy would be updated and then marketing and communication of governor skills vacancies would follow, subject to approval of the Cabinet Member for Education.

RESOLVED that the update be noted and the revised Policy would be promoted and communicated to Elected Members and officers.

52. **Work Programme**

The Board noted that they were invited to attend the Health and Social Care Scrutiny Board (5) meeting on 3rd February, 2016 for further consideration of Transforming Child and Adolescent Mental Health Services (CAMHS).

53. **Any Other Business**

There were no other items of business.

(Meeting closed at 3.45 pm)

Coventry City Council

Briefing note

To: **Education and Children's Services Scrutiny Board (2)** **25th February 2016**

Subject: Children's Services Workforce Development Strategy

1 Purpose of the Note

1.1 To inform the Education and Children's Services Scrutiny Board (2) of the revised Workforce Development Strategy.

2 Recommendations

2.1 It is recommended that the Education and Children's Scrutiny Board:

1) Note how the strategy will build on the progress of the service over the last two years, and support its aim of achieving the right capacity, capability and culture that is needed to confidently face organisational challenges.
2) Identify any further recommendations for the Cabinet Member for Children's Services.

3 Information/Background

3.1 The Strategy embraces the priority of Children's Services to put children and young people at the centre of all its work.

3.2 Children's Services faces a number of significant challenges and to secure continued improvement the service trusts and values the contribution of all employees. It recognises that its success is dependent on the commitment and dedication of the talented people who work here. In this context, the Strategy sets out key priorities for continuing to value and develop employees. It views them as central to maintaining and building on current successes, with the goal of becoming a service with a reputation, regionally and nationally, of delivering quality services to children, young people and their families.

3.3 Children's Services has developed a range of recruitment and retention strategies to increase the number of good quality staff within the organisation. Learning and development plays an integral role in this by promoting skills and capabilities that are required to ensure that Children's Services meets its objectives and organisational responsibilities. The Workforce Development Strategy embraces this role and supports the vision of ensuring that children and young people within the city are kept safe through high quality services provided by a qualified, resourced and skilled children's workforce.

3.4 The Workforce Development Strategy is embedded in the Council's Behaviours Framework which forms part of the overall approach for achieving the Council's vision, purpose and values. The Framework aims to enhance both individual and organisational performance: it is an integral part of our day-to-day work, recruitment, selection, induction, learning and development and performance management. The Framework describes the behaviours that all staff across the Council are expected to demonstrate regardless of their specific role.

3.5 This report provides an update on the six key priorities for workforce development and how they will be achieved.

4 Six Key Priority Areas

5 Priority 1: To draw on national and regional strategies and opportunities to enhance the recruitment and retention of social workers.

5.1 Children's Services and Human Resources will use workforce data to analyse and identify gaps in the workforce and use retention strategies that will further support recruitment and retention.

5.2 Children's Services has developed a clear and enticing brand for social work in Coventry in order to ensure a continual supply of qualified and experienced social workers. The new recruitment campaign "We're With You" went live on 11th February 2016. The micro –site has also been re-designed to make it more dynamic and user friendly and social media has been utilised to attract qualified and experienced social workers to Coventry. A market supplement of £5,000 is being offered to staff working in the hard-to-recruit areas of the service e.g. Referral and Assessment Service and Neighbourhood teams.

5.3 The link to the new campaign http://www.coventryiswithyou.co.uk/

5.4 Sanctuary is supporting Children's Services with finding qualified and experienced social workers. CV's for experienced Social Workers who meet the minimum requirements from the Sanctuary database will be forwarded to Human Resources for consideration.

5.5 Children's Services will be participating in the Birmingham COMPASS jobs Fair on 16th March 2016 to recruit experienced and newly qualified Social workers.

5.6 The Service is committed to offering high quality placements to social work students and this will assist with recruitment. Children's Services will also participate in Step-Up-to Social Work and Frontline. These are government funded social work programmes to recruit highly trained students as social workers, targeting areas where there are staff shortages.

5.7 Retaining high quality and experienced social workers is essential, this will be achieved by providing a robust induction programme, maintaining an in-house Approved and Supported Year in Employment Academy, providing continued professional development programmes and career opportunities for all staff; providing access to Research in Practice and Community Care Inform and, access to the Council's corporate 'Grow Our Own' initiatives, such as the 'Aspiring Leaders Programme' and 'Future Leaders Programme'.

6 Priority 2: To align the workforce with the needs and priorities of the organisation to ensure it can meet its legislative, regulatory, service requirements and organisational objectives.

6.1 Children's Services will continue to embed the national guidance in the Standards for Employers (2014) by engaging in effective workforce planning systems to ensure that the right number of staff, with the right level of skills and experience, are available to meet current and future service demands. Social workers will be provided with regular reflective supervision and have the necessary equipment to undertake social work tasks.

7 Priority 3: To continue to train and offer workforce development opportunities to develop the skills, knowledge and values of staff.

7.1 Children's Services is committed to equipping staff with training that is targeted and provides them with the knowledge and skills to undertake their roles well and with confidence. Children's Services with assistance from the Workforce Development team has a very robust learning and development programme. All of the training is mapped to the governments Professional Capabilities Framework and the Knowledge and Skills

Statements. The service has a robust programme for newly qualified social workers, supported by three professional practice educators and a two- year early professional development programme that is designed to support practitioners in continuing in their career pathway. Children's Services recognises the pivotal role of senior practitioners having in modelling good practice and they are supported by the Principal Social Worker and have access to bespoke workshops.

8 Priority 4: Enhance leadership, management and supervision to improve the quality of social work practice across Children's Services.

8.1 Leadership and supervision is integral to staff support and management decision-making. Managers in Children's Services have a shared commitment to supervision and support and to promoting a culture of continuous learning to improve the quality of social work practice. This has been achieved by having a clear organisational vision that is focussed on improving outcomes for children, young people and families and higher management modelling required behaviours. A Champions Forum has been implemented which enables front-line practitioners to report the views of staff to all levels of management.

9 Priority 5: Assuring Quality in Children's Services

9.1 The Children's Services Quality Assurance Framework has been revised and provides a clear overview and strategy, with the aims of achieving and monitoring quality against strategic principles and quality standards. The framework will utilise a four lenses approach that has been adopted by a number of local authorities as a basis for viewing quality. The four lenses are independent challenge; provider challenge; citizen challenge and professional challenge. Quality is defined by the degree of excellence in the service provided and/or the degree of worth derived from a service by children, young people and their families.

10 Priority 6: Implementation and embedding of Signs of Safety

10.1 Signs of Safety provides a risk management framework that is child-centred and solution-focused and includes a suite of principles, disciplines, processes and tools that guide the work. It enables Children's Services to move towards a strengths-based, solution-focused model that empowers families and enables them to make changes that they need to make to safeguard their children and support them to reach their full potential. The Signs of Safety approach will improve the quality of social work delivered to families and improve the engagement of families. Over time the Service expects to see a reduction in the number of children subject to child protection plans and the need for children and young people to enter the care system.

11 Action Plan

11.1 The Workforce Strategy and action plan (Appendix 1) sets out the strategic actions based on the six key priority areas discussed above.

12 Key Areas of Progress to date:

12.1 A social work recruitment campaign is to be launched in early February 2016 and the package of financial support to aid retention has also been agreed. The micro-site has been redesigned and the recruitment agency has made full use of social media as part of it recruitment campaign.

12.2 The Principal Social Worker has met with the Head of Social Work at Coventry University and discussions are under way about setting up a student unit within the Service. This will increase the numbers of social work students and provide additional income to the service. This income will support the development of practitioners who wish to access the Graduate Certificate in Practice Education with Bournemouth University.

12.3 Work is underway to plan the new learning and development programme with Workforce Development Service and the Local Childrens Safeguarding.

12.4 A new programme of workshops has been developed for senior practitioners, starting with 'learning from audit' in March.

12.5 The first meeting of the Champion Forum took place on January 11th 2016.

12.6 A response to staff following the 'Coventry Social Worker in Practice Initiative' has been discussed by Heads of Service and an action plan has been developed.

12.7 A new audit tool has been implemented and shared with team managers and service managers at the Practice Improvement Forum.

12.8 Large numbers of staff have completed the Signs of Safety training.

12.9 The action plan will be monitored by the Workforce Development Board that incorporates colleagues from Children's Services, Human Resources and the Workforce Development Service to ensure its delivery and review on a regular basis.

Authors:

Vicky White, Principal Social Worker

John Gregg, Director of Children's Services

Appendix 1

Children's Services Workforce Strategy 2016

Foreword

Children's Services recognises that the workforce is its most valuable resource. A key element in delivering high quality services is improving the effectiveness of the recruitment of permanent social work staff across all teams and strengthening the service's ability to retain a high quality experienced workforce. Support, training and development of the workforce are fundamental to service innovation and improvement and help make Coventry a great place to work and live. Existing work and good practice is being consolidated by continuing to cultivate a culture of on-going learning and development.

This strategy builds on the priorities in the 'Coventry Pledge' which are to:

- Improve the health and well-being of children.
- Listen and involve children and young people in decision-making.
- Invest in children and young people's future.
- Ensure that children and young people are well prepared for adulthood through high quality learning and development.

Practitioners across the whole of the children's workforce are central to the achievement of these goals and ambitions for children, young people and their families in Coventry.

Cllr Ed Ruane

Introduction

This Strategy has been developed to reflect the workforce needs of Children's Services. It builds on the progress the service has made over the last two years and supports the aim of achieving the right capacity, capability and culture needed to confidently face organisational challenges. The Strategy embraces the priority of Children's Services to put children and young people at the centre of all its work.

Children's Services faces a number of significant challenges and to secure continued improvement the service trusts and values the contribution of all employees. It recognises that its success is dependent on the commitment and dedication of the talented people who work here. In this context, the Strategy sets out key priorities for continuing to value and develop employees. It views them as central to maintaining and building on current successes, with the goal of becoming a service with a reputation, regionally and nationally, of delivering quality services to children, young people and their families.

The Vision

Children's Services has developed a range of recruitment and retention strategies to increase the number of good quality staff within the organisation. Learning and development plays an integral role in this strategy by promoting skills and capabilities that are required to ensure Children's Services meets its objectives and organisational responsibilities. The Workforce Development Strategy embraces this role and supports the vision of ensuring that children and young people within the city are kept safe through high quality services provided by a qualified, resourced and skilled children's work force. In order to achieve this vision, the service will:

- Put the child at the centre of all its work.
- Create and promote a learning environment and support the workforce in achieving its objectives.
- Create a sense of 'us' across the service.
- Empower the workforce to participate in all aspects of service delivery and development.
- Value diversity and promote equality of opportunity for all staff to fulfil their potential.
- Provide a professional environment of openness and trust to support staff to do their jobs.

Coventry's Approach

The Workforce Development Strategy is embedded in the Council's Behaviours Framework, which forms part of the overall approach for achieving the Council's vision, purpose and values. The Framework aims to enhance both individual and organisational performance; it is an integral part of our day-to-day work, recruitment, selection, induction, learning and development and performance management. The Framework describes the effective core behaviours that all staff across the Council are expected to demonstrate regardless of their specific role.

The Framework outlines the observable and measurable behaviours, attributes and qualities that are displayed by staff in approaching their work. Having a common understanding of the expected behaviours enables the way staff do their jobs to be assessed and provides clarity when identifying how the Council can develop the workforce further in order to continue to deliver quality services for children, young people and their families.

In addition the Strategy contributes to achieving the aims of the Children's Plan (2015), the Early Help Strategy (2015) and the Placement Sufficiency Strategy (2015), which are for all children and young people to be happy, safe, healthy, inspired and enabled to succeed in all aspects of their lives. It also has clear links to the Coventry Safeguarding Children Board Annual Report (2015), the Children's Improvement Plan (2015), Coventry's Annual Youth Justice Plan (2015 -16) and the Local Government Association Standards for Employers (2014).

The Local Context
Coventry is a predominately urban area, situated in the West Midlands. The population in Coventry increased to 337,428 in 2014. The main cause of population growth in Coventry between mid-2013 and mid-2014 was immigration. 5,950 of the population increase was a result of net international immigration, part of this was a result of increases in the number of overseas students studying at local universities. Coventry's population has a much younger age profile than England in general; the average age of Coventry's residents is 33.5, notably lower than the England average of 40, and is falling. Growth in the number of children in the city is likely to increase the need for school places and other services for children. The city is ethnically diverse, with 33% of Coventry's inhabitants coming from ethnic minority communities compared to 20% for England as a whole.

Children and Young People in Coventry
There are 86,148 children and young people aged 0-19 in Coventry (2014 Mid-year Population Estimates, 2015, Office of National Statistics), which represents 25.5% of the total city population of 337,428. One in six children lives in poverty according to data released by the Department of Work and Pensions (2013). This showed that in the reported year 2011-12, 17% of UK children (2.3 million) lived in homes with substantially lower than average incomes. Coventry is the 46th (out of 152) most deprived council area in England based on the Index of Multiple Deprivation (English Indices of Deprivation 2015 - average rank, Department for Communities and Local Government) and is also ranked 48th in the Income Deprivation affecting Children Index (2015). The Department of Education school census (January 2011) reported 1262 pupils aged 5 to 16 with a statement of special needs. In addition a longitudinal study (Department for Work and Pensions, 2011) indicated that there were 2140 children and young people aged under 16 claiming disability living allowance.
In November 2015, Children's Services had 3919 active referrals, of these:

- 2390 children were Children In Need
- 495 children were subject to a Child Protection Plan.
- 624 children were looked after

The Workforce
There are currently 832 staff in the Children's Services workforce of which 192 are social workers. Agency social workers currently represent 30% of the social work staff (December 2015). There are a number of teams that contain staff who are non-social work qualified and these include staff in edge of care services, children's homes, early intervention and prevention teams, the after-care service and the placement support and contact service. All teams are supported by a range of staff who provide administrative and IT support that is integral to the delivery of high quality children's services.

