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### **Education and Children's Services Scrutiny Board (2)**

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**Time and Date**

2.00 pm on Thursday, 6th April, 2017

**Place**

Committee Room 2 - Council House

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**Public Business**

1. **Apologies and Substitutions**
2. **Declarations of Interests**
3. **Minutes** (Pages 3 - 6)
  - a) To agree the minutes of the meeting held on 9<sup>th</sup> March, 2017
  - b) Matters Arising
4. **Health Visiting and Early Help** (Pages 7 - 10)

Briefing Note of the Deputy Chief Executive (People)
5. **Quality Assurance and Audit Framework** (Pages 11 - 54)

Briefing Note of the Director of Children's Services
6. **Further Education Colleges** (Pages 55 - 78)

Briefing Note of the Director of Education, Libraries and Adult Learning
7. **Outstanding Issues** (Pages 79 - 80)

Briefing Note of the Scrutiny Co-ordinator
8. **Work Programme** (Pages 81 - 88)

Briefing Note of the Scrutiny Co-ordinator
9. **Any Other Business**

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

**Private Business**

Nil

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Martin Yardley, Executive Director, Place, Council House Coventry

Wednesday, 29 March 2017

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 6<sup>th</sup> April, 2017 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, D Gannon, S Hanson (Co-opted Member), K Jones (Co-opted Member), D Kershaw, M Lapsa, A Lucas, P Male, K Maton (By Invitation), C Miks, M Mutton (Chair), R Potter (Co-opted Member), E Ruane (By Invitation) and P Seaman (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 if 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 Thursday, 9 March 2017**

Present:

Members: Councillor M Mutton (Chair)  
Councillor N Akhtar  
Councillor S Bains  
Councillor D Gannon  
Councillor D Kershaw  
Councillor M Lapsa  
Councillor A Lucas  
Councillor C Miks

Co-Opted Members: Mrs K Jones

Cabinet Member and  
Deputy Cabinet Member: Councillor E Ruane  
Councillor P Seaman

Employees (by Directorate):

G Holmes, Resources Directorate  
L Pardy-McLaughlin, People Directorate  
M Rose, Resources Directorate

Apologies: Councillor P Male  
S Hanson and R Potter

## **Public Business**

### **64. Declarations of Interests**

There were no Disclosable Pecuniary Interests.

### **65. Minutes**

The minutes of the meeting held on 9<sup>th</sup> February, 2017 were approved.

### **66. Supervision of Social Care Progress Report**

Further to Minute 26/16 the Scrutiny Board noted a briefing note of the Deputy Chief Executive (People) which provided an update on the progress of recommendations of the Scrutiny Task and Finish Group on Supervision of Social Work Staff over the last 6 months.

The Scrutiny Task and Finish group met last municipal year to look in detail at supervision of social care staff and to support the improvement plan. Members talked to managers and had information about staff supervision to suggest areas for improvement. Recommendations were endorsed by the Cabinet Member in April, 2016 (minute 41/15 refers) and it was agreed that Scrutiny would monitor progress.

The recommendations were listed in the briefing note with an update on progress. Some had been achieved and others were being worked on.

The Scrutiny Board questioned the Cabinet Member and Deputy Cabinet Member for Children and Young People and the officer present on the following:

- Recruitment and retention of staff
- Data on supervision
- Group and individual supervision and reflection
- English as an additional language
- Cultural awareness
- Training
- Partnerships
- Career pathways

**RESOLVED that further information including data for Social Care Staff Progress be provided in the next Update on the Improvement Board.**

#### 67. **Improving Quality Assurance**

The Scrutiny Board noted a briefing note of the Deputy Chief Executive (People) regarding progress on quality assurance.

The briefing note recognised that the quality assurance and continuous improvement framework was revised in December 2015 and last updated in October 2016. The quality assurance and continuous improvement framework articulates how Coventry City Council Children's Services managed and measured quality. Improving the consistency in the quality of work improved outcomes for Coventry's children. This supported the development of a culture that expected and valued high standards that improved the quality of service to users and carers. These aspirations and standards would drive up expectations, improve learning and strengthen outcomes and impact.

The framework was used to support improved outcomes. Assuring quality of practice was essential to the provision of a good service to the children and young people of Coventry. A revised Audit schedule for 2017 was part of the framework which was updated monthly. The framework continued to evolve, it was informed by learning from the audits, single agency learning reviews and serious case reviews overseen by Coventry Safeguarding Children Board.

Since November 2015 there had been a renewed and relentless focus on improving the quality of practice through the audit and review cycle, which was linked to developing practice through the use of supervision, team meetings, practice improvement forums and manager briefings. The service had developed a more robust programme of audits to inform continuous practice.

The briefing note contained headline results of 2016/17 audits, performance indicator trends, improving practice, next steps and an overview of external audits.

**RESOLVED that Neil MacDonald the newly appointed Strategic Lead be invited to a future meeting to discuss the Quality Assurance framework.**

68. **Outstanding Issues**

The Scrutiny Board noted the briefing note of the Scrutiny Co-ordinator regarding outstanding actions requested by the Board.

**RESOLVED that the officers responsible for outstanding actions be contacted.**

69. **Work Programme**

The Scrutiny Board noted the work programme and requested an additional meeting.

**RESOLVED that an additional meeting of Education and Children's Services Scrutiny Board be arranged.**

70. **Any Other Business**

SEVA School

Further to minute 55/ 16 an informal briefing be arranged for Education and Children's Services Scrutiny Board (2) members regarding the school recent Ofsted.

(Meeting closed at 3.30 pm)

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Coventry City Council

## Briefing note

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**To: Education and Children's Services Scrutiny Board (2)**

**Date: 6<sup>th</sup> April 2017**

**Subject: Health Visiting and Early Help**

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### **1 Purpose of the Note**

- 1.1 To provide an update to the Education and Children's Scrutiny Board (following the October meeting) on the Health Visiting service, commissioned by Coventry City Council's Public Health Department, including the proposed contribution of the Health Visiting service to the Family Hub model, recent work to increase health leadership for CAF's and the proposals regarding a new integrated Family Health and Lifestyle service.

### **2 Recommendations**

- 2.1 The Education and Children's Services Scrutiny Board are requested to:
- 1) Note the information provided in this report, particularly the details regarding the contribution of the Health Visiting service to the Family Hub model,
  - 2) Note the action plan developed to increase the number of health led CAF's
  - 3) Support the proposed development of an integrated Family Health and Lifestyle service.
  - 4) Identify any further recommendations to the appropriate Cabinet Member

### **3 Information/Background**

#### **3.1 Collaborative working within a hub**

3.2 Health Visitors are currently working as part of an integrated Acting Early team, alongside Children's Centre, Midwives and Children Services staff (neighbourhood workers and Children and Family First workers). Health Visitors (alongside the partners listed) co-designed the new way of working in 2013/14 – with roll out being achieved across all 10 sites from 2015 (rolling out in phases). There is a good history of integrated working within this service and a great deal of investment has been made to change the culture. As part of the Acting Early programme Health Visitors meet weekly with their integrated team members to review cases of concern and offer a multiagency response. Team development and locality based action plans (driven by locality specific data) has seen the service adapt to local need.

3.3 As a core service within the developing family hubs, the Health Visiting Service will be key to driving the design and implementation of the family hubs. Within each hub reach area there will be a number of services, both targeted and universal. Health Visiting, alongside School Nursing, will be the core providers of the universal offer and will operate out of the family hub, as well as other community locations and the users homes (as part of the family hub – hub and spoke model).

3.4 From 2018, as part of the re-commissioning of the Family Health and Lifestyles service, there will be an increased focus on helping families develop resilience – adopting strengths based approaches. In order to do this, Health Visitors (as well as other professionals within the Family Health and Lifestyles Service) will work alongside family hub staff to understand the assets within a community and how individuals can be better connected to sources of support.

- 3.5 A key role of the Health Visiting service is to identify early warning signs (and signs of abuse or neglect) – as a universal service they are the eyes and ears into families lives. Through an appropriate forum, Health Visitors will identify early concerns and work alongside the family, and family hub partners, to understand how they can be best supported.
- 3.6 The Health Visiting service, as part of the family hubs, will offer support to families in the following ways:
- School Readiness – Supporting parenting and attachment, with particular emphasis in the first two crucial years. Health Visitors will also work with multi-agency Family Hub workers with expertise in early years to ensure that children are prepared for the world of education and learning.
  - Group Work – focused on evidence based approaches e.g. Triple P. Health Visitors will enable early identification of families who would benefit from group work and will continue to support the family (as part of a team) through the process, remaining their key worker where appropriate
  - Child Based Issues – screening for development delay and hearing impairment – referring to specialist services where appropriate. Working with families where there are child related health and welfare concerns/issues to ensure the child is supported to take full advantage of education and learning. Health Visitors will provide targeted support to families with younger children, working alongside family hub staff to provide case based support.
  - Parent Based Issues – providing support to families to build their parenting capability from as early as the antenatal period, referring to targeted case based worker where a higher level of parenting support is needed. Supporting families with complex health and/or mental health needs, where domestic violence has been experienced and delivery of Care of Next Infant Programme (an intensive support programme for those families who have preciously experienced a sudden unexpected death in infancy).
  - Prevention of ill health - supporting families to take up vaccinations and provision of information and advice on family health and minor illnesses, advice on feeding, weaning, accident prevention and dental health.
  - Identifying early warning signs and signs of abuse or neglect – seeing all families with a new born infant and children up to the age of 5, the service is key to identifying and assessing early concerns and signs of abuse and neglect – referring to the referral and assessment service when appropriate or supporting the family via a CAF.
  - The Health Visiting service uses a Family Health Assessment Tool (FHAT) to assess all families' needs. As a result of this assessment, families will be offered one of three levels of service, the most intensive being the partnership plus.
  - Drivers of integrated working – experience of integrated working (including design and implementation) via Acting Early programme they will be key to driving the design and implementation of integrated family hub teams. As part of this they will be key to providing insight and delivering family actions identified by the family hub integrated team.

#### **4 Work to develop the current Health Visiting Service and its leadership of CAFs**

- 4.1 Health Visitors have contributed to a total of 365 CAFs during quarter 3 – however despite an increase being seen in the number of CAFs led by Health Visiting over the past 18 months, the progress has not been sustained in recent months. During quarter 1 of 2016/17 health led between 89-102 CAFs, 77-89 CAFs in Quarter 2 and between 68-70 CAFs in quarter 3.
- 4.2 As the commissioner of Health Visiting and the Family Nurse Partnership services (delivered by CWPT), Public Health have led discussions with service leads regarding a recent decline in the number of health led CAFs which has resulted in the development of an action plan (detailed below).



- 4.3 The number of Family Health Assessment Tool assessments / month undertaken by the service is in excess of 800. This tool is universally delivered to all parents and also includes assessment of where the baby sleeps day and night and maternal mental health assessment. The Family Health Assessment Tool captures similar information to a CAF but requires input into a specific clinical record system. The re-entry of this information into the e-CAF system is time consuming (approx. 30 mins) and Health Visitors report that the system is cumbersome and technically difficult to use. Moving forward Public Health will explore the potential technical and information governance solutions to this issue.
- 4.4 The Health Visiting service delivers three levels of support, the most intensive being partnership plus. There are currently 446 families receiving this level of support.
- 4.5 Over the last ten months, 60 families have refused consent for inclusion in the CAF system. These families continue to receive ongoing support from HV and FNP services.
- 4.6 The average caseload for a health visitor and the number of more complex cases they manage or contribute to the management of, are detailed in Table 1.

**Table 1: The average caseload per Health Visitor whole time equivalent**

Average Health Visitor Caseload per Whole Time Equivalent (WTE) January 2017								
Universal <sup>1</sup>	Universal Plus	Partnership Plus (not CAF, CIN, CP, LAC) <sup>2</sup>	CAF level 2 Lead	CAF level 2 contribute	CAF level 3 contribute	CIN	CP	LAC
281	23	8	0.95	4.6	1.6	4	3	1

- 4.7 Actions have been agreed and an action plan will be developed as follows:
- Review trend and recent reductions in CAF leadership in health to understand the current position and to set a realistic trajectory for the future.
  - Initiate a review of existing CAF cases where health was identified as the most appropriate lead with a view to understanding any system failure in allocation and to reallocate where appropriate.
  - A team of Health Visitors, operating within a specific Family Hub will develop an approach to ensuring that all opportunities to support the CAF system are taken.
  - A review of two cases on the eCAF system will be included in the health visitor supervision process alongside record keeping and documentation reviews.
  - Further review of service access to eCAF system (currently underway).
  - The two Health Visitor posts for asylum seekers, refugees and vulnerable families will undertake a focused piece of work in relation to the leadership of CAFs on the caseloads.

<sup>1</sup> Delivery of the 5 mandated checks in line with The Health Child Programme

<sup>2</sup> Examples of cases within this definition include complex health issues, DV support, complex mental health support, Care of Next Infant Programme (CONI) an intensive support programme for those families who have preciously experienced a sudden unexpected death in infancy.

- Implement an escalation process for scenarios where agreement cannot be reached where health is identified as appropriate lead.

4.8 The above actions will provide the basis for an agreement about the CAF key performance indicator (KPI) for the Health Visiting Services.

## 5 **Proposed development of an integrated Family Health and Lifestyle service**

5.1 Public Health currently commission a range of services aimed at improving the health of children and their families. These include Health visiting, Family Nurse Partnership, Stop smoking in pregnancy, School nursing, One Body One Life family weight management, Infant feeding service and Mamta. From 2018, it is being proposed that these services are integrated into a Family Health and Lifestyles Service. The integration of services is well documented as a means of improving quality, removing duplication and reducing costs and is in tune with CCC's direction of travel, for example the developing family hub model. The proposal is based on evidence of what works across the UK, what service users in Coventry want and will form a core component of the Family Hubs moving forward (see section 6).

5.2 The following guiding principles have been developed in partnership with stakeholders and users:

5.3 Services supporting children's health and wellbeing should:

- focus on family-centred service delivery and provide parenting support
- be fully integrated within the developing model of family hubs
- have a robust approach to spotting the early signs of poor health and wellbeing, abuse and neglect
- have an approach that reduces health inequalities
- a culture of continuous quality improvement and investment in staff, developing the workforce to lead improvements

5.4 More generally, services should be integrated to provide a more seamless delivery to:

- reduce service users having to unnecessarily repeat information
- provide more timely support (e.g. removing the need for multiple referrals to different services)
- have greater focus on empowering local communities to do more for themselves and have clear parent or community leadership
- demonstrate a culture of continuous improvement and commitment to staff wellbeing and development
- better harness technology to deliver interventions and support coordination of care

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## Briefing note

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**To: Education and Children's Services Scrutiny Board**

**Date: 6 April 2017**

**Subject: Quality Assurance Framework**

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### **1 Purpose of the Note**

- 1.1 To inform the Education and Children's Services Scrutiny Board (2) of the progress on Quality Assurance to date and provide details of the framework.

### **2 Recommendations**

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

- 1) Consider the information presented and note the progress made to date.
- 2) Identify any recommendations to the appropriate Cabinet Member.

### **3 Background/Information**

- 3.1 The Quality Assurance and Continuous Improvement Framework (**Appendix 1**) was revised in December 2015 and last updated in October 2016. The quality assurance and continuous improvement framework articulates how Coventry City Council Children's Services manages and measures quality. Improving the consistency in the quality of work improves outcomes for Coventry's children. This supports the development of a culture that expects and values high standards that improve the quality of service to users and carers. These aspirations and standards drive up expectations, improve learning and strengthen outcomes and impact.
- 3.2 It focuses specifically on casework services for children provided by children's social care and early help services with an emphasis on quality assurance that underpins continuous improvement. The framework has been used to support improved outcomes. 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 2017 is part of the framework which is updated monthly. (**Appendix 2**)
- 3.3 The framework continues to evolve as changes as a result of information learnt from the assurance activity is embedded. It is informed by learning from the audits, single agency learning reviews and serious case reviews overseen by Coventry Safeguarding Children Board.
- 3.4 Since November 2015 there has been a renewed and relentless focus on improving the quality of practice through the audit and review cycle, which is linked to developing practice through the use of supervision, team meetings, practice improvement forums and manager briefings.
- 3.5 The service have developed a more robust programme of audits to inform continuous practice.

### **4 Improvement**

- 4.1 As indicated in the September 2016 briefing audits have been undertaken by a number of different sources, including, Practice Improvement Partners and the LSCB. The outcomes of each audit have led to the construction of action plans, focused on using the findings of audits to drive up the quality of practice.
- 4.2 The results of audits from 2016/17 have reinforced findings across a range of different services along the child's journey. This has allowed for some triangulation and definitive conclusions in relation to both the strengths and weaknesses in practice across the whole of Children's Services.
- 4.3 The headlines from these audits were:
1. Children are seen, and they are listened to.
  2. Social Workers are committed and motivated.
  3. There are some examples of good practice.
  4. Early help workers are proactive and tenacious when intervening with families.
  5. There are early signs that practice is becoming less reactive.
  6. Conferences are beginning, through Signs of Safety to consider a more collaborative approach.
  7. Care planning continues to cause concern, with drift and lack of contingency planning.
  8. Neglect and "start again" syndrome is highly visible on a high proportion of cases including those held in early help.
  9. Focus is on assessment, rather than on intervention, impact and outcomes.
  10. Looked after Children, have too many moves.
  11. Life Story work continues to be inconsistent.
  12. Placement sufficiency has a negative impact on the ability of the service to identify appropriate placements for those young people ready for independence.
  13. Whilst children are being seen, it is sometimes unclear about the purpose of the visit or nature of the intervention.
  14. Recording is still inconsistent
  15. Use of chronologies is not routine or properly understood.
  16. Supervision is task focused and not always reflective.
- 4.4 Whilst audits have identified the deficits in practice it has allowed senior managers to begin in collaboration with the Principal Social Worker to develop action plans which will facilitate learning through: action learning sets, the Performance Improvement Forums, formal training, reflective supervision, and informal/formal workshops. This will have an impact on the quality of practice; repeat audits in certain areas will then evidence improvement. The on-going monthly audits should show an increase in the number of those cases where practice is considered good, as opposed to "not yet good enough".
- 4.5 The inconsistent quality of the actual audits, as opposed to the practice has meant work has also had to be undertaken to help managers develop skills in auditing to be able to conduct an audit with the impact on the child firmly at the centre as opposed to a task centred management audit. Mentoring and support has begun to develop "audit champions" who are confident and able to audit with the impact on the child being the primary focus.

## **5 Performance Indicators and audit – the connection**

- 5.1 Performance Indicators are numerical and as such relate to quantity and timeliness whilst the analysis of data around indicators identifies the trajectory against benchmark and target, this does not in itself give a narrative about quality. The trend of an indicator, however, is often the first sign that there may be problems relating to the quality of practice. It is therefore, critical to analyse and interrogate indicators, in order to hypothesise about practice and then test the hypothesis through the audit process. In relation to audits undertaken in Coventry, in addition to regular monthly audits it has been the indicators which have led to move to a

detailed exploration of certain areas of practice, through the audit process. Through examination of data, the following audits were identified as necessary:

1. Re referrals (% was raising)
2. Placement Stability (% of children with 3 or more placements increasing)
3. Use of Police Powers (numbers appeared high in comparison with statistical neighbours)
4. Thresholds (LSCB audit, following high number of families receiving one visit and NFA)
5. Care Planning (LSCB audit, concern that care plans do not reflect outcomes for children rather they detail actions for parents)
6. Early Help (re-referral audit identified potential issues with step-up and step-down)
7. Inspection preparation audit.

5.2 All of the above have now been completed. Continuing interrogation of data will help to evidence where practice is improving and conversely where there might continue to be problems. Indicators, alone however, are not an accurate barometer of the quality of practice more an early warning sign or confirmation of improvement.

## **6 Closing the audit loop – improving practice**

6.1 Once audits have been completed, and this includes the regular monthly audits, a report will then be produced, detailing the findings, both in terms of areas for improvement and existing strengths. There will also be a set of recommendations attached to the report. Reports will then be sent to relevant Strategic Lead's and the Principal Social Worker. Strategic Lead's produce action plans which address the areas for improvement, within their service area. Action plans will then be sent to the Strategic Lead for Quality Assurance to monitor their progress, through quarterly quality assurance meetings. This does not, however, replace individual performance clinics in each service area, which are normally held fortnightly. This approach will be rigorously applied to all audits going forward.

6.2 A number of mechanisms have been introduced to enable learning from audits to be disseminated to staff. These include, the practice improvement forum, learning sets, formal and informal training, training through LSCB, learning reviews, workforce development and through reflective supervision.

6.3 The Child Protection (CP) Chairs and Independent Reviewing Officer's (IRO's) also have a quality assurance and scrutiny role. They are beginning to demonstrate more robust challenge in relation to perceived poor practice and they are expected to identify areas of concerns which may warrant further attention, input and development. The process for management alerts when concerns are identified has been reinforced and is now in line with the IRO management handbook.

## **7 Moving forward and next steps**

7.1 Training in auditing for impact and outcomes, has now been undertaken by 4 cohorts of managers/IRO's. During December, this training has continued ensuring the development of Service Managers, IROs and first line managers to undertake audits in the new audit model. This will increase the pool of current auditors and offer additional capacity to carry out monthly audits. As well as training auditors, four quality assurance workshops were also held and attended by service managers, team managers, senior practitioners and focused on the impacts & outcomes on children's case recordings. This will enable the actual quality of the audit to become more child centred, and therefore learning will also become more child focused. This should lead to practice becoming more about outcomes and impact which will begin as a natural consequence to improve practice.

7.2 A planned Inspection preparation audit was undertaken mid-June by those trained in the new audit format.

- 7.3 The quality assurance framework includes a programme of audits. This will be added to as appropriate through the use of performance data and practice outcomes.
- 7.4 A programme of learning will be developed and delivered through regular mandatory practice improvement forums.
- 7.5 Audit outcomes will be used to identify and commission training.
- 7.6 Trend analysis will be completed over the next 3 months, to measure any differences in the outcomes of audits – ie. The number of good, and not yet good. If training / learning / supervision is having an impact on practice the number of cases audited as good, should gradually increase.