Children's Services Teams
Children's Services has initiated exciting changes to the way children and families are supported as part of its commitment to delivering quality services to the children, young people and families that it serves.

The Early Intervention and Prevention Team delivers effective early help to children, young people and their families by supporting children in the early years of their lives or early on in the emergence of a problem at any stage in their lives.

The Multi-agency Safeguarding Hub (MASH) was launched in September 2014 and brings key professionals together to facilitate earlier and better quality information-sharing, analysis and decision-making. The MASH is staffed by colleagues from Social Care, Police, Health, Probation, Community Safety and Education. The implementation of the MASH has provided quicker responses to families and improved communication between professionals.

The Child Sexual Exploitation Team (Horizon), launched in April 2015, sits alongside the MASH. Agencies work together in the team to share information about children and young people at risk so that swift action can be taken to protect young people and to take action against offenders.

The Referral and Assessment Service is a city-wide resource that responds to referrals relating to vulnerable children, young people and their families. The team undertake assessments of vulnerable children in order to identify risk and need. Its objective is to protect children and ensure their developmental needs are being met. The team work closely with partner agencies such as Education, Police, Health and the voluntary sector to deliver multi -agency interventions to address risk and need.

Children's Services has three long-term Neighbourhood Teams that are locality- based. The Neighbourhood Teams work with children in need, child protection, looked after children and court intervention.

Edge of care services provide intensive practical support (including evenings and weekends), working directly with young people and their families to prevent them from becoming looked after. They draw on the Family Group Conferencing Service to ensure extended family members are considered in their intervention. The Multi- systemic Therapy Team (MST) is an evidence-based programme that works with children and young people to prevent them from entering care. It offers intensive family support and therapeutic intervention.

Children's Services also has two residential homes. The Grange is home to eight children and teenagers between the ages of 10 and 17 with emotional and behavioural problems and Gravel Hill provides short-term care and assessment of three months or less to children in care.

The All Age Disability Service works with people with physical disabilities, learning disabilities, autism and with young carers and carers to promote personal, social care and health outcomes. There are three teams that work with 0-14 years old, 15-25 years old and 25 years and over. The team includes, Social Workers, Occupational Therapists, Special Education Needs (SEN) Officers, Community Nurses, Speech and Language Therapists, Consultant Psychiatrists and a Psychologist. Some staff work for the Council and some staff work for Coventry and Warwickshire Partnership Trust, which is part of the NHS.

The Looked After Children's Team is split into two clusters. The Team acts as corporate parents for children who are looked after by the local authority under the Children Act (1989). The Team manage and progress care plans and undertake direct work and statutory visits to ensure that children and young people's voices are heard. Route 21 Team provides social work and personal adviser support to young people aged 15+ who are beginning the transition to leaving care and those who are now living independently. Social workers and personal advisers work directly with young people and undertake a variety of specific tasks in partnership with workers and carers as agreed in the young person's Pathway Plan.

The Community Based Assessment Service (CBAS) works with children and families in pre-proceedings and care proceedings, offering assessments and interventions with families whose children have suffered significant harm. Court work is a key part of the Service. CBAS has strong links with research centres and is currently working with both Lancaster University to develop practice with pregnant mothers and the NSPCC and the University of Warwick on a pre-birth risk assessment model.

The Family Drug and Alcohol Court (FDAC) was launched in October 2015 and is the first in the Midlands. The FDAC works with families whose children are subject to care proceedings as a result of parental drug and alcohol misuse. A team of specialists including Social Workers, Domestic Violence Workers, a Psychologist and a Psychiatrist work alongside families during a

period of intensive intervention throughout the court proceedings. The FDAC is attached to the Community Based Assessment Service (CBAS).

The Family Placement Service has three teams. The Assessment Team is responsible for the recruitment, assessment and selection of adopters, foster carers, kinship carers and special guardians. The Support Team supports special guardians and adopters and supervises foster carers. The Permanence Team is responsible for children who have proposed plans for adoption and engages in family finding, matching and monitoring of children through to adoption.

The Youth Offending Service comprises a multi-disciplinary staff team including qualified Social Workers, unqualified Case Managers, Support Officers, Operational Managers, an Education and Interventions Coordinator, colleagues from Probation, the Police, two Clinical Nurse Specialists, a Right Step Careers Advisor and input from Compass, the local substance misuse service for young people. The YOS provides assessments of young people's systems and situations that are causing or likely to cause criminal behaviour and provides interventions to support community sentences imposed by the courts.

Children's Services Workforce Development Priorities 2016-19
A great deal of work has been carried out to refocus and redesign frontline services. Work has also been undertaken with Early Intervention and Prevention, identifying those that need services most and providing appropriate support. Just as there is a need to build resilient families that can overcome challenges, a resilient workforce is required to support them in achieving their aims and keeping children and young people protected.

There are six key priorities for workforce development:

1. To draw on national and regional strategies and opportunities to enhance the recruitment and retention of social workers.
2. To align the workforce with the needs and priorities of the organisation to ensure it can meet its legislative, regulatory, service requirements and organisational objectives.
3. To continue to train and offer high quality workforce development opportunities for staff in order to improve practice.
4. To improve leadership, management and supervision to improve the quality of practice.
5. To assure quality in Children's Services
6. To implement and embed the Signs of Safety approach.

1. To draw on national and regional strategies and opportunities to enhance the recruitment and retention of social workers.
Children's Services and Human Resources will use workforce data to analyse and identify gaps in the workforce and use recruitment strategies that will further support workforce recruitment and retention.

Recruitment
Children's Services will develop a clear and enticing brand for social work in Coventry in order to ensure a continual supply of qualified and experienced social workers by:

- Ensuring that there is a recruitment process in place that is responsive, flexible, fit for purpose and meets the needs of Children's Services by attracting qualified and experienced social workers.
- Developing and using a micro-site which has been redesigned to make it more dynamic and user friendly.
- Making better use of social media to attract qualified and experienced social workers to Coventry.
- Developing a rolling recruitment programme to ensure that vacancies are quickly filled.
- Attending a geographically wide range of recruitment fairs on a regular basis.

- Providing good quality placement opportunities to social work students to support high quality recruitment.
- Recruiting students in the final year of their social work programmes.
- Running an annual conference with local universities with a view to recruiting students in their final year.
- Offering four secondment opportunities to non-social work staff to gain a social work qualification on undergraduate and postgraduate social work programmes.
- Participating in the Fast Track and the Step Up to Social Work government-funded social work programmes to recruit highly trained students as social workers, targeting areas where there are staff shortages.
- Using an assessment centre model to recruit high calibre staff with the skills and knowledge to undertake the role.
- Offering attractive market supplements to staff working in the hard-to-recruit areas of the service.
- Providing car park passes to all staff located in the centre of the city.
- Offering attractive relocation packages.
- Providing a car lease scheme and essential car user allowance

Retention

Retaining high quality and experienced practitioners is essential in order to deliver quality practice in Children's Services. This will be achieved by:

- Providing a robust induction programme. The programme will: identify the support staff can expect to receive; clarify expectations relating to behaviours, standards and code of conduct; promote awareness of key policies and procedures; identify key contacts with whom staff will work and from whom they can access support.
- Maintaining an in-house Approved and Supported Year in Employment Academy with support and supervision from Professional Practice Educators, a 10% reduction in caseload and four study days to complete a portfolio.
- Delivering four workshops for staff on the Early Professional Development Programme with group supervision from Professional Practice Educators.
- Offering a bonus for NQSWs on completion of their Approved and Supported Year in Employment.
- Paying a £1,000 retention payment each year for all staff.
- Providing Continuing Professional Development Programmes and career opportunities for all staff.
- Providing access to Research in Practice and Community Care Inform.
- Embedding the Social Work Standards for Employers (May 2014) and an annual Health Check to identify issues and areas for development and change.
- Providing opportunities for staff to access the Council's corporate 'Grow Our Own' initiatives, such as the 'Aspiring Leaders Programme' and 'Future Leaders Programme'

2. To align the workforce with the needs and priorities of the organisation to ensure it can meet its legislative, regulatory, service requirements and organisational objectives.

Children's Services will continue to embed the national guidance in the Standards for Employers by:

- Engaging in effective workforce planning systems to ensure that the right number of staff, with the right level of skills and experience, are available to meet current and future service demands.
- Ensuring that staff have safe and manageable workloads. In the Neighbourhood Teams this will be between 16-18 cases.
- Providing social workers with regular reflective social work supervision.
- Supporting social workers to maintain their professional registration through learning and development activities.

- Developing ‘communities of practice’, by ensuring that social workers sit within their cluster groups and have the necessary equipment to undertake social work tasks.
- Maximising the time social workers can spend with children, young people and their families, by reducing bureaucratic systems and utilising smart administrative support.

3. To continue to train and offer workforce development opportunities to develop the skills, knowledge and values of staff.
‘The provision of a high quality social work service relies upon a well-trained, supported and motivated workforce’ (Research in Practice, *Social Work Recruitment and Retention*, 2015:2)**.**
Children’s Services is committed to:

- Equipping staff with training that is targeted and provides them with the knowledge and skills to undertake their roles well and with confidence.
- Supporting staff to have the confidence to make professional decisions that enable them to do the right things rather than doing things right.
- Providing training and learning activities that are mapped to the Professional Capabilities Framework (PCF) the Knowledge and Skills Statement KSS.

Children’s Services with assistance from the Workforce Development team has very robust learning and development programmes for staff across the service.

The Assessed and Supported Year in Employment (ASYE) Programme supports Newly Qualified Social Workers (NQSWs) to develop their skills, knowledge and capability, thus strengthening their professional confidence. The Programme assures the quality of social workers’ practice by assessing NQSWs’ development against the PCF and the KSS, preparing NQSWs for ‘The Approved Child and Family Practitioner’ (ACFP) status. One key component of the ASYE programme is the provision of tailored and mandatory training and development opportunities. Alongside monthly workshops facilitated by the Professional Practice Educators and mandatory e-learning on Research in Practice, NQSWs access wider training from the Children's Services Learning and Development Brochure, which is accessible to all staff. All the training and development activities and resources in the brochure are mapped against the PCF and KSS and are linked to resources on the Research in Practice website.

The two-year Early Professional Development Programme (EPD) is designed to support practitioners in continuing their career pathway through to the next level of the PCF. All social workers start their EPD Programme at the PCF level of 'Social Worker'. On successful completion of the EPD Programme they progress to the PCF level of ‘Experienced Social Worker’. The two-year period is not fixed. This acknowledges that practitioners have different abilities, opportunities, constraints and interests and may develop at different paces. During the final year of the EPD Programme, practitioners are encouraged to apply for the Graduate Certificate in Practice Education, accredited with Bournemouth University. This enables experienced social workers to prepare for the important role of teaching and assessing social work students and NQSWs.

Children’s Services recognises the pivotal role that Advanced and Senior Practitioners have in modelling quality practice and supporting newly-qualified and experienced social workers. As part of their learning and development the Principal Social Worker (PSW) organises and facilitates monthly two-hour workshops. The workshops enable Senior Practitioners to share their knowledge and skills across the service and provide them with tools, reading and research that they can share with colleagues in their teams and clusters to improve practice.
In addition to the support offered by Children’s Services, the Workforce Services Team delivers a range of learning resources and opportunities. The in-house learning and development brochure is produced on a yearly basis and is updated following feedback from audit, supervision and performance and management reviews. The Workforce Services Team provides a range of facilitated sessions that include: ‘putting people management procedures

into practice', 'successfully conducting difficult conversations', 'leadership in the context of teamwork', 'leading and managing change', 'delivering good customer service', bespoke 'mandatory briefings', 'handling aggression and dealing with difficult clients' and 'working alone in safety'.