## **8 Update external audits - Overview**

- 8.1 An external audit team has been commissioned to undertake a rapid programme of audits across the system to provide assurance that risk is being 'held' in the right part of the system and that management oversight and 'grip' is sufficient. The audit programme has assessed the quality of recent (last 6 months) front line practice across all areas of the child's journey. The audits also included an assessment of the findings in the recent Ofsted monitoring inspection as follows:
  - Timeliness of the response to, management, and reduction of risk
  - Robustness of the interventions and plans
  - Challenge from IRO and CP Chairs when risk is identified
  - Quality of management oversight and supervision.
- 8.2 It is intended that this work will be completed in two stages. Stage one has taken place during January and February 2017 and stage two in approximately six months' time (post inspection) so that we can evidence the progress and improvements made.
- 8.3 The selection of cases covers the child's journey using the Ofsted methodology. The cases also include a sample of cases that have already been subject to the monthly audit programme in the last 6 months to evaluate if practice and outcomes have improved. Audits have mostly been undertaken remotely based on the case recording on Protocol, using the agreed audit tool. The list of cases has been shared with them. Managers have received verbal feedback during the course of the programme that commenced in January 2017.
- 8.4 Approximately 150 cases have been audited to date. The emerging findings are as follows:

### **Children in need of help and protection – strengths**

- Evidence of good information sharing between agencies in the MASH, timely decisions, analysis of risks using the signs of safety model and sound management oversight
- Initial contacts from anonymous source appear to be escalated to referrals evidencing learning from SCR reviews
- Some good recordings of evidence of the child's journey and the social worker understanding of impact
- Some evidence that decisions in S47 cases were clear and focussed to achieve change
- Evidence of communication with children which had an impact on intervention (though children were not always seen alone)
- In RAS assessments were allocated with no delay

- Good coordination between the social worker, parent/carers, health, third sector and schools where information was shared so there could be a consistent approach to meeting the child's needs
- Use of Signs of Safety methodology in CP cases
- Young people's wishes and feelings were considered as part of the CP reviews and Core Group Meetings
- Some exemplars of good practice identified
- Most assessments were completed promptly and were comprehensive, using the Signs of Safety format, which assisted analysis and agreeing focused plans where necessary
- Warm handovers between the previous social worker and the new early help practitioner is good practice and focuses on the families experiences

### **Children in need of help and protection – development**

- Variable threshold application at the front door - over reliance on the Level 3 practitioners to respond to new concerns arising on a case already opened to their service
- The quality of the information shared by some professionals at the point of initial contact is variable from adequate information sharing between the referrer and SW to very poor and sparse
- Drift and delay in strategy discussions taking place in some cases, an inconsistent quality
- Assessments in domestic abuse cases can be overly optimistic and rely on parents' reassurance that the relationships were over
- History of families are not being thoroughly and consistently considered as part of initial triage
- Supervision is not always regular and inconsistent use of Signs of Safety
- Over optimism about parents ability to change and expectations not clear
- Lack of challenge and drift in CiN cases
- Some delays in progressing to an LPM or ICPC
- Lack of exploration of the impact of diversity
- Assessments not updated
- Chronologies not always up to date and not used to inform plans and decision making
- Case summaries don't always include relevant information about the journey of the child
- Signs of safety not embedded across all services

### **Children looked after and achieving permanence – strengths**

- Some good evidence of direct work being undertaken with children and young people
- Good engagement with parents (including absent parents)
- Children seen regularly and alone by social worker and IRO
- Some good examples of supervision using signs of safety
- PEPs and pathways plans updated in a timely way
- Evidence of the IRO footprint more visible
- Personal Advisors work effectively with Housing

### **Children looked after and achieving permanence – development**

- Delays in transferring cases to Route 21 and unnecessary hand off to another change of social worker
- Decision making and recording too variable, descriptive, often repeating what the social worker has said
- Case summaries do not reflect the child's history, particularly in leaving care
- Evidence in drift and delays in achieving emotional and legal security/permanency
- Assessments not updated when circumstances change
- Chronologies not updated and do not contain the right information
- Delays in undertaking life story work
- The quality of plans is too variable, some plans lacked detail, not SMART
- In some Section 20 arrangements it was not always explicit as to what was expected of the parents in terms of what they needed to change/improve
- Timeliness in relation to completion of assessments was variable
- The level of coordination and information sharing between Personal Advisors and Probation was inconsistent
- Some young people remained vulnerable in the community and were putting themselves and others at risk due to their criminal behaviour
- Supervision is not regular and is not done using signs of safety methodology

8.5 There will be 2 final reports covering children in need of help and protection and children looked after and achieving permanence.. An action plan will be formulated based on the recommendations.

It is evident that practice is improving from a low base. Only through audit and by identifying the issues in practice will it be possible to drive up standards, improve practice and make a difference to children's lives.

**Authors:**

Sonia Watson, Children's Improvement Plan Project Manager,  
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## Children's Services

### Quality Assurance and Continuous Improvement Framework

January 2016

**Version Control:**

Date	Version	Changes
01/12/2015	V1	
21/10/2016	V2	Removed old QA activity schedule – previously Appendix 1 Added hyperlink to new QA activity schedule (pg5) Citizen Challenge updated - Elected Member Challenge (pg8-9) Old audit tool removed – previously Appendix 3 New audit tool added – Appendix 1

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## Quality Assurance and Continuous Improvement Framework

### 1.0 Introduction

This children's services quality assurance and continuous improvement framework forms part of the People Directorate Performance Management system. 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.

### 1.1 What is quality assurance?

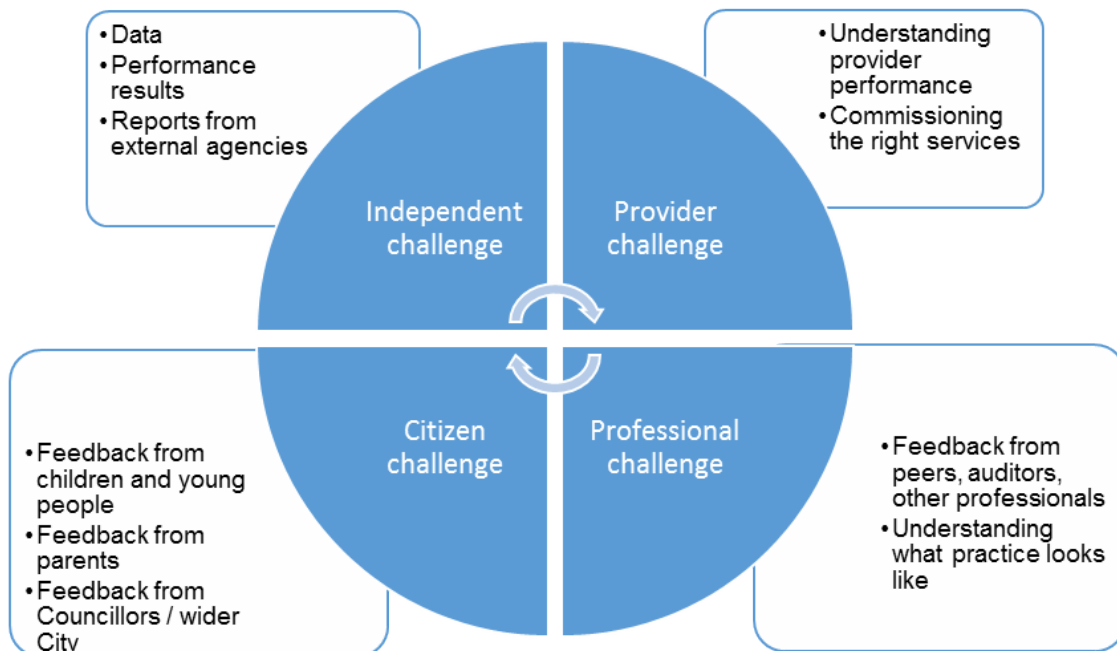
Quality assurance (QA) is: -

“A systematic process to ensure the quality of outcomes”

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.

### 1.2 The four “lenses” on quality

There are 4 lenses through which quality should be viewed. A number of authorities have adopted the “four lenses” approach as a basis for their own quality assurance. The diagram below shows these lenses together with examples of aspects of quality assurance which relate to each lens:



## Appendix 1

To complement these lenses, it is also helpful to be mindful of the key messages from the Munro Report:

- Achieve better outcomes for children by being less concerned about measuring processes, especially timescales
- Improve the quality of direct work and relationships with children and their families
- Achieve effective early help for families
- Understand the child's experience in the "child's journey"
- Review performance indicators; focus less on process, more on outcomes
- Restore faith in practitioner professional judgement
- Value reflective practice and supervision and establish a learning culture

### **1.4 What does the framework achieve?**

The quality assurance and continuous improvement framework articulates how Coventry City Council Children's Services manages and measures quality. Improving the consistency in the quality of work improves outcomes for Coventry's children. This supports the development of a culture that expects and values high standards that improve the quality of service to users and carers. These aspirations and standards drive up expectations, improve learning and strengthen outcomes and impact.

The framework continues to evolve as changes as a result of information learnt from the assurance activity is embedded. It is informed by learning from the audits, single agency learning reviews and serious case reviews overseen by Coventry Safeguarding Children Board. It has close links to the workforce development strategy 2016 and supports the vision of that strategy 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."

The implementation and sustainability of the continuous improvement framework is the responsibility of the Director of Children's Services supported by the Head of Children's Safeguarding and Quality.

# Appendix 1

## 2. Using the four lenses to assure and improve quality

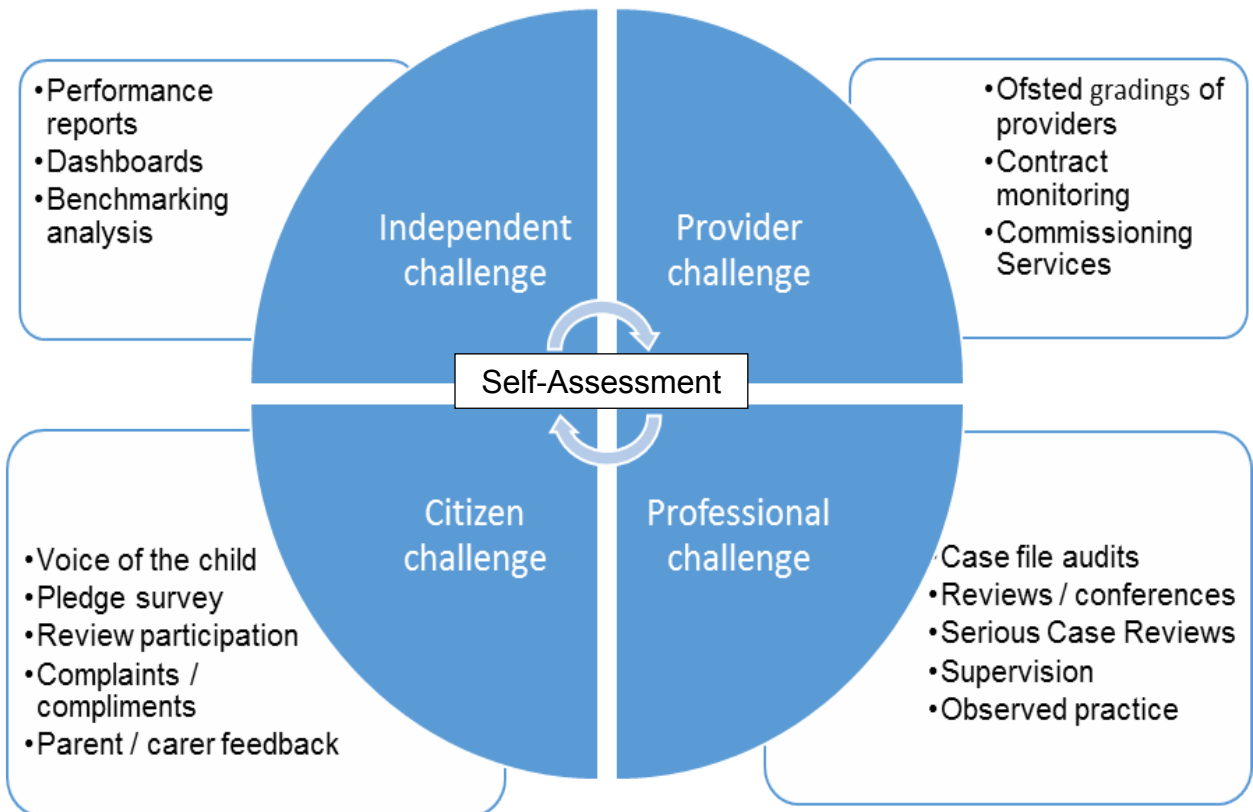
### 2.1 The principles in delivering effective quality assurance

In order to deliver effective and impactful quality assurance, Children’s Services follows the following principles:

- Establish a learning culture and be self aware
- Sustain the drive and commitment to continuous improvement
- Promote value for money by improving the effectiveness and quality of work
- Provide support to enable staff to achieve the required changes
- Check to ensure that improvements have been achieved and maintained

### 2.2 Using the four lenses approach

The diagram below shows the types of information viewed under each of the lenses.