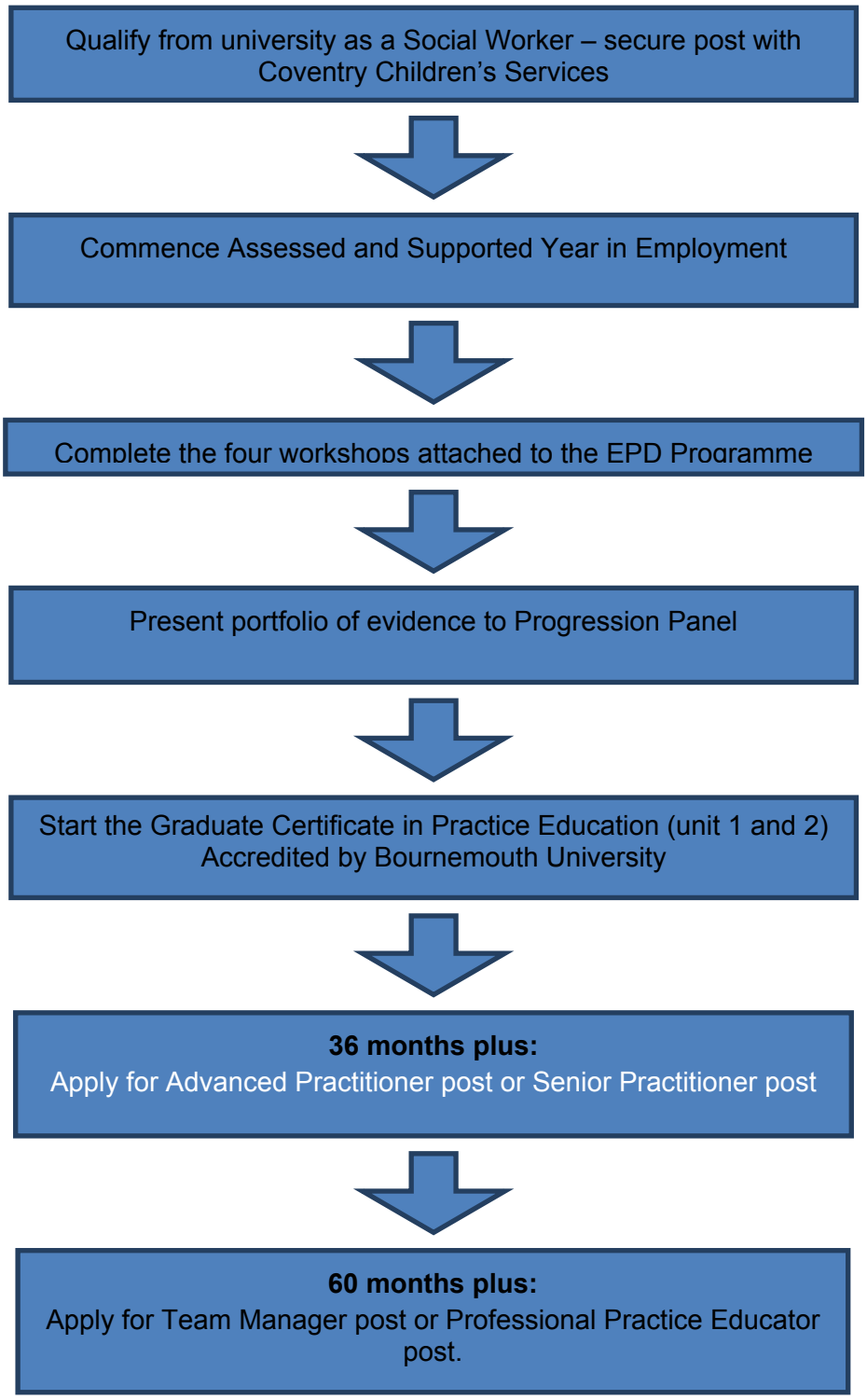
Learning from serious case reviews and other safeguarding training is accessed via the Local Safeguarding Children's Board website.

Children's Services has instigated a robust career pathway for all staff.

Early Intervention and Prevention staff can access 'Working with Parents', levels 3 and 4. The Working with Parents Certificate provides staff with the skills they need to work effectively with parents in order to achieve better outcomes for children and young people. There will also be limited secondment opportunities for staff who are interested in qualifying as a social worker.

In line with the Professional Capabilities Framework, Children's Services has three developmental pathways for social work staff (see diagram below): Professional Social Work Educator, Advanced Social Work Practitioner and Senior Social Worker/Manager. The three pathways, or areas of expertise, whilst distinctive, will not necessarily be mutually exclusive, and many social workers will wish to develop capabilities across the pathways, reflecting their expected career progression. Professional Practice Educators facilitate the learning and development of others. Advanced Social Workers continue to work directly with people who use services and provide leadership and professional wisdom to their colleagues and other professionals for work in situations of high complexity. Senior practitioners nurture and help the team manager manage a team (social workers and others), ensuring the service provided is effective and delivering positive outcomes. Senior practitioners also support, mentor and coach staff to enhance the quality of practice.

Secondment opportunities are available to support portability and to build upon the knowledge and expertise of staff. Staff also have the opportunity to shadow peers and managers across the service to enhance their practice knowledge and build on their professional skills.


Qualify from university as a Social Worker – secure post with Coventry Children's Services
Commence Assessed and Supported Year in Employment
Complete the four workshops attached to the EPD Programme
Present portfolio of evidence to Progression Panel
Start the Graduate Certificate in Practice Education (unit 1 and 2) Accredited by Bournemouth University
36 months plus:
Apply for Advanced Practitioner post or Senior Practitioner post
60 months plus:
Apply for Team Manager post or Professional Practice Educator post.

4. Enhance leadership, management and supervision to improve the quality of social work practice across Children's Services.

Leadership and supervision is integral to staff support and management decision-making. Managers in Children's Services have a shared commitment to supervision and support and to promoting a culture of continuous learning to improve the quality of social work practice. Children's Services does this by:

- Having a clear vision that is focussed on improving outcomes for children, young people and their families. This vision has been communicated to and understood by staff as part of the work undertake on the 'The Coventry Social Worker in Practice' initiative.
- Senior managers being visible and modelling required behaviours. The Director of Children's Services has established a Champions Forum to address the challenge of direct communication between front-line social workers and senior managers. The Forum meets four times a year and is supported by the Principal Social Worker. In addition to the Champion Forum, the Principal Social Worker reports the views and experiences of front-line staff to all levels of management including the Executive Director of the People Directorate and Elected Members.
- Shared ownership and shared responsibility for risk management and complex decision-making.
- Having clear standards and policies on reflective supervision.
- Having a Leadership Programme.
- Providing training for first-line managers.
- Promoting the Talent Management Programme, to support emerging talent within the service and enable succession planning.

5. Assuring Quality in Children's Services

The Children's Services Quality Assurance Framework has been developed and implemented to provide a clear overview and strategy with the aims of achieving and monitoring quality against strategic principles and quality standards. It focuses specifically on casework services for children provided by Children's Social Care and by the Children and Families First Service. The Framework will utilise a four lenses approach that has been adopted by a number of authorities as a basis for viewing quality. The four lenses are independent challenge; provider challenge; citizen challenge (listening to the voice of the child and young person) and professional challenge.

Effective quality assurance will be underpinned by the following:

- Setting, reviewing and evaluating standards.
- Providing a consistent system for monitoring and evaluating effectiveness (as above).
- Prioritising and facilitating continuous improvements within Children's Services.
- Supporting organisational learning to inform workforce development.

The approach to quality assurance includes the following components:

- Using data to actively manage performance.
- Quality reviews of service areas and teams.
- Assessing quality through observation.

Quality is achieved and evidenced through undertaking the above activities and acting on their findings. It is defined by the degree of excellence in the service provided and/or the degree of worth derived from a service by children, young people and their families.

6. Implement and fully embed the Signs of Safety approach.

Signs of Safety provides a risk management framework that is child-centred and solution-focused and includes a suite of principles, disciplines, processes and tools that guide the work. It will enable Children's Services to move towards a strengths- based, solution-focused model

that empowers families and enables them to make the changes that they need to make to safeguard their children and support them to achieve their full potential.

Child protection practice is the most demanding, contested and scrutinised area of work within Children's Services, primarily because it focuses on society's most vulnerable children. Professionals must constantly consider and decide whether the family's care of a child is safe enough for the child to stay within the family or whether the situation is so dangerous that the child must be removed.

The Munro Review of Child Protection outlined key recommendations for local authorities to review and redesign the ways in which children and families social work is delivered. The review proposed supporting practice that can implement evidence- based ways of working with children and families and placed social work expertise at the centre of its proposals. At the heart of this approach is working with families in an honest, straightforward and respectful way. The approach has three important objectives:

- Practitioners engage with families so that they understand why social workers are there and what they are concerned about.
- Family strengths and protective factors are included in the risk analysis.
- Children are safer, with professionals and family members being clear about what worries them, what needs to be done and who will be involved with the everyday safety of the child.

The Signs of Safety approach offers a robust and rigorous framework that analyses risk and takes into account family strengths and resources. The clarity of purpose alongside an open and balanced approach will enable the service to:

- Improve the quality of social work delivered to families.
- Improve the engagement of families.
- Reduce the number of children subject to child protection plans.
- Reduce the number of children needing to enter the care system.
- Improve key performance measures such as lower rates of re-referrals, fewer children within the care system, and less cases of drift.
- Focus services on service user need.
- Provide greater clarity to service users about the quality of service they can expect.

Action Plan

The action plan sets out strategic actions based on the six key priority areas. The plan will be monitored by the Workforce Development Board that incorporates colleagues from Children's Services, Human Resources and the Workforce Development Service to ensure its delivery and review on a regular basis.

Coventry Children's Services Workforce Strategy 2016
Action Plan

	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
1. Draw on national and regional strategies and opportunities to enhance our recruitment and retention of social workers.					
1.1 Maintain innovation around recruitment practices					
1.1.1	Undertake an on-going review of social work vacancies to determine recruitment and retention needs and devise strategies accordingly.	Reporting cycle to be aligned to Workforce Development Board meetings	HoS, PSW and Workforce Services/Recruitment Team	December/January 2015/16	Recruitment campaign to be launched 9th Feb 2016
1.1.2	Continue to develop the micro-site to make it more dynamic and user friendly. Ensure that the micro-site is easily searchable on any search engine. Ensure that all the on-line components of the recruitment strategy are linked together.	Micro-site will be monitored and updated on a regular basis to meet the needs of the service	Workforce Services/Recruitment Team	February 2016	Completed
1.1.3	Make full use of social media as part of the on-going recruitment campaign for social workers.	Children's Services will have a presence on LinkedIn, Twitter and Facebook	Workforce Services Team and Children's Services	January/February 2016	Completed
1.1.4	Develop student placement opportunities within the service.	Increase the number of practice educators through the GCPE Programme.	Principal Social Worker and Professional Practice Educators	March 2016	Anne Winn and Jan Goode are meeting with Cov Uni to progress.
1.1.5	Organise a conference for NQSWs/students from the two local universities	Liaising with two local universities.	Principal Social Worker and Professional Practice Educators	April 2016	To be discussed
1.1.6	Establish secondments to qualifying social work courses.	Agree funding for secondments.	Assistant Director Resources and Director of Children's Services.	January 2016	JG to discuss with HoS

Coventry Children's Services Workforce Strategy 2016 Action Plan					
	Priority Action	**Specific Actions**	**By whom/Job Title**	**Deadline**	**Progress**
1.1.7	Introduce an Assessment Centre Model for the recruitment of staff	Run a minimum of four assessment centre days per year (as required to meet needs)	PSW, PEs, HEIs and Workforce Services/Recruitment Team	March 2016	
1.1.8	Participate in SUSW programme.	Liaise with Coventry University	PSW	January 2016	Meeting being arranged with Head of SW at Coventry University
1.1.9	Develop packages of financial support to aid retention.	Agree funding.	HR and Finance	January 2016	Funding Agreed January 2016
1.2.0	Dedicated HR staff to work with Children's Services.	Provide expertise on recruitment.	HR - SL	January 2016	HR staff have been allocated
1.2.1	Three-tier induction Programme to be fully embedded across Children's Services.	Provide a structured and safe environment for new starters.	Workforce Services and Children's Services	January 2016	On going
1.2.2	Continue to embed the Behaviours Framework across all teams so there is a common understanding of expected behaviour amongst staff.	Workforce Services to arrange targeted sessions for service teams	Workforce Services and Children's Services	Ongoing 2016	On going
2. To align the workforce with the needs and priorities of the organisation to ensure it can meet its legislative, regulatory, service requirements and organisational objectives.					
2.1 Collection and use of workforce data					
2.1.1	Carry out a workforce audit, analyse findings and identify gaps, including information from the 'health check' questionnaire.	Disseminate information to staff and senior managers	PSW, HR	April 2016	Numbers of staff have been identified for the service for

Coventry Children's Services Workforce Strategy 2016
Action Plan

	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
					2016. Health check to be incorporated into the twice yearly supervision survey
2.1.2	Ensure that social workers have the necessary equipment to undertake social work tasks	Review of IT equipment/phones etc	Jade Skilling	January 2016	On going
2.1.3	Protocol to be reviewed to make it less bureaucratic	Set up meeting.	Protocol Operational Group	Sept 2016	
2.1.4	Workload management	Ensure that staff have safe and manageable workloads	HoS	January 2016	To be discussed at Joint Management Meeting
2.1.5	Monitoring and supporting staff to access learning and development opportunities for professional registration, following performance management review or supervision.	Monitored through performance management and supervision.	Team Managers	Ongoing 2016	On going
2.16	Conduct equality monitoring as part of the recruitment and selection process with a view to having a service that is representative of the service user group that it serves.	Monitor the recruitment and selection process.	Workforce Services and Children's Services	Ongoing 2016	On going
3. Train and offer workforce development opportunities to develop skills, knowledge and values of staff					

Coventry Children's Services Workforce Strategy 2016 Action Plan					
	Priority Action	**Specific Actions**	**By whom/Job Title**	**Deadline**	**Progress**
3.1 Learning and Development offer for the year					
3.1.1	Using workforce information, including skills audits to identify learning and development needs of the workforce.	TNAs and Our Behaviours Appraisal	Children's Services and Workforce Services	Ongoing 2016	Audits have been undertaken by WDS
3.1.2	Workforce Services Team to produce learning and development brochure, taking into account the LSCB training prospectus.	Meetings with HoS and PSW	Children's Services and Workforce Development Service	January 2016	Brochure is currently being reviewed by WDS and HoS
3.1.3	Evaluation of the ASYE Programme to improve and align training.	Set up focus groups.	PSW and Professional PEs	Sept 2016	To be discussed as part of the assessment panel in Sept 2016
3.1.4	Ensure that there is a rolling programme of EPD workshops, so that staff can attend progression panel.	Workshops to be commissioned	PSW,Professional PEs and WDS	March 2016	Workshops will be in place for 2016
3.1.5	Increase Practice Educator opportunities to enable high quality student placements.	Recruitment initiative.	PEs	June 2016	On going
3.1.6	Continue to support senior practitioners	Organise and facilitate workshops	PSW	January 2016	Workshops for the year have been finalised and circulated
3.1.7	Develop a social work career progression framework.	Meeting to discuss Career Progression Framework.	Children's Services and Workforce Services	March 2016	
3.1.7	Create acting up opportunities for staff				On going
3.1.8	Create secondment opportunities for staff.				On going

Coventry Children's Services Workforce Strategy 2016
Action Plan

	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
4. Improve leadership, management and supervision to improve the quality of practice					
4.1 Develop and improve our succession planning					
4.1.1	Develop clear succession policy and framework for identified staff who aspire to be managers of the future	Set up policy and framework	Workforce Development Service and Children's Services	February 2016	Currently being developed by PSW
4.1.2	Roll out 'The Coventry Social Worker in Practice' initiative.	Organise and facilitate workshops	HoS, PSW and SMs	Jan 2016	Action plan formulated.
4.1.3	Organise Champion Forums and focus groups for feedback.	Organise dates	Director of Children's Services and PSW	January 2016	Up and running for the year
4.1.4	Review and evaluate reflective supervision.	Evaluate supervision survey, audits and observations	Director of Children's Services, HoS and PSW	Jan 2016	On going
4.1.5	Set up a Management Development Programme for all newly appointed managers or enable existing managers to access Management and Leadership programmes.	Programmes to be made available to staff across Children's Services	Workforce Development Service and Children's Services	Ongoing 2016	Team managers are currently accessing West Midlands Management programme.
5.	Assuring Quality and Performance Management				
5.1	Provide a consistent system for monitoring and evaluating effectiveness	Embed new quality performance framework	HoS and PSW	January 2016	On going
5.1.1	Use the four lenses approach to gather data and manage performance	Embed four lenses approach	HoS	January 2016	On going with assistance from Debbie Barazetti
5.1.2	Undertake quality reviews of service areas and teams	Set dates for reviews	HoS	Ongoing	On going

Coventry Children's Services Workforce Strategy 2016 Action Plan					
	Priority Action	**Specific Actions**	**By whom/Job Title**	**Deadline**	**Progress**
5.1.3	Assess quality through audit and observations	Set dates for audits and observations	HoS	Ongoing	On going
6.	Implement and fully embed Signs of Safety				
6.1	Commission recurring SoS training programmes at no less than 24 month intervals.	Commission dates with SoS	Workforce Development Service and Children's Services	January 2016	Discussed with WDS and being progressed
6.1.2	Training to be rolled out to partnering agencies.	Discussion to take place with LSCB	JS (SoS lead) and PSW	January 2016	Further discussion needed with LSCB re: funding

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Coventry City Council

Briefing note

To: **Education and Children's Services Scrutiny Board (2)** **25th February 2016**

Subject: **Progress on Children's Services Improvement Plan in response to Ofsted Single Inspection and the Review of the Local Safeguarding Children's Board**

1 Purpose of the Note

1.1 To inform the Education and Children's Services Scrutiny Board (2) of the progress with the Children's Services Improvement Plan reported to the Children's Services Improvement Board on 6th January 2016. The report is based on data from November 2015, unless stated otherwise. The next Improvement Board will be held on 17th February 2016.

2 Recommendations

2.1 It is recommended that Scrutiny Board 2:

1) Note the progress made to date.

2) Receive regular updates from the Children's Services Improvement Board that will include further progress relating to the children's services improvement plan.

3 Information/Background

3.1 The Ofsted Inspection of Coventry's Children's Services and the review of the Local Safeguarding Children Board (LSCB), published in March 2014, judged services and the LSCB to be inadequate. The Ofsted report identified a number of priority actions and areas for improvement. In response to the Ofsted report, a Children's Services Improvement Board was established and an Improvement Plan published on 27th June 2014. A revised and updated Improvement Plan was published on 10th March 2015.

3.2 The Children's Services Improvement Board is chaired by Mark Rogers, Chief Executive at Birmingham City Council. The Board includes elected Members, Council representatives and representatives from partner agencies in the City as well as a representative from the Department for Education. Progress is reported to the Improvement Board every six weeks.

3.3 The Department for Education issued an Improvement Notice on 30th June 2014. The Improvement notice is reviewed every six months by the Department for Education. A six month review took place on 20th January 2015 and the twelve month review took place on 30th June and 1st July 2015. An eighteen month review was held on 2nd February 2016. The outcome of the review will be confirmed in a letter by the Minister in the next few weeks.

3.4 The Independent Chairs of both the Improvement Board and the Local Safeguarding Children Board also submit a written report to the Minister on a regular basis.

3.5 An Executive Board was established in January 2015 in order to focus on maintaining momentum and evaluating progress against the Improvement Plan. This Board meets every six weeks prior to the Improvement Board

3.6 The Council, alongside partner organisations will retain a relentless focus on securing improvements in services for children, young people and families to ensure they are safeguarded and achieve positive outcomes.

4 Improvement Plan Themes

4.1 The Children's Services Improvement Plan, completed on 10 March 2015 includes six key themes, which have been aligned to the DfE improvement notice. The plan provides a stronger focus on quality of practice and workforce development, and the continuation of improvements to the LSCB. A summary of the plan is shown in **Appendix 1**. The six themes are as follows:

- Early Help & Partnership Working
- Local Safeguarding Children Board
- Quality and Effectiveness of Practice
- Quality of Assurance and Audit
- Leadership and Governance
- Services for LAC, Care Leavers and Permanency

5 Children's Services Improvement Plan Progress to date

5.1 The following progress was reported at the Children's Services Improvement Board on 6th January 2016.

6 Theme 1 – Early Help and Partnership

6.1 In November last year, 68.4% of all Common Assessment Frameworks – known as CAFs - successfully achieved their outcomes. The Council are responsible for 70% of all CAFs and external agencies make up the other 30%. Eight CAF co-ordinators will support pyramids/cohorts of schools, over the next twelve months, and will deliver advice, consultation and bespoke training, to support schools to feel confident to hold appropriate levels of risk.

6.2 There has been a steady rise in the number of re-referrals since April 2015, this remains at 27%, and is still high when considering the reduction of contacts. An audit of the re-referrals has been completed to ensure that the appropriate step up, and management of risk at lower levels of intervention is in place. The outcome of the audit will be discussed at the Improvement Board meeting on 17th February 2016.

6.3 In phase 1 of the Strengthening Families programme 632 families have children with improved attendance and behaviours at school.

6.4 The recommendations of the Independent Review of the Coventry Multi-Agency Safeguarding Hub – the MASH - have been incorporated into an action plan and are being implemented.

6.5 The Child Sexual Exploitation – CSE - delivery plan is in place and continued progress is being made across the city with all partners with co-ordination being led through the CSE sub group.

6.6 The police have commissioned work on missing children and are working through the sub group to ensure this is co-ordinated and that issues are raised in the right place at the right time.

6.7 A total of 2,380 Children in Need cases are open to Social Care.

7 Theme 2 - Local Safeguarding Children Board

7.1 The LSCB provides a regular progress update to the Improvement Board to highlight progress against the three requirements set out in the improvement Notice. These are:

- the LSCB to be strengthened so it can ensure that partners work together effectively
- multi-agency practice and individual partner audits are robust
- all partners are committed to a shared set of priorities for safeguarding, child protection and early intervention.

7.2 The following progress was reported to the Improvement Board on 6 January 2016:

i) Further work has been undertaken to link the CSE work completed by the voluntary and statutory sectors. The LSCB Board organised a follow up CSE learning event at which a wide range of statutory and voluntary services and organisations learned about each other's work and services. Particular attention was paid to identifying support that is available for young people affected by CSE when they reach the age of transition at 18 and lose the right to statutory support. The information gathered at this event is now available on the CSCB website in the form of a directory.

ii) This CSE event demonstrated that there has been significant progress since the previous event in June. Awareness of CSE and of how to recognise and respond to it has advanced but there is still further work to be completed to improve information sharing and communication around casework and to link services and projects

iii) Subgroup Meetings continue to run smoothly and to schedule. Subgroups are on track with their planned work. The training and workforce development subgroup review should be completed in the new year. Attendance is good and members continue to take action as agreed and to timetable. Partners are working together effectively in all these groups.

iv) The Board's Quality and Effectiveness subgroup has now completed its analysis of the wider safeguarding workforce survey. The findings overall were positive with most responders feeling that they knew who to contact if they had safeguarding concerns, had sufficient time to do their safeguarding work and were satisfied with management support.

v) Work continues to improve multi-agency practice and single agency audit. It is clear that there is some good work is being undertaken but there are also aspects of multi-agency practice that are still uneven and lacking in rigour.

vi) The Board's annual report has now been published and is on the CSCB website. The report evaluates the progress of the Board over the year Sept 2014 to Sept 2015 and sets out its view of the current state of safeguarding in Coventry. It notes significant progress in getting the right help to children who need it in a timely fashion and a reduction in serious incidents requiring SCRs. It evaluates current outcomes for Coventry children and the work that has been undertaken by services to tackle safeguarding issues in the city over the last twelve months. It indicates where more needs to be undertaken and outlines a direction for the Board over the next year.

8 Theme 3 - Quality and Effectiveness of Practice

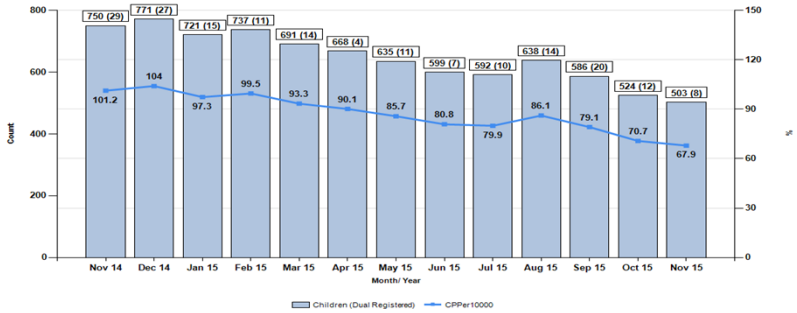
8.1 The Workforce Strategy has been revised to reflect the workforce needs of Coventry Children's Services. It builds on the progress the service has made over the last two years and supports the aim of achieving capacity, capability and culture needed to face organisational challenges. The strategy embraces the priority of Coventry Children's

Services to put children and young people at the centre of all our work. A separate report on progress with the Workforce Strategy will be presented to Scrutiny Board on 25th February 2016.

8.2 Children's Services has developed a clear and enticing brand for social work in Coventry in order to ensure a continual supply of qualified and experienced social workers. The new recruitment campaign "We're With You" went live on 11th February 2016. The micro –site has also been re-designed to make it more dynamic and user friendly and social media has been utilised to attract qualified and experienced social workers to Coventry. A market supplement of £5,000 is being offered to staff working in the hard-to-recruit areas of the service e.g.

8.3 Referral and Assessment Service and Neighbourhood teams.

8.4 The number of children subject to a Child Protection plan continues to reduce, 503 as at the end of November 2015. The number dual registered has reduced from 29 this time last year to 8. The reduction is due to a more robust process in relation to children on plans who become looked after being removed from the plan quickly. See table below:



8.5 The majority of Children and Family assessments are completed within 11-29 days, this illustrates that managers are actively reviewing assessments and ensuring that they are concluded within appropriate

8.6 The Department for Education reviewed progress against the Children's Services Improvement Plan and Improvement Notice on Tuesday 2 February 2016.

8.7 The focus was on Looked After Children. The visit included meeting young people in care and care leavers and focus groups with foster carers, adopters, social workers and team managers. The Minister will be reporting the outcome of the review shortly.