A summary of the Quality Assurance and improvement activity undertaken throughout the whole of children’s services is set out in the CYPS Quality Assurance Schedule

# Appendix 1

P:\CYP\CLYPShared\Ofsted improvement visit\CYPS Quality Assurance Schedule September 2016 - August 2017 v6.xlsx

## 2.3 Self-assessments

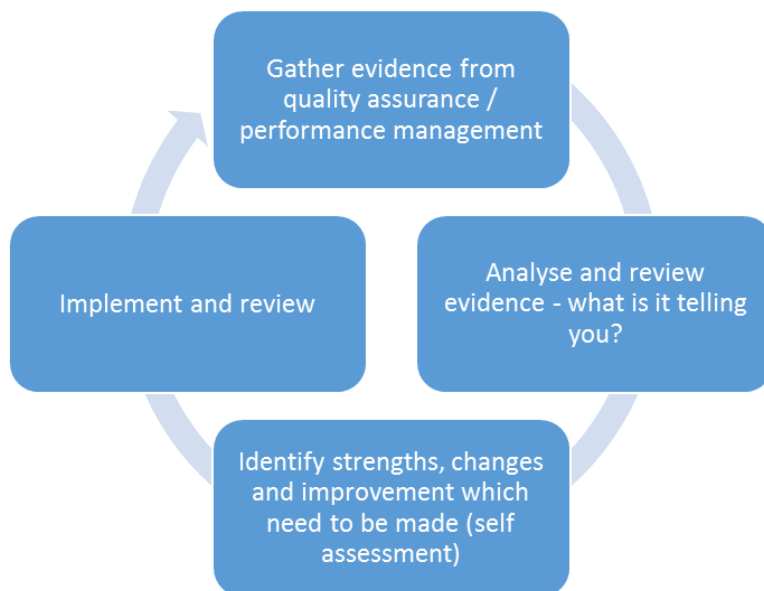
At the heart of our four lenses approach is the self-assessment. The service continues to assess and review itself and has an up to date and rigorous self-assessment. Individual services develop their own self assessments through the performance review process (see below). This is key to the service knowing itself well and producing realistic and deliverable plans to be monitored by using the four lenses approach.

The full Children’s Services self-assessment is updated annually in line with regional timescales and to enable the Council to participate fully in the regional challenge process (usually October each year).

### 2.3.1. Service Performance Reviews

To make the self-assessment process dynamic and to ensure it drives improvement children’s services undertakes a process of service performance reviews every six months. Heads of Service and service managers produce their own self-assessment using the four lenses approach. They report as to how they are doing in each of the four aspects of quality assurance and what this is telling them about their service. A panel made up of members of the Children’s Services Leadership team challenges this. The discussion leads to the creation of a service action plan for improvement.

The self-assessment process can be summarised in the diagram below:



## Appendix 1

A template for the service performance reviews, based on the four lenses has been developed and is attached at **Appendix 2**.

### **2.4 Independent Challenge**

Children's Services is subject to external scrutiny by Ofsted.

Children's Services has wide range of data that informs the tracking and reporting of performance using key performance indicators. Management information provides managers with detailed and timely information about progress against assessment and care planning processes and outputs. This enables managers and practitioners to review and take corrective action directly with individual cases as well as target improvements in service design and practice guidance. The service continues to use national, statistical neighbour and regional benchmarking in indicator analyses to ensure that it aspires to achieving the best performance. Recognising that regional performance is generally not good, there is a particular focus on benchmarking performance against the best of our statistical neighbours and those rated "good" by Ofsted.

The dashboards which each team uses are a daily source of management information. Managers use and share these dashboards to enable them to monitor the quality of their own team's work. Team members equally are able to peer review their own performance through this data and this should be considered as part of supervision.

Every month (on the 4<sup>th</sup> of the month or as shortly afterwards as possible) the monthly performance compendium is created and shared with all managers in the service. This is reviewed in service manager meetings and also the Children's Services Leadership Team.

Performance data is shared with the Improvement Board at every meeting (currently every six weeks). The People Directorate Leadership Team have agreed a set of key performance indicators for the Directorate (which includes Children's Services indicators) and reviews these by exception every month and routinely every quarter at their Budget and Performance meeting. The Corporate Parenting Board receives performance reports in line with the priorities identified in the corporate parenting strategy. Key indicators are included annually in the Council's annual report. Political oversight of performance is achieved through regular Member briefings and Scrutiny Board is given performance information relating to areas of interest as required.

### **2.5 Provider Challenge**

All commissioned services are commissioned and tendered using established processes and there are contracts in place to ensure services are delivered as specified. There is regular contract monitoring. Market development activity helps providers to develop and improve the quality of their services.

In relation to residential placements, Ofsted has overall responsibility for the inspection of children's homes. All children's homes are inspected twice a year. In addition the quality assurance regime involves a range of stakeholders including the commissioning

## Appendix 1

team, procurement service, placements team, social workers and providers themselves. Feedback is also sought in a variety of ways from children and young people.

Coventry's approach is to place children in provision which is rated good or outstanding. At the point of placement there are a range of checks on provision for example, latest Ofsted reports, regulation 34 reports, references from other Local Authorities, insurance, statement of purpose. Social workers also visit provision.

If a provider received an inadequate Ofsted rating, they are required to develop an action plan which shows how they will address Ofsted's concerns within a given timescale. Social workers visit the child to review whether it is appropriate for them to remain at the home and ascertain whether needs are still being met. In the event of the provider not meeting their needs, a decision is made on whether a child is moved from the home; this depends on the type and severity of the concerns.

### **2.6 Citizen Challenge**

For this framework the main citizen challenge is the Voice of the Child. Consultation with children, young people and their families should occur at every level. In addition to this, challenge from elected Members, for example through Scrutiny Board or the Corporate Parenting Board is part of the Citizen challenge.

The Directorate has in place wide range of processes engaging children and young people in service design, commissioning services and wider developments. Vital information can be provided by surveys and feedback through the Voices of Care Council and other participative groups. It is essential that such feedback shapes the services offered and the improvements made.

The views of children and young people, their parents and carers must be heard to ensure that the service provides effective assessment of need, planning, intervention and review. The responsibility in capturing these views and taking these into account in care planning and risk management is with the allocated case holder, their line manager and chairs of reviews. It is essential that audits and supervision emphasise the need for the child / young person's voice to be heard in their case and their views to be considered in decisions made about them.

To support this activity there are a number of performance indicators that are routinely monitored as illustrative of the voice of the child being heard. These include visits being undertaken on time, children being seen alone and participation of the child in their child protection conference or LAC review. These proxy indicators identify the direction of travel for this area of work.

Children, families, and carers are heard through the monitoring of compliments and the resolution of complaints. Informal complaints and those made through the Coventry City Council complaints procedure are a source of learning. The Children's Complaints' Officer creates regular reporting of complaints, timeliness of responses, emerging themes and learning. These are shared across the Service.



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Children's Services undertakes regular surveys of LAC and Care leavers. The Annual Pledge survey is the largest survey. The Service as a whole will develop means of enabling children and young people involved in early help or social care to give us their views about the support they have been offered and the changes which have been made. The breadth of children and family feedback methods as well as what they are telling us forms part of the service performance review process of all services (see draft template at **Appendix 2**).

Outcome monitoring of the impact of work undertaken is an important part of this framework. This is initially being developed in Early Help using radar charts. Measurement of impact is also being used through the Troubled Families programme. Future developments will include extending this impact monitoring to all children and families involved with social care.

### **Elected Member Challenge**

The purpose of the Safeguarding member's scrutiny is to assure both elected members and the council that the services being delivered to the children, young people and families of Coventry are to a good standard and are fundamental in improving outcomes for the Coventry families. The members undertaking the visits will gather evidence and feedback and direct this back to the council so that service improvement based on customer feedback and observations of members can continue to improve the service.

This will be undertaken by monthly visits to a service area identified which supports the members in undertaking this responsibility. An evidence based pack will be made available to members two days prior to the visit and they will be accompanied by a Head Of Service. The pack will contain relevant information detailing the area to visit, information relating to service area and performance. Any interaction with families that are open to the relevant service will have had an audit of their case file and provided to the relevant member.

The members' visits will include discussions with partner agencies as well as front line managers and staff. This will be in order to triangulate the information to ensure the quality of service and responses are acceptable.

### **2.7 Professional Challenge**

Quality auditing for children's case work services is vital and regular monitoring and action planning improves case work practice. In order to address the need for continuous improvement and to ensure measurement of and focus on outcomes, there is a schedule for regular case file audits. All case work services are targeted within this.

The professional challenge programme includes:

- a. Case file audits of cases undertaken monthly by all managers at all levels and IROs
- b. Themed practice audits undertaken at relevant intervals assuring specific areas of practice.

## Appendix 1

- c. RAG rating of care and CP plans by the IRO / CP chair at each review
- d. Observed practice sessions, and;
- e. Supervision and appraisals of case holders and line managers

The monthly full case file audits follow a standard approach. There is an agreed case file audit tool for social care and early help cases (see **Appendix 1**). Managers complete this and discuss their findings with the case holder to ensure direct feedback of learning and improvement. Audits are reviewed on return by the Head of Safeguarding and Principal Social worker to identify themes and practice issues which emerge. These are fed back through a regular newsletter (QA Matters) and are woven in to sessions of the monthly Practice Improvement Forum as a basis for practice improvement. Where a case is identified to be less than good, the service manager has to confirm that corrective action has been completed in the month following the completion of the audit.

These regular monthly full case file audits are supplemented by themed audits and reviews which consider specific issues. The programme of themed audits and LSCB multi agency audits is set out in the CYPS Quality Assurance Schedule.

Where case file audits identify areas of concern a further deep dive audit of similar cases will be undertaken to ensure that appropriate corrective action is taken. This process will follow the Ofsted improvement offer methodology. This includes case file audit, case file sampling, discussion with the case holder and feedback to the manager.

As part of their function to assure effective planning for children and young people, Independent Reviewing Officers (IROs) undertake a RAG rating of the care plans they see at reviews. Individual ratings are shared with workers and their managers and details of this are included in the monthly performance report as well as the IRO Annual Report that is presented to the Corporate Parenting Board (a Cabinet Advisory Panel).

The RAG rating system includes child protection conferences so that a wider quality assessment can be made. RAG rating proportions are reported within the monthly performance framework with generic learning being fed into the Practice Improvement Forum meetings.

Every quarter managers undertake some form of observed practice. This is reviewed with the worker so that areas of good practice and of improvement can be identified. This also informs more senior managers of the quality of live practice as it happens. Examples of this include the Adoption Decision Maker observing Adoption Panel, the Head of Safeguarding observing a child protection conference, the IRO service manager observing a LAC review, a service manager observing a strategy discussion, or a team manager observing some direct work with a young person.

Every case holding worker has supervision at least monthly in line with the Council's supervision policy. Outcomes of supervision are recorded and case related decisions and directions are recorded on the child's file. Supervision is scheduled to be audited twice a year or be the subject of observed practice to ensure that it is effective.

## Appendix 1

Working with partner agencies through the Coventry Safeguarding Children's Board, the service uses audit, serious case reviews and experiences from other areas to assure and improve practice. Relevant representatives from children's services teams participate in multi-agency audits and learning from these is fed back alongside internal audit activity. Feedback from such learning activity and events is also shared and reviewed within the monthly Practice Improvement Forums.