9 Theme 4 - Quality Assurance and Audit

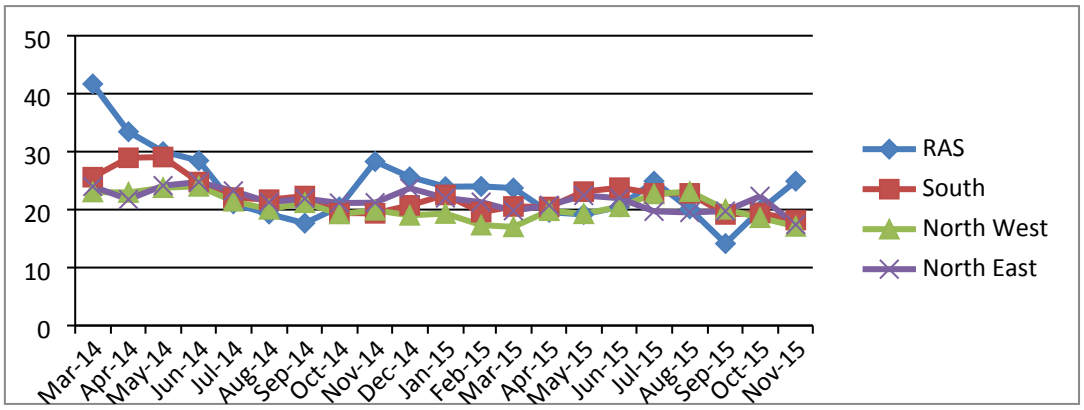
9.1 The Quality Assurance and Continuous Improvement Framework have been revised. It focuses specifically on casework services for children provided by children's social care and early help services. It focuses on quality assurance that underpins continuous improvement. It is the aim of this framework to deliver improved outcomes through a wide range of indicators of quality. Assuring quality of practice is essential to the provision of a good service to the children and young people of Coventry. A revised Audit schedule for 2016 is included in the framework.

9.2 Over 100 cases have been audited during January 2016, the results of the audits will inform quality of practice and will be presented to the Improvement Board on 17th February 2016.

10 Theme 5 - Leadership and Governance

10.1 Caseloads in the Referral and Assessment service (RAS) averaged 24 at the end of November 2015 and remain within target (20-25). Caseloads in the Neighbourhood teams

averaged 17-18 at the end of the November 2015 showing improvement against a target of (20-22).



10.2 Caseloads for Independent Reviewing Officers (IRO'S) have significantly reduced and have stabilised at 76 over the last few months compared with 129 in October 2014.

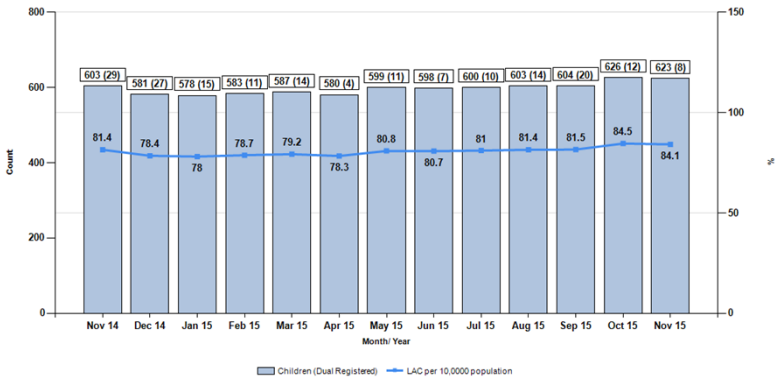
10.3 The chart below shows the activity volumes over the last few years across the service up to 30 November 2015:

10.4 Social Care and Early Help activity levels:

	Contacts	Referrals	Child Protection	Looked After Children	Children In Need	CAFs open
Mar-12	1533	405	423	578	1219	94
Mar-13	1846	389	519	619	1632	1160
Mar-14	1885	677	765	630	3208	1668
Sep-14	1641	752	918	613	3112	1695
Dec-14	1933	680	810	626	3476	1786
Mar-15	2351	648	734	628	2932	2033
Apr-15	2028	539	699	604	2695	2135
Jun-15	2720	861	617	600	2892	2135
Sep-15	1820	538	578	613	2308	1964
Nov-15	2565	677	503	629	2432	1948

11 Theme 6 - Services for LAC, Care Leavers and Permanency

11.1 LAC numbers have gradually increased over the last year. Currently this is 623 in November compared with 603 in November last year. The table below highlights the direction of travel over the last twelve months.



11.2 As at 30 November 2015, 27 children have been adopted and 44 placed. The projection for the number of adoptions this year is 50 – higher than was originally predicted and this does not reflect the national trend, which is a downturn in the number of Adoption Orders made.

11.3 The table below highlights the direction of travel over the last few years.

Number of children Adopted	2011/12	2012/13	2013/14	2014/15	2015/16
Number of children adopted	28	40	52	70	27 up to 30 November 2015

11.4 Recruitment of in-house foster carers remains a very high priority in that more children are placed with Independent Fostering Agencies than with in-house carers. Recruitment is being targeted at those who can foster children within the age ranges that are needed. A range of initiatives are in place to improve recruitment.

11.5 The tables below shows the position at Quarter 2 July- September 2015 for foster carers, the Quarter 3 position will be updated and included in a future report.

Fostering Scorecard
Households & Capacity:

Quarter	Approved Households	Places	Places Filled (%)	Places On Hold or Blocked (%)	Places Vacant (%)
Q1	147	236	136 (57.6%)	53 (22.7%)	45 (19.2%)
Q2	151	258	152(58.9%)	64 (24.8%)	42 (16.3%)

Quarter	New Foster Carer Households Approved	Places Gained	Foster Carer Households Deregistered	Places Lost	Net Households	Net Places
Q1	2	2	5	11	-3	-9
Q2	6	8	2	5	+1	+3
YTD	**8**	**10**	**7**	**16**	**+1**	**-6**

11.6 Elected Members continue to be committed to assisting with raising awareness of fostering and attracting new applicants. The Fostering Steering Group continues to focus on increasing the number of approved foster carers and children placed.

12 Communication

12.1 A new e-newsletter was launched at the beginning of November 2015 focusing on Children's Services ahead of Ofsted re-inspection. This is issued to all staff in Children's Services, all partners, senior managers, Members to ensure everyone is aware of the progress made so far, what's still to be achieved and the role all employees can play in supporting the service in achieving a better Ofsted result. In addition to this the Director of Children's Services complete a weekly blog.

12.2 Authors:

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Appendix 1

A One Page Summary of the Children's Services Improvement Plan March 2015

Note: Themes 1-5 theme are aligned to the DfE notice, the additional theme highlights services for LAC, Care Leavers and Permanency

1. Early Help & Partnership Working

- An enhanced and transformed Early Help Service
- MASH is embedded & information shared effectively
- Full Multi Agency Engagement in CAF
- Children and young people who go missing and are vulnerable to CSE are protected

2. Local Safeguarding Childrens Board

- Ensure that partners work together effectively and are held to account for their responsibilities
- Effective practices are in place to safeguard and promote the welfare of children
- Robust performance management assurance function
- Development activity has a positive impact

3. Quality and Effectiveness of Practice

- Improve timeliness and recording of Assessments
- Ensure children are safeguarded
- Recruit and retain an effective workforce
- Learning and Development impacting positively on practice

Key Challenges

Sustainability - managing future work volumes, resourcing and sustainability of improvements

Evidencing Impact - evidencing improvements and the impact on achieving good outcomes for children, young people and families

4. Quality Assurance and Audit

- Learning from regular audits and demonstrating improved practice
- Learning from User Feedback
- Regular accurate Performance Information
- Strengthen care planning function of Independent Reviewing Service

5. Leadership and Governance

- Accountability and oversight by Chief Executive and Council leadership
- Effective Management Oversight of cases
- Effective Supervision and reflective practice
- Manageable Caseloads

Services for LAC, Care Leavers and Permanency

- Improved service outcomes for LAC and care leavers
- Health of LAC
- Increase number of children adopted
- Increase recruitment of foster workers

Coventry City Council

Briefing note

To: Education and Children's Services Scrutiny Board (2)
Date: 25th February 2016

Subject: School Improvement and Education Progress

1 Purpose of the Note

1.1 To update members on:

- Coventry's 2015 validated data – summary of changes to previously reported data in November (also see Appendix 1)
- Performance of vulnerable groups
- Coventry's school improvement strategy.

2 Recommendations

2.1 The Education and Children's Services Scrutiny Board are recommended to:

1) Comment and raise questions on the information provided in this report.

2) Consider the implications for corporate leadership and strategic planning

3) Identify any recommendations for the appropriate Cabinet Member.

3 Information/Background

3.1 In November, members received a report on the 2015 provisional headline achievement data. As this data, published by the Department for Education (DfE) in October was provisional, local authorities will see changes to their results between the provisional publication and the January performance tables publication.

3.2 The Department for Education published the validated results for the Early Years Foundation Stage Profile (EYFSP) on 21 October 2015, Key Stage 2 on 10 December 2015, and Key Stage 4 and Key Stage 5 on 21 January 2016.

3.3 Headline achievement data for the following vulnerable groups has been provided:

- Looked After Children (LAC)
- Pupil Premium (PP)
- Free School Meals (FSM)
- Special Educational Needs (SEN)
- English as an Additional Language (EAL)
- Ethnicity group – White British, Gypsy/Roma

Further information on how to access school-level data is available in **Appendix 1, Section 8**.

3.4 The marked improvement in Coventry primary schools was recognised in the Ofsted Annual Report 2014/15 (published 1st December 2015). Further developments this year are ensuring that the model for improvement is sustained into the future.

All secondary school head teachers are committed to making rapid improvement to secure improved outcomes, building upon the success of the school-to-school support strategy in primary. Since September 2015 secondary headteachers have adopted a refreshed approach to partnership working and developed and implemented a new secondary school improvement strategy in January 2016.

Kirston Nelson,
Director Education,
Libraries and Adult Learning
People Directorate

1. 2015 validated results

Key stage	Summary of changes to 2015 provisional results (provisional results reported in November in brackets)
Early Years Foundation Stage	No changes
Key Stage 2	**L4+ Reading, Writing and Maths (RWM)** The percentage of pupils achieving Level 4+ in Reading, Writing and Maths in Coventry is **78%** (76%) compared with 80% nationally.
Progress between key stage 1 and key stage 2	In **Reading**, Coventry is **in-line with** (1% below) the national average with **91%** (90%) of pupils making expected progress. In **Writing**, **95%** (94%) of children in Coventry reach their expected progress, **1% above** (the same as) the national average.
Closing the gap at key stage 2	For L4+ Reading, Writing and Maths the attainment gap between Coventry Pupil Premium pupils and their peers (non-Pupil Premium) has widened by **2% points** (1%) from 12 to **14** (13). The gap to national has stayed the same at 15.
Key Stage 4	**5+ GCSEs at A*-C including English and maths** The percentage of pupils achieving 5+ GCSEs at A*-C (including English and Maths) is **51%** (50%) compared to **57%** (56%) nationally.
Progress between key stage 2 and key stage 4	**72%** (71%) of pupils made expected progress in **English**. This is above the national average of **71%** (70%).
Closing the gap at key stage 4	The percentage of Coventry Pupil Premium pupils achieving 5+ GCSEs at A*-C including English and Maths increased to **34.7%** (33.3%) but is below Pupil Premium pupils nationally at **36.8%** (36.1%). For 5+ GCSEs at A*-C including English and Maths the attainment gap between Coventry Pupil Premium pupils and their peers (non-Pupil Premium) has narrowed by **1.2% points** (0.6%) from 25.5 to **24.3** (24.9).
Key Stage 5	No changes
Post-16 participation	In 2015 the **September Guarantee** (which requires local authorities to find education and training places for 16- and 17-year-olds) for Coventry is **95.1%**, above England and West Midlands at 94.6%. The **key stage 4 destination measure*** for Coventry remains unchanged at 91%. This is 1% point below national at 92% (unchanged) and now also 1% point below the West Midlands figure which increased to **92%** (91%). *The percentage of the 2012/13cohort going to, or remaining in, an education or employment destination in 2013/14

See Appendix 1 for further detail about the above results

2. Performance of vulnerable groups

Progress and attainment by vulnerable group 2014 and 2015							
Group	**Phase**	**Measure**	**Coventry National**	**2014**	**2015**	**Diff**	**Narrative**
Looked After Children (LAC)	Early Years Foundation Stage	Good Level of Development (GLD)	Coventry				The percentage of children achieving the desired standard in phonics, Key Stage 1 average point score and L4+ Reading, Writing and Maths dropped significantly in 2015. The percentage of children achieving phonic outcomes remains above national. The percentage of children achieving Key Stage 1 average point score is just below national The percentage of children achieving Key Stage 2 L4+ Reading, Writing and Maths is well below national. The percentage of pupils achieving 5+ GCSEs at A*-C including English and Maths is the same as national. The percentage of pupils making expected progress in English is above national by 7% points. The percentage of pupils making expected progress in maths is above national by 8% points.
			National				
	Year 1 Phonics	% Standard	Coventry	63	57	-6	
			National	53	55	2	
	Key Stage 1	Average Point Score (APS)	Coventry	13.5	12.9	-0.6	
			National	13.1	13.3	0.2	
	Key Stage 2	L4+ Reading, Writing & Maths	Coventry	61	29	-32	
			National	48	53	5	
	Key Stage 4	5+A*-C including English & Maths	Coventry	8	16	8	
			National	15	16	1	
		Expected Progress English	Coventry	41	45	4	
			National	39	38	-1	
		Expected Progress Maths	Coventry	26	38	12	
			National	29	30	1	
Pupil Premium (PP)	Early Years Foundation Stage	Good Level of Development (GLD)	Coventry	50.1	55	4.9	The percentage of children achieving a good level of development increased. The percentage of children achieving Key Stage 2 L4+ Reading, Writing and Maths increased. The gap to national remains the same for the vast majority of primary school measures. The percentage of children achieving Key Stage 2 L4+ Reading, Writing and Maths widened by 1% point and is below national. The percentage of pupils achieving 5+ GCSE at A*-C including English and Maths has decreased by 0.6% points and is 2.1% points below national. The percentage of pupils making expected progress in English is
			National				
	Year 1 Phonics	% Standard	Coventry	65	68	3	
			National	63	66	3	
	Key Stage 1	Average Point Score (APS)	Coventry	14.7	14.9	0.2	
			National	14.6	14.8	0.2	
	Key Stage 2	L4+ Reading, Writing & Maths	Coventry	68	69	1	
			National	68	70	2	
	Key Stage 4	5+A*-C including English & Maths	Coventry	35.3	34.7	-0.6	
			National	36.7	36.8	0.1	
		Expected	Coventry	63.6	62.3	-1.3	