The professional challenge lens requires specific governance to ensure that the audit and observed practice is focused, consistent and well managed. For each audit completed results are collated by the Head of Safeguarding and the Principle Social worker to ensure consistency of grading and the identification of general themes. This learning is fed back to auditors and practitioners and informs the focus of future audits and observed practice. The Head of Safeguarding chairs a monthly QA group of the Heads of Service to create and monitor the impact of the audit and observed practice programme.

### **3.0 Closing the loop- ensuring that our QA has a positive impact going forward**

All the QA activity described above only has a value if it leads to improvement in services received by children, young people and their families that then leads to better outcomes for the young person.

In order for the QA activity to deliver the improvement it is essential to "close the loop" to ensure learning informs practice. This is achieved as follows.

Each audit undertaken, as described above, includes direct feedback and discussion between the auditor and the case holder. This provides immediate opportunity to discuss good practice and improvement opportunities. Where the auditor does not grade a case as at least good, service managers ensure that appropriate corrective action has been put in place to improve this specific case.

Audits also lead to general learning and a regular briefing note "QA Matters" has been established to share generic learning. A similar note covers learning from complaints.

There is a monthly Practice Improvement Forum which is attended by all managers across Children's Social Care and Children and Families First. This is a key vehicle for sharing learning from audits and raising specific practice issues they highlight. This forum can also be used more generally to pick up on good cases, through appreciative enquiry, or to use case study discussions to prompt thinking. Team managers are required to cascade the messages and learning from these monthly meetings within their teams.

The six-monthly service review process is designed to enable the creation of service-level summaries of quality assurance against each lens. The framework includes a summary to be communicated to all team members to engage them in understanding the self-assessment and the improvement plans for the future.

## Appendix 1

Quality Assurance Group

December 2015

Updated October 2016

## Appendix 1

### Appendix 2 – Case File Audit Tool

#### Local Authority-Case audit template

<b>Auditor name</b>	
<b>Tracked case number</b>	
<b>Audited previously</b>	
<b>Age band</b>	
<b>Strand</b>	Help and protection Children looked after and permanence Adoption/ Care Leavers Leadership, management and governance Local safeguarding children board

<b>Field</b>	<b>Quality of child's experience</b> (Exceeds good/meets good/does not meet good)	<b>Text</b> (please keep this evaluative and succinct)
<p><b>Risk is identified, responded to and reduced in a timely way.</b> Where relevant, include evaluation of identification and response to children who experience and/or are at risk of:</p> <ul style="list-style-type: none"> <li>▪ sexual exploitation</li> <li>▪ neglect</li> <li>▪ emotional abuse</li> <li>▪ sexual abuse</li> <li>▪ physical abuse</li> <li>▪ domestic abuse</li> </ul>		
<p><b>Children, young people and families are appropriately involved</b></p> <p>Is there evidence of impact of the involvement of children and their families in assessment, planning and intervention. Are</p>		

## Appendix 1

<p>the views of significant males effectively gathered?          Are children seen, and seen alone, and do they benefit from stable and effective relationships? Do children and parents/carers have an equal voice? Does it evidence individual work undertaken, including appropriate direct work?          Is this linked to the plan and the reduction of risk? What is the impact of this for children and their families?</p>		
<p><b>Decision making is effective and timely.</b>          Is there evidence of effective and timely management oversight and direction on cases, and clearly recorded rationale for decisions being made?          Is case recording clear, comprehensive and reflective of work undertaken and focused on the experience and progress of children and young people?</p>		
<p><b>Assessments are timely, comprehensive, analytical and of high quality - and lead to appropriately focused help.</b> Do they incorporate historical factors, informed by up to date case chronology? Do they identify risk, needs and protective factors, including parental capacity?</p>		
<p><b>Coordination between agencies is effective.</b> Is joint working, information sharing in improving and sustaining the experience and progress of children and young people.</p>		

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<p><b>Consideration and impact of diversity.</b> For example, age, disability, ethnicity, faith or belief, gender, identity, language, race and sexual orientation.</p>		
<p><b>Quality of plans.</b> Are they: up to date and updated, timely, comprehensive, specific with measureable outcomes and dynamic? Are they implemented? Consider length of plan or any themes? Do they show quality of management oversight? Are they influenced by views of children and parents/carers and diversity issues?</p>		
<p><b>Permanence is achieved without delay and reflects assessed needs.</b> Are plans for permanence, including adoption, in the best interests of children and young people, and achieved without delay? Evaluate the quality of preparation for placement.</p>		
<p><b>Children and young people participate in and benefit from effective regular reviews</b> Are reviews scrutinised and challenged robustly to ensure that they support children in making good progress. What is the influence and impact of Independent Reviewing Officer/Child Protection?</p>		
<p><b>Quality of placement</b> (at home or looked after) – Are children appropriately placed according to their assessed needs?</p>		

## Appendix 1

<p>Evaluate the effectiveness of: matching, stability and maintenance of contact with family/friends support for placements (including adoption support)</p>		
<p><b>Are young people prepared for independence and are they living in high quality accommodation that meets their needs.</b> Is it safe, permanent and affordable (children at home or looked after)?</p>		
<p><b>How has the help provided improved outcomes?</b> Are children supported to achieve their full potential? Evaluate impact (including education, physical health, and their emotional well-being). Do children have developed networks within their community and are they safe?</p>		
<p><b>Agreed actions to achieve good outcomes for child</b></p>	<p><b>By whom</b></p>	<p><b>By when</b></p>





### **Case File Tracking Template - Hints and tips for completion.**

**Introduction:** As we think about completing this exercise, we should remind ourselves of its philosophical basis. **It is an exercising in doing audits with social workers and team managers as opposed to doing it to them;** a charge often levelled against any audit process. **We do not want this to be a deficit model.** Instead we want it to be **a model based upon focused and sometimes challenging conversations with those front line professionals** so that we can come to a **(hopefully) shared view** about what can be done **to secure at least a good experience for the child/young person who is receiving services.** Our focus will not be on what has not been done (though we will identify and understand the relevance of these features), it will be **on what now needs to happen.**

Some argue that this model is too soft on poor compliance with statutory or policy and procedural requirements. It is absolutely not. It recognizes that these requirements are normally important to get right but it also recognizes that **an auditors task is to identify the impact of those shortcomings on the child and young person's experience.** Sometimes there will not be any adverse impact or you will find that **the perceived shortcoming occurred as a result of a conscious and thought through decision** by the front line practitioners and managers. For example, a short delay in completing an assessment which tips the process beyond the laid down timescales might be justifiable if the workers can specifically identify why the over-run was necessary and show how any risk to the child was minimised, mitigated or managed.

So what are things we can do to make this audit process effective?

- Look back only 6 months unless there is a pressing need to look back further in order to understand the current position
- Focus in on looking sparingly at documents-as a starting point the most recent referral, assessment, plan, review, court documents and the chronology gives you what you need to follow through on. If you can't find the information, stop looking and be confident that if the social worker or team manger can't locate it, you can conclude that either it does not exist or it is not written up and you will have to make a judgement call about what that means to the judgement you are to make
- When you fill in the audit document be clear that the first thing you will fill in will be the judgement box. You will then turn to the narrative box where you are asked to write succinctly and evaluatively. You will find both f these requirements easier to fulfil if you construct your thinking under the two headings evidence that supports the judgement and its impact on the child and young person.

## Appendix 1

- You should re-read what you write and take note that if shortcomings are numerous and/or significant you will need to work hard to be confident that a good judgement is justified.
- Equally if you can't identify the impact of work you will find a 'good' judgement illusive. However, a cautionary note. If you don't find impact evidence at first go back over the material. Because social care professionals tend not to write impact material explicitly (although that is changing with the signs of safety model), it is sometimes 'hidden below' the actual words on the page.

Finally have confidence in your professional skills. What we are asking here is for you to exercise your judgement over and beyond assessing whether work is simply compliant. Enjoy the challenge and be confident that what you will find on an individual case will help children have a better experience and the aggregated findings from all cases will help the service improve and give senior managers evidence about the capacity and capability of the service.

Appendix 1

**Appendix 2 – Service Performance Template (draft)**

**SERVICE PERFORMANCE REVIEW** – to be completed and reviewed every six months

<b>Service Area</b>	
<b>Performance period being considered</b>	
<b>Date of review panel</b>	
<b>Key outcomes required from this service area</b>	
<b>Key population data (size of cohorts, proportion of wider population, relevant demographic summaries etc)</b>	

**1. Independent challenge - What is our Performance Data and Analysis telling us?**

<b>Judgement Area</b>	<b>Comments</b>	<b>Evidence</b>	<b>Judgement (I, RI, G, O)</b>	<b>Actions identified</b>
<p><b>Performance on key indicators from dashboards / monthly reports</b></p>	<p>Summarise your team’s position in relation to the judgement area. Show the key pressure points in Teams and what solutions have already been tried to resolve issues. It is also an opportunity to share what has worked well</p>	<p>List and provide evidence that supports the comments you are making about your service area</p>		
<p><b>Workloads / staffing / caseloads</b></p>				
<p><b>Reports from external agencies (where available)</b></p>				
<p><b>Capacity to improve</b></p>				

Appendix 1

**2. Provider challenge – How are our providers performing? Are we commissioning the right things and getting good service outcomes from commissioned services?**

Judgement Area	Comments Summarise your team’s position in relation to the judgement area. Clearly show the key pressure points in Teams and what solutions have already been tried to resolve issues. It is also an opportunity to share what has worked well	Evidence List and provide evidence that supports the comments you are making about your service area	Judgement (I, RI, G, O)	Actions identified
Provider performance / issues				
Placement sufficiency				
Quality / impact / outcomes of commissioned services				
Quality of partner contribution to the service being offered by the LA				
Capacity to improve				

**3. Professional Challenge – what are we finding from our own reviews / knowledge and feedback from others?**

<b>Judgement Area</b>	<b>Comments</b>	<b>Evidence</b>	<b>Judgement (I, RI, G, O)</b>	<b>Actions identified</b>
<b>Results of structured case file audit activity</b>	Summarise your team’s position in relation to the judgement area. Clearly show the key pressure points in Teams and what solutions have already been tried to resolve issues. It is also an opportunity to share what has worked well	List and provide evidence that supports the comments you are making about your service area		
<b>Results of dip sampling / other audit activity</b>				
<b>Results of observed practice</b>				
<b>Feedback received from other professionals / multi-agency audits</b>				
<b>Relevant learning from serious case reviews</b>				
<b>Capacity to improve</b>				

## Appendix 1

### 4. Citizen Challenge – What are those we are working to help telling us?

Judgement Area	Comments Summarise your team’s position in relation to the judgement area. Clearly show the key pressure points in Teams and what solutions have already been tried to resolve issues. It is also an opportunity to share what has worked well	Evidence List and provide evidence that supports the comments you are making about your service area	Judgement (I, RI, G, O)	Actions identified
Engagement of children / young people in service				
Engagement of families / parents / carers in service				
Direct feedback from children / young people				
Direct feedback from parents / families				
Complaints / compliments received				
Results of any relevant surveys				

Capacity improve	to				
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**5. Key summary points for communication to all members of service being reviewed**

(List here the points you will be communicating back to your team as a result of this service performance review process so that they can understand their team's performance and the priority actions)



## Appendix 1

### 6. Input from panel, actions to be taken away, comments, areas for improvement etc.

**Detail here input / suggestions / comments made by panel to support the service. Identify clearly any actions to be taken away from the review.**

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## HELP AND PROTECTION

## SERVICE MANAGER - SOCIAL CARE

TASK	PURPOSE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
Case File Audit	Monitor case records against good quality assessment standards with practitioners, planning, and management analysis, and decision-making, evidence of multi-disciplinary activity, audit at transfer or step down point to be recorded. 1 per manager													Each manager to audit 1 case on a quarterly basis
Observation of Practice	Observe Quality of Practice. Complete 1 Practice Observation e.g. home visits/core groups/LAC reviews													Each manager to complete an observation of practice, 3 times per year
Supervision Assessments Plans	Supervision, Assessments & Plans													Each manager to review 3 plans per year (1 per quarter)