		Progress English	National	59.2	58.8	-0.4	above national by 3.5% points.
		Expected Progress Maths	Coventry	44.1	52	7.9	The percentage of pupils making expected progress in maths is above national by 2.1% points.
			National	48.7	49.9	1.2	
Free School Meals (FSM)	Early Years Foundation Stage	Good Level of Development (GLD)	Coventry	49	53	4	The percentage of children achieving a good level of development has increased by 4% points and remains above national. The percentage of children achieving Key Stage 2 L4+ Reading, Writing and Maths has increased by 4% points and is above national. The gaps to national remain the same in the majority of primary school measures. The percentage of pupils achieving 5+ GCSEs at A*-C including English and Maths has decreased by 2.1% points and is below national. The percentage of pupils making expected progress in English is above national by 3% points. The percentage of pupils making expected progress in maths is above national by 3% points.
			National	45	51	6	
	Year 1 Phonics	% Standard	Coventry	64	68	4	
			National	61	65	4	
	Key Stage 1	Average Point Score (APS)	Coventry	14.7	14.9	0.2	
			National	14.6	14.8	0.2	
	Key Stage 2	L4+ Reading, Writing & Maths	Coventry	65	66	1	
			National	64	66	2	
	Key Stage 4	5+A*-C including English & Maths	Coventry	33.4	31.5	-1.9	
			National	33.7	33	-0.7	
		Expected Progress English	Coventry	64	61	-3	
			National	58	58	0	
		Expected Progress Maths	Coventry	44	52	8	
			National	48	49	1	
Special Educational Needs (SEN)	Early Years Foundation Stage	Good Level of Development (GLD)	Coventry				The percentage of children achieving the desired standard in Year 1 phonics increased. The percentage of children achieving Key Stage 2 L4+ Reading, Writing and Maths increased by 1% point and is above national. The gap to national remains the same for a good level of development. The percentage of children achieving the desired standard in Year 1 phonics remains above national. However, the gap has decreased by 1% point. The percentage of pupils achieving 5+ GCSEs at A*-C including English and Maths has decreased significantly (8% points) and is below national. The percentage of pupils making expected progress in English is above national by 8% points. The percentage of pupils making expected progress in maths is in
			National				
	Year 1 Phonics	% Standard	Coventry	44	45	1	
			National	40	42	2	
	Key Stage 1	Average Point Score (APS)	Coventry	12.4	12.9	0.5	
			National	12.5	12.5	0	
	Key Stage 2	L4+ Reading, Writing & Maths	Coventry	39	42	3	
			National	42	43	1	
	Key Stage 4	5+A*-C including English & Maths	Coventry	26.3	18.3	-8	
			National	20.4	20	-0.4	
		Expected Progress English	Coventry	60.6	56.6	-4	
			National	48.9	48.8	-0.1	
		Expected	Coventry	39.6	37.4	-2.2	

		Progress Maths	National	36.4	37.5	1.1	line with national.
English as an Additional Language (EAL)	Early Years Foundation Stage	Good Level of Development (GLD)	Coventry				The Key Stage 1 average point score increased by 0.4. The percentage of children achieving Key Stage 2 L4+ Reading, Writing and Maths decreased significantly. The gap to national widened for Year 1 phonics by 2% points. The gap to national for Key Stage 1 average points score narrowed by.2 and is now nearly in-line with national. The gap to national widened significantly for Key Stage 2 L4+ Reading, Writing and Maths by 6% points. The percentage of pupils achieving 5+ GCSEs at A*-C including English and Maths has decreased by 2.6% points and is below national. Although the percentage of pupils making expected progress in English decreased it is above national by 3.1% points. The percentage of pupils making expected progress in maths decreased very slightly and is in line with national.
			National				
	Year 1 Phonics	% Standard	Coventry	73	73	0	
			National	74	76	2	
	Key Stage 1	Average Point Score (APS)	Coventry	15.2	15.6	0.4	
			National	15.5	15.7	0.2	
	Key Stage 2	L4+ Reading, Writing & Maths	Coventry	75	71	-4	
			National	75	77	2	
	Key Stage 4	5+A*-C including English & Maths	Coventry	55.9	53.3	-2.6	
			National	54.7	54.6	-0.1	
		Expected Progress English	Coventry	82.4	78.7	-3.7	
			National	77.2	75.6	-1.6	
		Expected Progress Maths	Coventry	72.9	72.5	-0.4	
			National	72.5	72.6	0.1	
White British (WB)	Early Years Foundation Stage	Good Level of Development (GLD)	Coventry				The percentage of children achieving the desired standard in Year 1 phonics increased by 3% points. The percentage of children achieving Key Stage 2 L4+ Reading, Writing and Maths increased by 2% points. The gap to national remained unchanged in all primary school measures. The percentage of pupils achieving 5+ GCSEs at A*-C including English and Maths has decreased by 2% points and is below national. The percentage of pupils making expected progress in English decreased by 3% points and is just below national by 1% point. The percentage of pupils making expected progress in maths increased by 7% points but is still below national by 4% points.
			National				
	Year 1 Phonics	% Standard	Coventry	73	76	3	
			National	74	77	3	
	Key Stage 1	Average Point Score (APS)	Coventry	15.9	16	0.1	
			National	16.1	16.2	0.1	
	Key Stage 2	L4+ Reading, Writing & Maths	Coventry	77	79	2	
			National	79	81	2	
	Key Stage 4	5+A*-C including English & Maths	Coventry	50	48	-2	
			National	56	56	0	
		Expected Progress English	Coventry	71	68	-3	
			National	69	69	0	
		Expected Progress Maths	Coventry	54	61	7	
			National	64	65	1	
White	Early Years	Good Level of	Coventry				The Key Stage 1 average point score stayed the same (no national

British Boys eligible for Free School Meals (Ever 6) **(WBB FSM E6)**	Foundation Stage	Development (GLD)	National				comparator). The percentage of children achieving Key Stage 2 L4+ Reading, Writing and Maths increased by 5% points (no national comparator). The percentage of pupils achieving 5+ GCSEs at A*-C including English and Maths stayed the same and is below national by 6.6% points. The percentage of pupils making expected progress in English decreased by 3% points but is in line with national. The percentage of pupils making expected progress in maths increased by 7.2% points but is still below national by 2.1% points.
	Year 1 Phonics	% Standard	Coventry				
			National				
	Key Stage 1	Average Point Score (APS)	Coventry	14.2	14	-0.2	
			National				
	Key Stage 2	L4+ Reading, Writing & Maths	Coventry	55	60.1	5.1	
			National				
	Key Stage 4	5+A*-C including English & Maths	Coventry	21.1	21.5	-0.4	
			National	27.4	28.1	-0.7	
		Expected Progress English	Coventry	51.1	48.1	3	
			National	47.4	48	-0.6	
		Expected Progress Maths	Coventry	33.5	40.7	-7.2	
			National	40.5	42.8	-2.3	
Gypsy/ Roma	Early Years Foundation Stage	Good Level of Development (GLD)	Coventry				The percentage of children achieving the expected standard in Year 1 phonics increased by 9% points, but is 7% below national. The Key Stage 1 average point score increased by nearly 1% point. The percentage of children achieving Key Stage 2 L4+ Reading, Writing and Maths increased by 1% point The percentage of pupils making expected progress in English decreased significantly and is below national by 8% points. The percentage of pupils making expected progress in maths is below national by 4% points.
			National				
	Year 1 Phonics	% Standard	Coventry	16	25	9	
			National	28	32	4	
	Key Stage 1	Average Point Score (APS)	Coventry	9.2	10.1	0.9	
			National	11.1	11.3	0.2	
	Key Stage 2	L4+ Reading, Writing & Maths	Coventry	5	6	1	
			National	29	29	0	
	Key Stage 4	5+A*-C including English & Maths	Coventry	0	0	0	
			National	8	8	0	
		Expected Progress English	Coventry	38	26	-12	
			National	30	34	4	
		Expected Progress Maths	Coventry	0	15	15	
			National	15	19	4	

3. Coventry School Improvement Strategy

Secondary

Following the disappointing key stage 4 summer results and the current secondary Ofsted profile, secondary Headteachers in partnership with LA officers have (during the Autumn term 2015) developed a revised secondary school improvement model that is based upon the collective moral purpose focus on improvement for all (Coventry children and young people) and an agreed set of values, principles and non-negotiables.

There has been unanimous buy-in from all headteachers (including from academies, free schools and the UTC) to adopt and implement:

- school-to-school support groupings (collaboratives)
- an overarching secondary school improvement board that identifies strategic priorities, ratifies the funding allocation against city collaborative school priorities and brokers school-to-school support
- quality assurance monitoring of the impact of support.

The key changes to the revised model (implemented in January 2016) include:

1. The establishment of:
    - collaborative groupings – agreed by all heads; based on a mixed Ofsted profile; schools within Multi- Academy Trusts (MATs) in the same collaborative; led by Chairs who are system leaders (National Leaders of Education [NLEs/LLEs])
    - a secondary school improvement board (SSIB) with representation from each of the four Chairs of the collaboratives, Chaired by the Director of Education
    - a secondary executive group with representation from each collaborative (not the Chair) to ensure increased representation from all head teachers.
2. The local authority (LA) Coventry Improvement Partner having an increased focus on quality assurance monitoring the impact of support in schools
3. An Education Standards Board (ESB) that will make clear judgements about the impact of the strategy and evaluate the effectiveness of challenge delivered through the strategy.

In time, it is proposed that the collaboratives will extend to governor and other groupings.

Primary

Over the last three years the primary school improvement strategy has had a significant impact upon the percentage of pupils attending good and outstanding schools. As a result we are continuing to administer the current strategy throughout 2015-16. Various refinements have been introduced to ensure that the strategy is well embedded within current practice. These include:

- The increased engagement of all schools within the day-to-day organisation and structure of the primary school partnership.
- The clarification of the key purpose of all partnership groups and meetings.
- The alignment of all systems with the new Ofsted Common Inspection Framework (CIF) (September 2015).
- Increased levels of transparency within the organisation of the partnership, including network leads representation.

- Delivery of a status-neutral approach to school improvement with all schools being active participants.
- The development of a network leads/LA officers group chaired by Director of Education.

In line with changes at a national and local level, and in response to the continued pressures to develop a system-led model that delivers increased efficiencies, we are also reviewing the current strategy for implementation in 2016-17. Proposals include:

- A new data dashboard for schools and networks.
- The introduction of school position statements for every school.
- The targeted monitoring and quality assurance of school improvement across all networks.
- A refined school improvement board process that includes a clear exit strategy.

Secondary Partnership School Improvement – structure and organisation

Secondary Executive

- Co-designs the structure and organisation of the secondary partnership
- Represents views of headteachers contributing to decision making
- Acts as a consultative group on a range of issues

Collaboratives 2015-16 Chairs

A
Barrs Hill
Blue Coat
Foxford
Grace Academy
President Kennedy (Peter Thomas)
Westwood

B
Bishop Ullathorne
Caludon Castle (Michele Marr)
Cardinal Newman
Cardinal Wiseman
Whitley Academy
WMG Academy

C
Finham Park (Mark Bailie)
Finham Park 2
Lyng Hall
Seva
Tile Hill Wood
Woodlands

D
Coundon Court
Eden
Ernesford Grange
Sidney Stringer (Wendy Tomes)
Stoke Park

Secondary School Improvement Board

- Oversees the effectiveness of all collaboratives
- Ensures collaboratives establish and maintain an approved constitution
- Ensures appropriate schools are in receipt of support
- Ensures LA funding is used effectively
- Monitors and evaluates the impact of support in schools
- Disseminates a profile of success and good practice across the city
- Provides peer mentoring, challenge and evaluation for Chairs
- Provides support, challenge and evaluation for the LA in relation to school improvement

Secondary Partnership

- Co-constructs the strategic direction of secondary educational provision across the city
- Considers the impact of the national agenda on local provision
- Shares best practice across collaboratives
- Consults and agrees on partnership policy development in all aspects of the service
- Receives information about a range of services/providers (marketplace)
- Meeting format:
  - updates – national & local
  - marketplace (coffee break)
  - collaborative working on topic/issue/theme