## TEAM MANAGER - SOCIAL CARE

TASK	PURPOSE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
Case File	1 x Case File Audit per manager - Audit case records against quality standards with practitioners to include themes such as DV and Neglect													Each manager to audit 1 case as per schedule
Re-Audit Case File	1 x Case File Audit per manager - Identify possible trends, gaps and issues that warrant further analysis and action													Each manager to re-audit 1 case twice yearly
Supervision Assessments Plans	Supervision, Assessments & Plans													Each manager to review 1 plan, twice yearly

29/03/17

# COVENTRY CHILDREN'S QAF PLAN - 2017

## EARLY HELP AND PREVENTION

### SERVICE MANAGER - Early Help & C&FF

TASK	PURPOSE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
Supervision Observation	Supervision observation to assess how well we support our workforce to deliver the best for children and families. Complete 1 supervision observation													Each manager to observe Supervision, 3 times per year. To commence in June
Reflective	Qualitative reflective practice case audit to assess how well we are helping children and families. Identify possible trends, gaps and issues that warrant further analysis and action													Each manager to audit 1 case. To commence in July
Re-Audit	Re-audit of qualitative reflective practice case to assess how well we are helping children and families. Identify possible trends, gaps and issues that warrant further analysis and action													Each manager to re-audit 1 case in October

### TEAM MANAGER - C&FF

TASK	PURPOSE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
Case File	1 x Case File Audit - Audit case records against quality standards													Each manager to audit 1 case as per schedule
Re-Audit Case File	1 x Case File Re- Audit - Identify possible trends, gaps and issues that warrant further analysis and action													Each manager to re-audit 1 case as per schedule

### CHILDREN'S CENTRE MANAGERS

TASK	PURPOSE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	COMMENTS
Practice Case Audit	Monitor CAF case records against good quality assessment standards with practitioners, planning and management analysis and decision making. Evidence of multi-disciplinary activity, audit at transfer or step down point to be recorded													Each manager to complete 1 Practice Case audit as per schedule
Practice Observation	Observe a supervision led by a senior reporting directly to the team manager													Each manager to complete an observation, twice yearly

### CAF CO-ORDINATORS

TASK	PURPOSE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
Reflective Practice Case Audit	Compliance and qualitative reflective practice case audit to assess how well we are helping children and families. Identify possible trends, gaps and issues that warrant further analysis and action													Each co-ordinator to complete audit as per schedule commencing in June

# COVENTRY CHILDREN'S QAF PLAN - 2017

## SAFEGUARDING, EARLY HELP AND PREVENTION

SENIOR LEADERSHIP - John Gregg; Neil Macdonald; Paul Smith; Jane Brooks; Lee Pardy-McLaughlin

TASK	PURPOSE		JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
Social Care Case File	Monitor 1 x case records against good quality assessment standards with practitioners, planning, and management analysis, and decision-making, evidence of multi-disciplinary activity, audit at transfer or step down point to be recorded.														Each member of SLT to audit 1 SC case as per schedule
Early Help Reflective (CAF)	1 x Qualitative reflective practice case audit to assess how well we are helping children and families. Identify possible trends, gaps and issues that warrant further analysis and action.														Each member of SLT to audit 1 Early Help case as per schedule

## Visit LAC in Placement

TASK	PURPOSE	VISIT PER MONTH	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
John Gregg - Visit LAC in Placement	Safeguarding visits of LAC placed out of City. Visit LAC in placement - Ascertain wishes and feelings	1													To complete 2 visits per year
Jane Brooks - Visit LAC in Placement	Safeguarding visits of LAC placed out of City. Visit LAC in placement - Ascertain wishes and feelings	1													To complete 2 visits per year
Paul Smith - Visit LAC in Placement	Safeguarding visits of LAC placed out of City. Visit LAC in placement - Ascertain wishes and feelings	1													To complete 2 visits per year
Neil Macdonald - Visit LAC in Placement	Safeguarding visits of LAC placed out of City. Visit LAC in placement - Ascertain wishes and feelings	1													To complete 2 visits per year
Lee Pardy-McLaughlin - Visit LAC in Placement	Safeguarding visits of LAC placed out of City. Visit LAC in placement - Ascertain wishes and feelings	1													To complete 2 visits per year

## Quality Assurance

TASK	PURPOSE		JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
Neil Macdonald - Quality Assurance Audit Process	Ensure Audits conducted are reviewed and assessed against good quality audit to ensure consistency across the service														Process and timescale to be agreed

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# COVENTRY CHILDREN'S QAF PLAN - 2017

## QUALITY AND PERFORMANCE

### IRO & CP CHAIRS

TASK	PURPOSE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
Case File	4 x Case File Audit - Audit case records against quality standards with practitioners													To audit 4 x cases as per schedule (2 IRO & 2 CP Chairs)
Re-Audit	4 x Case File Audit - Identify possible trends, gaps and issues that warrant further analysis and action													To re-audit 4 x cases as per schedule (2 IRO & 2 CP Chairs)
Dip Sample	4 x Cases -Dip Sampling - Identify possible trends, gaps and issues that warrant further analysis and action													To 'dip sample' 4 x cases (themes tbc) twice yearly (2 IRO & 2 CP Chairs)

### IRO MANAGER

TASK	PURPOSE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
LAC Review	Monitor quality of 2 x LAC review records													To complete 2 x Reviews; 3 times per year
Dip Sample	Review Minutes of IRO Meetings													To dip sample minutes of at least 2 cases; 3 times per year
Observation of Practice	Observe quality of practice - Complete at least 1 practice observations. E.g., home visits/core groups/LAC Reviews/Conferences. Dedicated feedback to worker													To complete 2 x observations at least twice yearly

### CP CHAIR MANAGER

TASK	PURPOSE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
CP Review	Monitor quality of 2 x CP Conference records													To complete 2 x Reviews; 3 times per year
Dip Sample	Review Minutes of CP Meeting													To dip sample minutes of at least 2 cases; 3 times per year
Observation of Practice	Observe quality of practice - Complete at least 1 practice observations. E.g., home visits/core groups/LAC Reviews/Conferences. Dedicated feedback to worker													To complete 2 x observations at least twice yearly

### DESIGNATED OFFICERS

TASK	PURPOSE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
DO/LAC	Review of LADO case progression and ensure child protection measures have been identified and delivered													To be aligned with existing programme

# COVENTRY CHILDREN'S QAF PLAN - 2017

## QUALITY AND PERFORMANCE - COMMISSIONING

### RESIDENTIAL

TASK	PURPOSE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
	Quarterly visit to all Coventry Hexagon block provision													
	6 weekly contract meetings with Hexagon													
	Quarterly visit to the Verve and Progress Coventry provision													
	Ad-hoc visits to Out of City spot provision													
	Annual self -assessment													
	Obtain and monitor action plans for all Inadequate and Requires Improvement providers													
	Monthly reporting on Ofsted ratings and issues to Corporate Parenting Board													
	Monthly review of Reg 44 reports to identify issues and concerns.													
	As required responses to complaints and issues													

### FOSTERING

TASK	PURPOSE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
	Quarterly review of placements to identify top 5 Providers (80% of provision)													
	Quarterly feedback from social workers and IROs on placements with top 5 Providers													





# COVENTRY CHILDREN'S SERVICES QAF PLAN - 2017

## YOUTH OFFENDING SERVICES

### SERVICE MANAGER

TASK	PURPOSE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
YJB National Standards	To identify a set of National standards which must be audited to include QA of Quality and adherence to timeliness targets													

### CASE MANAGERS

TASK	PURPOSE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
Case File	1 x Case File Audit - Audit case records against learning actions from our HMIP Short Quality Screening Action Plan													
Case File	To participate in Safeguarding Board Audits, in line with their audit timetable													
National Standard Contact	Monthly levels of national standard contact													

# COVENTRY CHILDREN'S SERVICES QAF PLAN - 2017

## LOOKED AFTER CHILDREN

### ROUTE 21 SERVICE MANAGER

TASK	PURPOSE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
Case File	Monitor case records against good quality assessment standards with practitioners, planning, and management analysis, and decision-making, evidence of multi-disciplinary activity, audit at transfer or step down point to be recorded													To audit 1 case on a quarterly basis
Observation of Practice	Observe Quality of Practice. Complete 1 Practice Observation e.g. home visits/core groups/LAC reviews													To complete an observation of practice, 3 times per year
Supervision Assessments Plans	Supervision, Assessments & Plans													To review 3 plans per year as per schedule

### ROUTE 21 - TEAM MANAGERS

TASK	PURPOSE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
Case File	Monitor case records against good quality assessment standards with practitioners, planning, and management analysis, and decision-making, evidence of multi-disciplinary activity, audit at transfer or step down point to be recorded													Each manager to audit 1 case as per schedule
Re-Audit Case File	1 x Case File Audit - Identify possible trends, gaps and issues that warrant further analysis and action													Each manager to re- audit 1 case as per schedule
Supervision Assessments Plans	Supervision, Assessments & Plans													Each manager to review 1 plan , twice yearly

### CHILDREN'S DISABILITY - SERVICE MANAGER

TASK	PURPOSE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
Case File	Monitor case records against good quality assessment standards with practitioners, planning, and management analysis, and decision-making, evidence of multi-disciplinary activity, audit at transfer or step down point to be recorded													To audit 1 case on a quarterly basis
Observation of Practice	Observe Quality of Practice. Complete 1 Practice Observation e.g. home visits/core groups/LAC reviews													To complete an observation of practice, 3 times per year

Supervision Assessments Plans	Supervision, Assessments & Plans														To review 3 plans per year as per schedule
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**CHILDREN'S DISABILITY - TEAM MANAGERS**

TASK	PURPOSE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
Case File	Monitor case records against good quality assessment standards with practitioners, planning, and management analysis, and decision-making, evidence of multi-disciplinary activity, audit at transfer or step down point to be recorded													Each manager to audit 1 case as per schedule
Re-Audit Case File	1 x Case File Audit - Identify possible trends, gaps and issues that warrant further analysis and action													Each manager to re-audit 1 case as per schedule
Supervision Assessments Plans	Supervision, Assessments & Plans													Each manager to review 1 plan , twice yearly

**FOSTERING AND ADOPTION - SERVICE MANAGERS**

TASK	PURPOSE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
Supervision of Visits and Actions	Independent Regulation 44 visits of Children’s Homes to undertake the role of Independent visitor and QA standards of care. Strategic Manager to quality assure all visits and ensure actions are taken forward													Each manager to complete 1 x visit, 3 times per year
Observation of Practice	Observe Quality of Practice. Complete 1 Practice Observation e.g. home visits/core groups/LAC reviews													To complete an observation of practice, 3 times per year

**FOSTERING AND ADOPTION - TEAM MANAGERS**

TASK	PURPOSE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
Case File	1 x Case File Audit - Audit case records against quality standards with practitioners													Each manager to audit 1 case as per schedule
Fostering and Adoption	Monitor support given to adopters/foster carers including supervision, training etc.													Each manager to monitor support provided to families as per schedule ( <i>number tba</i> )

**LONG-TERM LOOKED AFTER CHILDREN - SERVICE MANAGER**

TASK	PURPOSE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
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Case File	Monitor case records against good quality assessment standards with practitioners, planning, and management analysis, and decision-making, evidence of multi-disciplinary activity, audit at transfer or step down point to be recorded													To audit 1 case on a quarterly basis
Observation of Practice	Observe Quality of Practice. Complete 1 Practice Observation e.g. home visits/core groups/LAC reviews													To complete an observation of practice, 3 times per year
Supervision Assessments Plans	Supervision, Assessments & Plans													To review 3 plans per year as per schedule

**LONG TERM LOOKED AFTER CHILDREN - TEAM MANAGERS**

TASK	PURPOSE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
Case File	Monitor case records against good quality assessment standards with practitioners, planning, and management analysis, and decision-making, evidence of multi-disciplinary activity, audit at transfer or step down point to be recorded													Each manager to audit 1 case as per schedule
Re-Audit Case File	1 x Case File Audit - Identify possible trends, gaps and issues that warrant further analysis and action													Each manager to re-audit 1 case as per schedule
Supervision Assessments Plans	Supervision, Assessments & Plans													Each manager to review 1 plan , twice yearly

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# COVENTRY CHILDREN'S SERVICES QAF PLAN - 2017

## EXTERNAL AUDIT

## EXTERNAL AUDITORS

TASK	PURPOSE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	COMMENTS
Case File	Case file audit to assess how well thresholds are being applied. 150 cases to be audited based on a thematic rota. Strategic Improvement Lead for Improvement to compile a report based on findings													150 x Case file audits to be conducted in January/February 150 x Case file audits to be conducted in September/October





## Briefing note

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**To: Education and Children's Services Scrutiny Board (2)**

**Date: 6<sup>th</sup> April 2015**

**Subject: Further Education Colleges**

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### **1 Purpose of the Note**

- 1.1 To provide information to Scrutiny Board on the current position of Coventry's Further Education Colleges following the area review of post-16 provision.