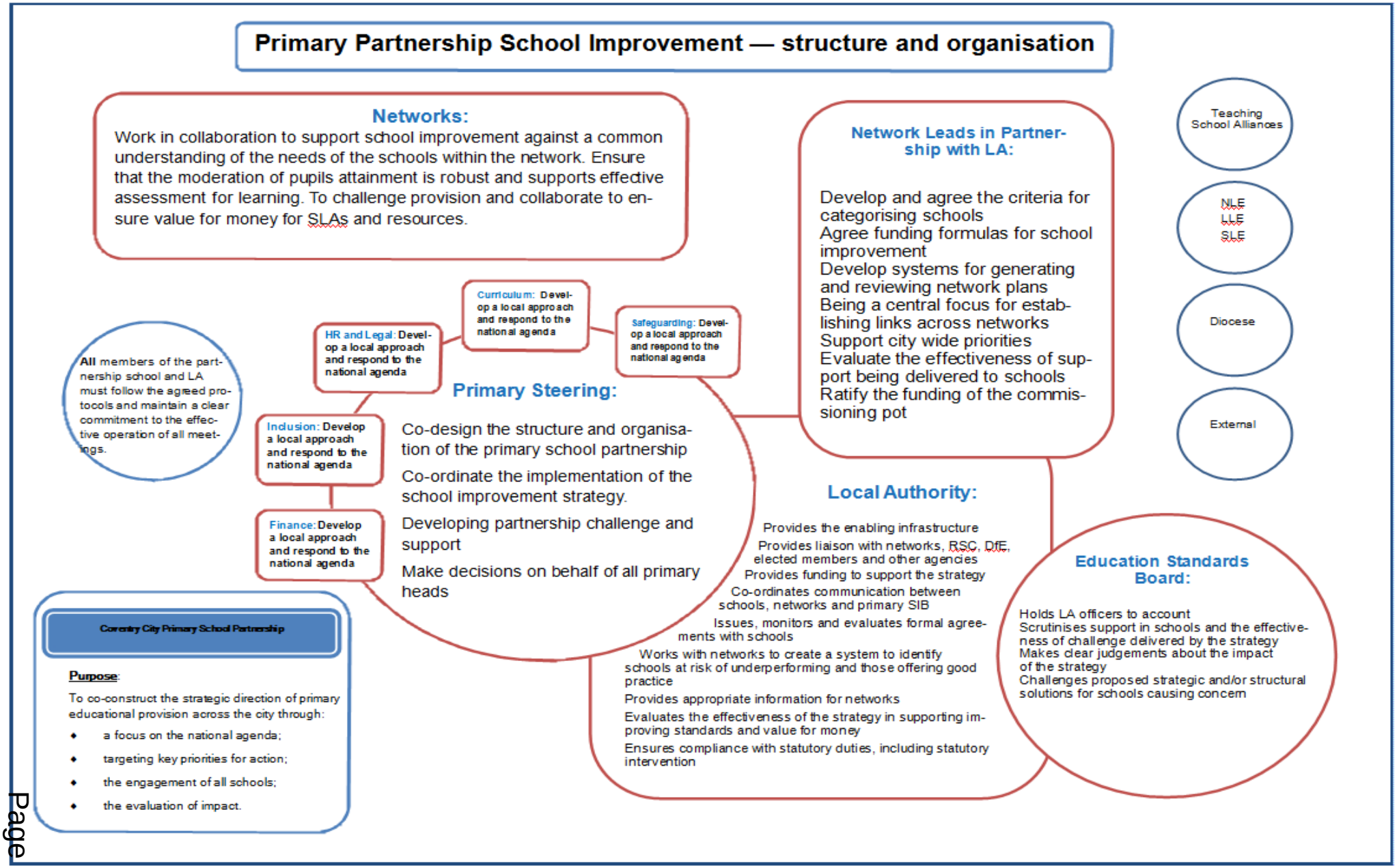
Curriculum
Safeguarding
SEND and Inclusion
Finance
Early help strategy

Local Authority

- Provides the enabling infrastructure
- Provides liaison with collaboratives, RSC, DfE, elected members and other agencies
- Provides funding to support the strategy
- Co-ordinates communication between schools, collaboratives and the secondary SIB
- Issues, monitors and evaluates formal agreements with collaboratives
- Works with collaboratives to create a system to identify schools at risk of underperforming and those offering good practice
- Provides appropriate information for collaboratives
- Evaluates the effectiveness of the strategy in supporting improving standards and value for money
- Ensures compliance with statutory duties, including statutory intervention

Education Standards Board

- Political interface with Director and LA officers
- Evaluates the effectiveness of challenge delivered by the strategy
- Makes clear judgements about the impact of the strategy
- Challenges proposed strategic and/or structural solutions for schools causing concern


Primary Partnership School Improvement — structure and organisation
Networks:
Work in collaboration to support school improvement against a common understanding of the needs of the schools within the network. Ensure that the moderation of pupils attainment is robust and supports effective assessment for learning. To challenge provision and collaborate to ensure value for money for SLAs and resources.
Network Leads in Partnership with LA:
Develop and agree the criteria for categorising schools
Agree funding formulas for school improvement
Develop systems for generating and reviewing network plans
Being a central focus for establishing links across networks
Support city wide priorities
Evaluate the effectiveness of support being delivered to schools
Ratify the funding of the commissioning pot
Teaching School Alliances
NLE
LLE
SLE
Diocese
External
All members of the partnership school and LA must follow the agreed protocols and maintain a clear commitment to the effective operation of all meetings.
Curriculum: Develop a local approach and respond to the national agenda
HR and Legal: Develop a local approach and respond to the national agenda
Safeguarding: Develop a local approach and respond to the national agenda
Inclusion: Develop a local approach and respond to the national agenda
Finance: Develop a local approach and respond to the national agenda
Primary Steering:
Co-design the structure and organisation of the primary school partnership
Co-ordinate the implementation of the school improvement strategy.
Developing partnership challenge and support
Make decisions on behalf of all primary heads
Local Authority:
Provides the enabling infrastructure
Provides liaison with networks, RSC, DfE, elected members and other agencies
Provides funding to support the strategy
Co-ordinates communication between schools, networks and primary SIB
Issues, monitors and evaluates formal agreements with schools
Works with networks to create a system to identify schools at risk of underperforming and those offering good practice
Provides appropriate information for networks
Evaluates the effectiveness of the strategy in supporting improving standards and value for money
Ensures compliance with statutory duties, including statutory intervention
Education Standards Board:
Holds LA officers to account
Scrutinises support in schools and the effectiveness of challenge delivered by the strategy
Makes clear judgements about the impact of the strategy
Challenges proposed strategic and/or structural solutions for schools causing concern
Coventry City Primary School Partnership
Purpose:
To co-construct the strategic direction of primary educational provision across the city through:
a focus on the national agenda;
targeting key priorities for action;
the engagement of all schools;
the evaluation of impact.

Network Membership

Aspire	Building Futures	Network 10	Potential	Romero	Roots	South 6	Francis	Unity
Broad Heath	**John Shelton**	Allesley Hall	Alderman's Green	**Corpus Christi**	Cannon Park	Finham Primary	Christ the King	St John Vianney
Frederick Bird	Joseph Cash	Coundon	Clifford Bridge Academy	Good Shepherd	Earlsdon	Grange Farm	**Holy Family**	St Mary & St Benedict's
Hillfields Nurse-ry	Parkgate	**Eastern Green**	**Courthouse Green**	Sacred Heart	Gosford Park	Manor Park	St Osburg's	**St Thomas More**
John Gulson	Spon Gate	Leigh CE	Grangehurst	SS Peter and Paul	Moat House	**Stivichall**	St Augustine's	All Souls
Southfields	**CREST**	Limbrick Wood	Henley Green	St Gregory's	Whitley Abbey	Howes	St Elizabeth's	Our Lady of the Assumption
Stoke Heath	Edgewick	Mount Nod	Holbrook	St John Fisher	Allesley	**Willenhall**	**Fresh Eyes**	St Anne's
Stoke Primary	**Little Heath**	Park Hill	Whittle Academy	St Patrick's	Hearsall	Ernesford Grange Primary	All Saints CE	**Primary Special**
Radford	Longford Park	St Andrew's	Walsgrave C of E Academy	**Synergy**	Hollyfast	Sowe Valley	**Moseley**	Tiverton
Sidney Stringer	St Laurence CE	Templars		Hill Farm	**St Christopher**	Stretton	*school improvement partners with 2 schools within the city and 4 school beyond the city	Three Spires
		Our Lady of Assumption		Pearl Hyde	Whoberley	St Bartholo-mew's		Sherbourne
		St John Vianney		Ravensdale	Aldermoor Farm	Whitmore Park		Woodfield
				Richard Lee	Charter	**Willenhall**		Castle Wood
					Wyken Croft			
					Keresley Grange			
					St John's CE			
					Potters Green			

Network Lead Schools

Primary School Status

Inspire Education Trust
- Clifford Bridge Academy
- Whittle Academy
- Walsgrave C of E Academy

C of E Diocese MAT
- Stretton
- St Laurence CE
- St Bartholomew's
- St Johns

Romero Catholic MAC
- SS Peter and Paul
- St Gregory's
- St John Fisher
- St Patrick's
- Corpus Christi
- Good Shepherd
- Sacred Heart

Phoenix Federation
- Wyken Croft
- Charter

Affinity Federation
- Whitmore Park
- Willenhall

Seva Education Trust
- Seva Free School All through Academy

Member of Caludon Castle MAT
- Hill Farm

Member of Sidney Stringer MAT
- Radford
- Sidney Stringer Free School

Changes to headline achievement data reported in November

1. Early Years Foundation Stage (EYFS)

No update from November report

2. Key Stage 2

Attainment at Key Stage 2

Update – provisional figures previously reported in brackets

In 2015, the percentage of pupils achieving Level 4+ in Reading, Writing and Maths in Coventry was **78%** (76%) compared with 80% nationally

West Midlands and Statistical Neighbours

- The average rise in L4+ Reading, Writing and Maths seen across the West Midlands was **2%** (1%).
- Performance across 11 statistical neighbours at **78%** (77%) was **2% lower** (3%) than the national figure of 80%.

Progress between Key Stage 1 and Key Stage 2

Update – provisional figures previously reported in brackets

- In **Reading**, Coventry is **in-line** (1% below) with the national average with **91%** (90%) of pupils making expected progress. Coventry shares **3rd place** (4th) across statistical neighbours with Tameside.
- In **Writing**, **95%** (94%) of children in Coventry reach their expected progress, **1% above** (the same as) the national average. Coventry shares **2nd place** (4th) with Walsall and Leeds.

Closing the gap at Key Stage 2

Update – provisional figures previously reported in brackets

Table 8: L4+ RWM attainment gap	2014	2015
Coventry Pupil Premium	**67%**	**69%**
Coventry Peers (non-PP)	**79%**	**83%** (82%)
National All	79%	80%
Gap to LA Peers (non-PP)	12	**14** (13)
Gap to National	16	15

3. Key Stage 4 (GCSE)

Update – provisional figures previously reported in brackets

- In Coventry, the percentage of pupils achieving 5+ GCSEs at A*-C (including English and Maths) is **51%** (50%) in 2015. The proportion achieving the same measure across England is **57%** (56%).

West Midlands and Statistical Neighbours

- There was a decrease seen across the West Midlands of **0%** (1%).
- Coventry is placed **6th** (7th) amongst 11 statistical neighbours for the proportion of pupils achieving 5+ A*-C (including English and Maths).

Progress between Key Stage 2 and Key Stage 4

Update – provisional figures previously reported in brackets

- **72%** (71%) of pupils made expected progress in English in 2015. This is above the national average of **71%** (70%), above our statistical neighbour average of **69%** (68%) and places Coventry 3rd out of 11 statistical neighbours.

Closing the gap at Key Stage 4

Table 12 5A*-C EM	2014		2015	
Attainment gap	**Coventry**	National	**Coventry**	National
Pupil Premium 5A*-C GCSEs including English and Maths	**35.3%**	36.4%	**34.7%** (33.3%)	**36.8%** (36.1%)
Peers (non-Pupil Premium)	**60.8%**	64%	**59%** (58.2%)	**65.1%** (63.6%)
Gap	**25.5**	27.6	**24.3** (24.9)	**28.3** (27.5)

- In Coventry the outcomes of pupils receiving Pupil Premium for 5A*-C GCSEs including English and Maths has decreased by **0.6%** (2%) points from 35.3% to **34.7%.** (33.3%).
- However, the gap has narrowed by **1.2%** points (0.6%) from 25.5 to **24.3** (24.9).

4. Key Stage 5 (Level 3 study)

No update from November report

5. Post-16 participation in education, employment and training

September Guarantee

Update – now includes September 2015 data

Table 15: September Guarantee			
	2013	**2014**	**2015**
Coventry	**92.8%**	**94.8%**	**95.1%**
England	**92.1%**	**92.8%**	**94.6%**
Statistical neighbours	92.6%	93.9%	tbc
West Midlands	90.5%	92.9%	94.6%

Participation in education, training and employment

No update from November report

Destinations of key stage 4 (KS4) students

Update – provisional figures previously reported in brackets

Table 17: KS4 Percentage of cohort going to, or remaining in, an education or employment destination			
	2010/11 cohort in 2011/12	**2011/12 cohort in 2012/13**	**2012/13 cohort in 2013/14**
Coventry	**89%**	**91%**	**91%**
England	**89%**	**90%**	**92%**
West Midlands	89%	90%	**92%** (91%)

- The most recent key stage 4 data show Coventry **1% point below** (in line with) West Midlands and national.

Destinations of key stage 5 students

No update from November report

16-18 NEET (Not in Education, Employment or Training) and Situation Not Known rates

No update from November report

6. Ofsted

Primary and secondary schools

No update from November report

7. Conclusion

Members have been provided with the validated local authority data to give them an opportunity to comment or raise questions.

8. References and sources

Much of the data contained in the tables above is currently accessible to the public via the Department for Education's Government Data website:
https://www.gov.uk/government/organisations/department-for-education/about/statistics

Early Years Foundation Stage Profile

https://www.gov.uk/government/collections/statistics-early-years-foundation-stage-profile

Published: 21 October 2015

Key Stage 2

https://www.gov.uk/government/collections/statistics-key-stage-2

Published: 10 December 2015

Key Stage 4 (GCSE)

https://www.gov.uk/government/collections/statistics-gcses-key-stage-4

Published: 21 January 2016

Key Stage 5 (GCE A Level)

https://www.gov.uk/government/collections/statistics-attainment-at-19-years

Published: 21 January 2016

Ofsted 'Data View'

http://dataview.ofsted.gov.uk

Published: Ofsted Data View is usually updated on a six monthly basis

Local authority interactive tool (LAIT)

https://www.gov.uk/government/publications/local-authority-interactive-tool-lait

A tool for comparing data about children and young people across all local authorities in England

Last updated 14/01/16

Education and Children's Services (2)

Scrutiny Work Programme 2015/16

18 June 2015
Serious Case Review – Child T
Serious Case Review – Child D
2 July 2015
Support to School Governors
Improvement Board Progress Report from 3 June 15
Policy Statement on Delegation Authority for Foster Carers
Progress on ceasing of the school catering service – briefing note update
10 September 2015
Progress on implementing Special Educational Need and Disabilities Reforms
Adoption Annual Report
Improvement Board Progress Report from 26 August 15 – DfE review report
8 October 2015
Pupil Premium Uptake – briefing note update
Free early year education or childcare funding for 2 year olds – briefing note update
Quality Assurance – Children's Placements
5 November 2015 – to take place at President Kennedy School
Y6-Y7 Transition – President Kennedy Bridge Project
Education progress and school improvement
Improvement Board Progress Report from 2 October 15
25 November
CAMHS re-modelling – joint with Health and Social Care Board (5)
10 December 2015
Fostering Task and Finish Group Recommendations – progress report
Early Help and the Children and Families First Service (Early Intervention)
Improvement Board Progress Report from 18 November 15
Spend on agency staff
16 December 2015
Serious Case Review – Child S
LSCB Annual Report
7 January 2016
Progress report of the Multi-Agency Safeguarding Hub
School Place Planning
Process for Appointment of Local Authority Governors
25 February 2016
Children's Social Care Workforce Strategy
School Improvement and Education Progress
Improvement Board Progress Report from 6 January 16

17 March 2016 – to be held at the Central Library
Proposed changes to the Library Service
Voices of Care
Improvement Board Progress Report from 17 February 16
14 April 2016
Children's Services Performance Progress 2015/16
Supervision of Social Care Staff T&F Group Recommendations
Improvement Board Progress Report from 30 March 16
Date to be decided
Preparation for Leaving Care
Teen pregnancy and PSHE in schools
Consultation on proposed changes to the school transport service.
Health Visiting Contract
Performance Monitoring
Serious Case Reviews
Children's Centres Performance
Next Municipal Year 16/17
Staying Put Policy
Early Help Strategy
Monitoring of SCR recommendations
MASH update
Youth Offending Service

Date	Title	Detail	Cabinet Member/ Lead Officer	Source	Outcomes
18 June 2015	Serious Case Review – Child T	To review the report of the LSCB to monitor progress on recommendations.	Janet Mokades Cllr Ruane		Recommendations to LSCB re: Housing Providers and functioning boilers.
	Serious Case Review – Child D	To review the report of the LSCB to monitor progress on recommendations.	Janet Mokades Cllr Ruane		
2 July 2015	Support to School Governors	To review the changes to the service provided to support school governors, particularly around training. Changes to be made in September.	Paul Weston Dave Willis Cllr Kershaw	Meeting 23 April 15	A review meeting with Cabinet Member and officers to look in more detail at the policy for appointing local authority governors
	Improvement Board Progress Report from 3 June 15	On-going monitoring of progress against the action plan. To include the numbers of children looked after and those discharged from care.	Yolanda Corden Cllr Ruane	Council 10/4/14	Enquire about holding a meeting at President Kennedy school to find out more about their work on transitions.
	Policy Statement on Delegation Authority for Foster Carers	A recommendation from the task and finish group on Fostering	Jivan Sembi Cllr Ruane	Meeting 26/3/15	
	Progress on ceasing of the school catering service – briefing note update	To consider the progress of the transfer of schools catering from the local authority to other providers as well as considering the option of a social enterprise	Pauline Reading/ Cllr Kershaw	Meeting 12th Feb 15	Further update following a half term implementation of the new arrangements.
10 September 2015	Progress on implementing Special Educational Need and Disabilities Reforms	A further progress report on the affect that the changes have made.	Jeanette Essex Adrian Coles Cllr Kershaw	27th Nov 2014 SB2 meeting	Members to be involved in young people's shadow board and pre-consultation events
	Adoption Annual	Progress on Adoption Services	Yolanda Corden		

Date	Title	Detail	Cabinet Member/ Lead Officer	Source	Outcomes
	Report		Cllr Ruane		
	Improvement Board Progress Report from 26 August 15 – DfE review report	On-going monitoring of progress against the action plan. To include the numbers of children looked after and those discharged from care and the DfE review report.	Yolanda Corden Cllr Ruane	Council 10/4/14	
8 October 2015	Pupil Premium Uptake – briefing note update	To consider whether the improved communications with schools to encourage parents to apply for the Pupil Premium has been successful.	Ashley Simpson Cllr Kershaw	Meeting 12th Feb 15	
	Free early year education or childcare funding for 2 year olds – briefing note update	Progress update on uptake of free early years education	Amanda Reynolds, Angela Harley Cllr Kershaw	Meeting 27th November 2014	
	Quality Assurance – Children's Placements	To review performance of Children's Homes that Coventry children are placed in and procedures for what happens if a home is judged inadequate by Ofsted.	Pete Fahey/Sally Giles Cllr Ruane	Chair	
5 November 2015 – to take place at President Kennedy School	Y6-Y7 Transition – President Kennedy Bridge Project	To find out more about how transition from Primary to Secondary schools is supported at President Kennedy.		Meeting 2 July	
	Education progress and school improvement	To look at the attainment of children at Coventry schools from EY to post 16. Also to consider the refreshed improvement strategy and how academies are supported	Kirstin Nelson Anne Brennan Cllr Kershaw	Agenda conference 11/9/15	

Date	Title	Detail	Cabinet Member/ Lead Officer	Source	Outcomes
	Improvement Board Progress Report from 2 October 15	On-going monitoring of progress against the action plan. To include the numbers of children looked after and those discharged from care.	John Gregg Cllr Ruane	Council 10/4/14	
25 November	CAMHS re-modelling – joint with Health and Social Care Board (5)	To look at the proposals for the new structure following the re-modelling exercise. A joint meeting with SB5 and to invite the Chair of Warwickshire health scrutiny board.	Jacqueline Barnes Harpal Sohal Cllr Ruane	Meeting 12th Feb 15	
10 December 2015	Fostering Task and Finish Group Recommendations – progress report	Progress on the recommendations to Cabinet Member for improvement to Fostering Services – to include recruitment and retention information and the Annual Report on Fostering	Jivan Sembi Cllr Ruane	Meeting 26 March 15	
	Early Help and the Children and Families First Service (Early Intervention)	To look at what the local authority is doing to deliver services to those families with low level needs to prevent escalation. Report to include update on Troubled Families phase 2	Francean Doyle Louison Ricketts Cllr Ruane		
	Improvement Board Progress Report from 18 November 15	On-going monitoring of progress against the action plan. To include the numbers of children looked after and those discharged from care. To include contribution form Claire Burgess an advisor to the DfE	John Gregg Cllr Ruane	Council 10/4/14	
	Spend on agency staff	To investigate further the spend on agency staff within the children's social care work force	John Gregg Cllr Ruane	Chair	
16 December 2015	Serious Case Review – Child S	To review the report of the LSCB to monitor progress on recommendations.	Cat Parker Cllr Ruane		

Date	Title	Detail	Cabinet Member/ Lead Officer	Source	Outcomes
	LSCB Annual Report	The Annual Report from the Coventry Safeguarding Children's Board, with progress following the Ofsted inspection. Members requested that the report comes in a timely manner. October/November.	Janet Mokades Cat Parker Cllr Ruane	Meeting 26 March 15	
7 January 2016	Progress report of the Multi-Agency Safeguarding Hub	Feedback on the findings of the evaluation of the implementation of the Multi- Agency Safeguarding Hub – ensure links with Scrutiny Co-ordination Committee and CSE.	John Gregg Cllr Ruane	May 2014 discussion with Service leads	
	School Place Planning	To look at allocation of school places, and also how the Council plan for the sufficiency of school places.	Ashley Simpson Cllr Kershaw	Agenda conference 11/9/15	
	Process for Appointment of Local Authority Governors	To consider recommendations for a policy on the appointment of elected members to governing bodies.	Cllr Kershaw	Meeting 2 July 2015	
25 February 2016	Children's Social Care Workforce Strategy	To consider the workforce strategy for the social care workforce and to review the impact the position of Principal Social Work has had on the social work workforce. A task and finish group to look at performance management for social care workforce.	Vicky White John Gregg Cllr Ruane	Informal meeting 18/6/15	
	School Improvement and Education Progress	Following their meeting on 5 Nov 15 Members requested a further update on School Improvement work. To also look at the attainment of children at Coventry schools who are risk of underachievement including LAC and	Kirston Nelson Cllr Kershaw	Meeting 5/11/15	

Date	Title	Detail	Cabinet Member/ Lead Officer	Source	Outcomes
		Roma children			
	Improvement Board Progress Report from 6 January 16	On-going monitoring of progress against the action plan. To include the numbers of children looked after and those discharged from care.	John Gregg Cllr Ruane	Council 10/4/14	
17 March 2016 – to be held at the Central Library	Proposed changes to the Library Service	With the proposed changes to library provision, Members would like to know more about the proposals and responses to the Connecting Communities public consultation	Kirston Nelson Peter Barnett Cllr Kershaw	Meeting 23 April 15	
	Voices of Care	To consider the findings of the survey on the Pledge.	Sheila Bates Cllr Ruane		
	Improvement Board Progress Report from 17 February 16	On-going monitoring of progress against the action plan. To include the numbers of children looked after and those discharged from care.	John Gregg Cllr Ruane	Council 10/4/14	
14 April 2016	Children's Services Performance Progress 2015/16	To look at performance data and progress m\de on key performance indicators and targets	John Gregg Cllr Ruane	Chair 8/1/16	
	Supervision of Social Care Staff T&F Group Recommendations	To consider the recommendations to the Cabinet Member from the task and finish group.	John Gregg Cllr Ruane	8/1/16	
	Improvement Board Progress Report from 30 March 16	On-going monitoring of progress against the action plan. To include the numbers of children looked after and those discharged from care.	John Gregg Cllr Ruane	Council 10/4/14	
Date to be	Preparation for	The Voice of the Child Task and Finish Group raised the issue of	John Gregg Cllr Ruane	End of Year Review 3rd	

Date	Title	Detail	Cabinet Member/ Lead Officer	Source	Outcomes
decided	Leaving Care	independence training and the Chair suggested that it be looked at separately. To include input from foster carers and care leavers as well as Route 21		April 2014	
	Teen pregnancy and PSHE in schools	To consider what schools are doing to support the Teenage Pregnancy Strategy and how the Council is supporting them	Kirston Nelson, Nadia Ingliss Judith Simmonds		
	Consultation on proposed changes to the school transport service.	Following the change in timescales to implementation of changes Members requested that the Board considers the new proposals as part of the new consultation process.	Isabel Merrifield Cllr Kershaw	Meeting 23 April 15	
	Health Visiting Contract	Members wanted to know more about the current health visiting contract particularly Health Visitors involvement in CAF's.	Cllr Ruane	Meeting 16 Dec 2015	
Performance Monitoring					
	Serious Case Reviews	SB2 can request progress on action plans following serious case reviews.	Cllr Ruane		
	Children's Centres Performance				
Next Municipal Year 16/17	Staying Put Policy	To look in more detail at the Staying Put Policy, involving representation from the Foster Carers Association. The report should cover promotion of the policy with young people, children social work support at 18, financial	John Greg Jivan Sembi Cllr Ruane	Meeting 9 December 2015	

Date	Title	Detail	Cabinet Member/ Lead Officer	Source	Outcomes
		support to Foster Carers.			
	Early Help Strategy	To receive a progress report on the Early Help Strategy including the Strengthening Families. Also to include hard to engage families (see SCR recommendations)	John Gregg Fran Doyle Cllr Ruane	Meeting 9 December 2015	
	Monitoring of SCR recommendations	The Board wanted to know how the outcomes of recommendations from SCR's are monitored and whether implemented recommendations have been effective in protecting children	Cat Parker	Meeting 16 Dec 16	
	MASH update	Following the meeting in January 2016, Members requested a further progress update, particularly in relation to the recommendations made.			
	Youth Offending Service	An update on progress of the Youth Offending Service	Angie Parks Cllr Kershaw	Meeting 23 April 15	

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