### **2 Recommendations**

- 2.1 The Education and Children's Services Scrutiny Board are recommended to:
- 1) Note the actions being taken and progress made by Coventry's Further Education Colleges following the area review.
  - 2) Identify any further recommendations for the Cabinet Member

### **3 Information/Background**

#### **3.1 Post-16 education and training area reviews**

- 3.2 The government's policy statement [Reviewing post-16 education and training institutions](#) sets out their approach to restructuring the further education sector through 37 area reviews of post-16 provision. The focus of the reviews is on FE and sixth form colleges.
- 3.3 The aim of the reviews is to help create more financially stable and efficient providers and improved collaboration across the different types of institution. A report for each area review will be published covering the recommendations that the steering group has agreed and which colleges are expected to implement.
- 3.4 The Coventry and Warwickshire Area Review took place in wave 3 between April and October 2016 and included:

#### **FE colleges:**

- City College Coventry
- Henley College Coventry
- Hereward College of Further Education
- North Warwickshire and Hinckley College
- Stratford Upon Avon College
- Warwickshire College

#### **Sixth-form colleges:**

- King Edward VI College, Nuneaton

#### **Local authorities and LEPs:**

- Coventry City Council
- Warwickshire County Council

- Coventry and Warwickshire LEP

3.5 [The Coventry and Warwickshire Area Review Final Report](#) was published in January 2017 and made the following recommendations for the Coventry colleges:

- A merger between City College Coventry and Henley College to create a single institution.
- Hereward College to continue to review options for collaboration (by end of January 2017) to deliver long term financial sustainability.
- Develop a joint venture apprenticeship company to serve the Coventry and Warwickshire area.
- The LEP and LA's to lead a group with colleges to:
  - facilitate wider discussions regarding curriculum rationalisation and specialisation
  - ensure a continued link between curriculum planning and the local economy
  - strengthen the links between decisions about devolved authority/LEP local growth and capital funding, European revenue streams and adult skills funding and implementation of area review recommendations
  - facilitate combined authority and LEP involvement in establishing the apprenticeships joint venture company to ensure coherence with local need and encourage involvement of employers who are new to apprenticeships.

### 3.6 **Henley College and City College**

3.7 In advance of the area review in which merger was formally recommended, both colleges had already begun to develop their thinking about uniting their resources to create a sustainable, vibrant new focus of training excellence for Coventry. The proposed name for the new organisation is Coventry College which will be created by the dissolution of City College Coventry and merger with Henley College Coventry. It is proposed that the legal merger will take effect on 1 August 2017. A proposed merger consultation has been launched from 22<sup>nd</sup> March to 3<sup>rd</sup> May with responses to the consultation published on 30<sup>th</sup> May. Information on this merger can be found at Appendix A.

3.8 Following the post-16 area review an [Ofsted inspection of Henley College](#) in November 2016 judged overall effectiveness as Requires Improvement. This was a decline from the previous judgement of Good for overall effectiveness in January 2014.

3.9 An [Ofsted inspection of City College](#) in January 2017 judged overall effectiveness as Requires Improvement. This was an improvement from the previous judgement of Inadequate for overall effectiveness in November 2015.

### 3.10 **Hereward College**

3.11 Following the post-16 area review an [Ofsted inspection of Hereward College](#) in October 2016 judged overall effectiveness as Inadequate. This was a decline from the previous judgement of Good for overall effectiveness in January 2015. A re-inspection monitoring visit took place on 20 December 2016.

3.12 The previous Principal has retired and an interim Principal, Geoff Draper, and a new chair of governors, Michael Lynch, have been in place since the end of November 2016.

3.13 The college is currently working hard to address the issues raised by Ofsted and are in the process of developing a positive vision for the future. The Safeguarding team has been strengthened and a review of the College has been undertaken by the FE Commissioner's office.



3.14 Hereward Corporation is now looking to appoint a permanent Principal and Chief Executive to continue the focus on immediate improvements in safeguarding, teaching and learning and student outcomes and to provide the college with the direction, leadership and strategic management it requires.

3.15 Other key priorities are the formulation of a strategic plan to address changes in high needs funding, the curriculum and estates, and the development, alongside the Corporation, of a new long term strategy for the College.

### 3.16 **Safeguarding**

3.17 The LA has a statutory duty to ensure that all children resident within the city are safe from harm and provides information, support and training to all providers, including our FE Colleges. For example, the LA audits activity and compliance, provides support and challenge and reacts to any concerns.

3.18 A senior leader from Henley College represents FE Colleges on the Local Safeguarding Children's Board (LSCB) and reports back to FE Principals.

3.19 FE College Designated Safeguarding Leads (DSLs) attend the local authority Safeguarding Leads Briefings.

3.20 The City Council has provided significant support to Hereward College for safeguarding. Hereward leaders have sought and received support from the local authority to develop the safeguarding policy. The policy has been revised to take into account current government guidance. Close links with the local authority designated officer (LADO) in particular, are providing the college's designated safeguarding lead with valuable support in determining suitable safeguarding thresholds for referring concerns.

### 3.21 **Partnership working**

3.22 The LA and Coventry FE Principals hold a termly partnership meeting with the Director of Education and Head of Service 11-19(25). Cabinet Member for Education provides city council updates at these meetings.

3.23 Following the area review recommendation, the LEP, Coventry and Warwickshire LAs and Coventry and Warwickshire FE Principals have established a group that meets to facilitate discussions and links as outlined in section 3.5.

3.24 Background information can be found at the following links:

- Government policy statement:
- <https://www.gov.uk/government/publications/post-16-education-and-training-institutions-review>
- Coventry and Warwickshire Area review Final report
- <https://www.gov.uk/government/publications/coventry-and-warwickshire-further-education-area-review-report>
- Ofsted inspection of Henley College
- <https://reports.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/130472>
- Ofsted inspection of City College
- <https://reports.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/130473>
- Ofsted inspection of Hereward College

- <https://reports.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/130474>

**Kirston Nelson**  
**Director of Education, Libraries and Adult Learning**

Dear Stakeholder

On behalf of the Corporations of Henley College Coventry and City College Coventry, we would like to invite you to express your views about the proposed merger of our two colleges.

Our reasons for merger, and the benefits we see flowing from it, are set out in the attached document. The consultation period will run from 22<sup>nd</sup> March until 3<sup>rd</sup> May, with our responses to the consultation exercise being published on 30<sup>th</sup> May.

You can register your views by completing the survey online at <https://www.surveymonkey.co.uk/r/Merger-yourview> or by printing out the questionnaire in the consultation document and returning it to either of the addresses indicated at the end of the questionnaire.

Thank you for taking the time to read this. Your views are important to us because the two Colleges provide a vital service to our communities; as one of our valued stakeholders, it is important that we hear what you have to say on the proposal.

Kind regards from

Jill Baker, Chair of Governors, Henley College Coventry  
Maggie Galliers, Chair of Governors, City College Coventry

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# PROPOSED MERGER

## CONSULTATION DOCUMENT



# PURPOSE

This document presents a vision of the exciting prospects that would result from a merger between **Henley College Coventry** and **City College Coventry**. It outlines the key benefits of the merger for students, staff and other stakeholders\*, and what the unified College could achieve.

In advance of the recent Area Review of Further Education in which merger was formally recommended, both Colleges had already begun to develop their thinking about uniting their resources to create a sustainable, vibrant new focus of training excellence for Coventry.

The proposed name for the new organisation is Coventry College which will be created by the dissolution of City College Coventry and merger with Henley College Coventry. The new College will ensure that learner, employer and community needs are more effectively met; that growth opportunities are realised; and that new curriculum offers are developed whilst securing ongoing financial viability.

\*An indication of the range of "stakeholders" is contained in the response form at the end of this document.

## The College will deliver increased public value:

Coventry College is committed to making a major contribution to the life of the communities which it serves, particularly in terms of social cohesion and equalising opportunities through education and training. The College will add value to the social, economic and physical well-being of the community through strong partnerships.

(Proposed Statement of Public Value)

*Our vision is that Coventry College will provide excellent training that impacts by:*

*transforming lives...*

*enhancing business...*

*enabling communities*



# WHY YOUR VIEWS ARE IMPORTANT

## This document outlines the proposal for a merger of Henley College Coventry and City College Coventry

We want to consult you on this because the two Colleges provide a vital service to our communities and it is important that our stakeholders have a say in our future.

As expectations of the further education sector change and funding pressures increase, it is vital that colleges find innovative solutions to make their resources stretch further by increasing efficiency whilst delivering high standards of service to customers.

Even before the government's recent area-based review of further education took place, the two Colleges had been exploring what benefits we could deliver through a joint enterprise for the people of Coventry.

Now that the Further Education Commissioner has formally endorsed a merger, we would like to put to you, our stakeholders, what we see as the opportunity for creating a vibrant, sustainable new College serving Coventry.

The Boards of Governors of both Colleges have carried out a thorough analysis of the strengths and opportunities afforded by a merger, and have undertaken a rigorous process of financial and legal due diligence to ensure that the new College would be strong and capable of delivering high quality education and training relevant to the current and anticipated skills needs of the city and sub-region.

Both Boards of Governors consider that the proposed course of action will provide the best means of securing further education in Coventry into the future.

The new Board would draw equal representation from both Henley College Coventry and City College Coventry.

We are keen to hear your feedback on our proposal and we invite you to complete the questionnaire at the back of this document and return it to us by any of the means indicated. We thank you for your time and interest.

### Jill Baker

Chair of Corporation, Henley College Coventry



### Maggie Galliers

Chair of Corporation, City College Coventry



# COLLEGE PROFILES

## Further education will continue to take an important role in driving up social mobility.

Coventry College – the merger of Henley College Coventry and City College Coventry - will be dedicated to the provision of high quality skills relevant to the needs of the city and sub-region and the aspirations of its citizens. The new College will work in partnership with the City Council, West Midlands Combined Authority, Coventry and Warwickshire Local Enterprise Partnership, local schools, universities, employers and other partners. It will develop a new curriculum built on the best of both

Colleges' offers and provide a wide range of opportunities for learners from Entry level to Higher Education and professional qualifications. It will continue to ensure all courses benefit from strong employer links and the use of technology to deliver an exciting curriculum offer.





## Henley College Coventry

- ▶ Has been serving its communities for over fifty years
- ▶ Over 4,000 learners including 2,000 full-time and more than 2,000 part-time
- ▶ College courses are offered from Entry level to Higher Education as well as training for apprenticeships and international learners
- ▶ The College is well known for its hospitality and catering training, and also specialises in sport (particularly through sport apprenticeships and the College's links with professional clubs such as Wasps RFC), business, health and care, and engineering
- ▶ Strong partnership working has long been a hallmark of the College's operations and it sees itself as strongly integrated in the local community, particularly the wards of north-east Coventry
- ▶ The College is a founder member of the Coventry and Warwickshire Champions and is a member of the local LEP's Jobs and Skills Business Group

## City College Coventry

- ▶ A vibrant city-centre college housed in modern buildings with specialist facilities
- ▶ Approx. 4,000 learners including 1,700 16-18 year-olds on Study Programmes, and 1,500 adult learners on full-time, part-time, Higher Education and professional qualifications, in addition to 500 apprentices
- ▶ Specialisms include visual and performing arts where learners benefit from excellent facilities, expert tutors and close working with the cultural sector in the city; construction and motor vehicle with established employer links and progression to apprenticeships in e.g. bus and coach/HGV, mechanical engineering, and digital communications including telecommunications
- ▶ The College has implemented significant organisational change, improving the quality of provision and aligning its offer to meet the need for technical and professional training demanded by students and employers

*transforming lives...*

*enhancing business...*

*enabling communities*

# OUR VISION

## **Our challenge is to create a vibrant new organisation, not just a scaled-up version of Henley College Coventry or City College Coventry.**

We want to build something that stands apart as a distinctive and influential regional educational force; something that honours the legacy of the two organisations forming it and that continues to provide an excellent locally-focused service for young people, adults and the businesses of the city and region.

We want to create something that goes beyond what each organisation has done in the past or could hope to do on their own if they remained separate.

Building on existing extensive employer-links, a key driver for the new College will be the creation of a “Coventry curriculum” to ensure the provision of high quality skills relevant to the needs of business, the city, and sub-region and the aspirations of its citizens. It will take as its starting point an analysis of local skills needs and employment opportunities; and it will rise to the challenge of supporting an economically resurgent Coventry: a city with the confidence and ambition to position itself as the City of Culture 2021.

Recognising Coventry’s importance in the sub-region and the West Midlands Combined Authority, the new College will be outward-looking and aligned with the skills needs and employment opportunities not only of Coventry’s Council Plan but also the goals of Coventry and Warwickshire LEP’s Strategic Economic Plan (SEP) and Skills Strategy, the West Midlands Combined Authority’s (WMCA) Super-SEP, Making Our Mark, and the Midlands Engine prospectus.

The adult skills provision of Coventry College will respond to the priorities identified by the city and WMCA, and will contribute to the outcomes they specify. The College will support the WMCA’s intention to invest in future talent through education and training; improve productivity and professional development through workforce development; and support those furthest from the workplace through vocational and personal skills training.





# OUR MISSION

**Coventry College will provide exceptional education, skills and training to meet the needs of individuals, business and communities.**

We will achieve this by creating:

- ▶ A curriculum that anticipates and meets the needs of learners and employers
- ▶ A strong apprenticeship provision in line with government ambitions and local need
- ▶ A first-class education and training experience that leads to positive progression into employment or higher levels of training and education
- ▶ Strong, productive partnership-working to deliver outstanding outcomes for local stakeholders
- ▶ A safe and inclusive culture of mutual respect and fairness, which celebrates and values diversity
- ▶ High quality information, advice and guidance that supports personal and professional goals
- ▶ Financial resilience that generates capacity for investment in the learner experience and new services
- ▶ Strong bonds with the communities we serve

## Coventry College's values will be...

**Student first:** The success of our students will be at the heart of all our work.

**Excellence:** We will promote quality in all our work, enabling our students to strive for excellence and realise their full potential.

**Inclusivity:** We will ensure that our College is open to all, offers a safe environment and celebrates the diversity of our community.

**Teamwork:** We will work collaboratively to deliver our College's vision, mission and values.

**Trust:** We will earn and put our trust in our colleagues, students, business and community partners, promoting mutual respect and a culture of openness.

**Transparency:** We will engage with all stakeholders, seeking their input and making and sharing decisions in a spirit of openness, and welcoming feedback.

# THE BENEFITS AND OPPORTUNITIES OF THE MERGER

## **The new College will support the growing range of opportunities in the city and the surrounding area.**

There is strong economic and population growth in Coventry and the city is continuing to develop and grow and has ambitious plans to become the City of Culture 2021. Coventry College would be in an excellent position to support the needs of the city and its people.

A key benefit of the new Coventry College is an education and training offer that is better able to support key growth sectors with a high demand for skills. Equally, it will be better able to support local residents in accessing the job opportunities created by a growing and vibrant economy.


Coventry has travel-to-learn patterns and other important distinguishing features that a single Coventry College with its deep local knowledge, experience, networks and expertise is ideally placed to address.

Henley and City Colleges already make a significant contribution to meeting the skills needs of the local and regional economy and provide education and training to over half of the 16–18 year olds in the City. The single College would forge new curriculum pathways and offer a richer choice of high quality vocational routes relevant to the skills needs of Coventry and beyond.

The new College will provide excellence in teaching, learning and assessment through the pooling of best practice and enhanced resources for the delivery of high quality skills training. The concentration of specialist expertise and resources in learner support will enable all individuals to flourish and achieve their full potential. Creating a new College will eliminate unnecessary and wasteful competition, freeing up more capacity for investment in our core purpose: meeting the skills needs of local people. Coventry College would speak with a single voice to its employers, learners, and other stakeholders.

The new College – continuing to operate from our existing two sites - will create centres of excellence for the City of Coventry and surrounding areas, bringing together two successful curriculum offers to provide learning from Level 1 to HND. We have already worked together to locate travel and tourism and childcare provision for both Colleges at the Henley campus and will continue to expand this offer specialising in service industry training. This will enhance the strong focus on the service sector at the Henley campus which will continue delivering catering training for learners and employers across the city.

Our arts-based creative provision will be located on the City campus building on the innovative offer and great facilities that exist.



Engineering and construction provision will be delivered mainly from the City campus utilising the industry standard facilities and supporting our drive to develop further the options and pathways for young people linked to apprenticeship provision.

A number of our courses will still be offered from both sites including Health and Social Care, Business, IT, Access to HE and Science. Within each of these offers we will look at how we can further develop our services to give routes into employment, apprenticeships and higher education. For example, our business offer will be across both campuses but with industry specialism routes of HR, Finance, property and enterprise being introduced in the final year to support the career choices of learners.

The new College will enable higher levels of service through greater capital investment in science, technology, engineering and maths (STEM) and the LEP priorities. We will create more flexible methods of study in order to address training in professional qualifications.

A single business development team will build strong relationships with employers, developing solutions that anticipate and meet business demands.

The combined expertise in re-engaging young people in education and training would create a more responsive and geographically comprehensive outreach to disengaged young people.

## Coventry has ...

- ▶ The fastest growing year 11 cohort between 2017 and 2027 of all West Midlands local authorities
- ▶ The highest proportion of learners in its F.E. colleges that are from the most deprived socio-economic backgrounds
- ▶ The highest proportion of learners choosing to study where they reside compared with all other colleges in the region
- ▶ A working-age population with lower qualifications on average than the West Midlands or England as a whole
- ▶ By far the most culturally and ethnically diverse population in the sub-region

## Summary of key benefits of the merger proposal

### Better value for money

- ▶ Potential for significant savings and, therefore greater investment in learners
- ▶ Rationalisation of curriculum
- ▶ Maximisation of estate utilisation
- ▶ Staff costs stabilized at circa 60% of income
- ▶ Cost savings through a single management structure
- ▶ Reduced management, system, estates and administration costs

### Improved quality of the learner experience

- ▶ A consistently high quality experience for all learners starting with initial information, advice and guidance
- ▶ Sharing of best practice to build on strengths and improve on areas of weakness
- ▶ Strong and influential learner voice
- ▶ Increased investment in estates and equipment
- ▶ Increased progression routes and professional accreditation
- ▶ Strong focus on learner outcomes and improved Ofsted grading

### Benefits for staff

- ▶ Increased opportunities for sharing of practice and CPD
- ▶ More secure organisation to work in
- ▶ Professional developmental and supportive culture with high morale and a sense of team

### Benefits for employers

- ▶ Ability of the College to support deeper relationships with organisations and learners
- ▶ Opportunity to influence and co-design the apprenticeship offer in the city
- ▶ Greater responsiveness to the training and skill needs of individual employees

### Strategic leadership

- ▶ One voice for further education in Coventry - effective representation across the City
- ▶ Improved brand and reputation
- ▶ Campuses retain individual identities and have clear purpose
- ▶ Clarity of mission and vision

### Supporting the Community

- ▶ Enhanced support for high needs learners
- ▶ Support focused on helping people get back into work
- ▶ Support with helping people integrate into the local community



# YOUR VIEWS

Name (optional) .....

Address (optional) .....

Governors of the new College will be drawn from both existing Colleges, plus some new governors. It is proposed that the legal merger will take effect on 1 August 2017 and that the name of the new College will be Coventry College. Details of the proposals are available in this document and on the websites of Henley College Coventry and City College Coventry. Please read the proposals before responding to the questions that follow:

1. Do you support the proposed merger of Henley College Coventry and City College Coventry?

Comments

- Yes .....
- No .....
- Unsure .....

2. Do you support Coventry College as the name for the new college?

Comments

- Yes .....
- No .....
- Unsure .....

3. As Coventry College, we plan to invest in learner opportunities and provide employers with training and skills that contribute to the growth of the local and regional economy. Are these the right aims?

Comments

- Yes .....
- No .....
- Unsure .....

4. As Coventry College, we plan to share good practice across our new organisation in order to further enhance the quality of learner and customer experiences. Do you support this aim?

Comments

- Yes .....
- No .....
- Unsure .....

5. As a largely publically-funded body, Coventry College will seek to deliver the very best value for money in its services to the community. Do you agree with this aim?

Comments

- Yes .....
- No .....
- Unsure .....



6. Do you think any group, including learners and staff, would be adversely affected by the merger plans?

If yes, please give your reasons

- Yes .....
- No .....
- Unsure .....

7. Are there particular ways in which the new College could support you or your organisation?

Comments

- Yes .....
- No .....
- Unsure .....

8. If you have any further comments, please make them here:

.....

.....

I am (tick as appropriate)

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> Learner (Henley College)   | <input type="checkbox"/> Local government               | <input type="checkbox"/> College staff (City College)     |
| <input type="checkbox"/> H.E. institution           | <input type="checkbox"/> Employer                       | <input type="checkbox"/> Voluntary sector                 |
| <input type="checkbox"/> Learner (City College)     | <input type="checkbox"/> Local community                | <input type="checkbox"/> School                           |
| <input type="checkbox"/> Government agency / body   | <input type="checkbox"/> College staff (Henley College) | <input type="checkbox"/> Business group                   |
| <input type="checkbox"/> Parent                     | <input type="checkbox"/> Trade union                    | <input type="checkbox"/> College or training organisation |
| <input type="checkbox"/> Other (please state) ..... |   |   |

## Please return this questionnaire to:

Consultation Team, Henley College Coventry,  
Henley Road, Bell Green, Coventry, CV2 1ED

or

Consultation Team, City College Coventry,  
50 Swanswell Street, Coventry, CV1 5DG

You can also give a longer response in writing  
to one of the above addresses, or by email to:

**merger@henley-cov.ac.uk** or  
**merger@covcollege.ac.uk**

You can complete this survey online at:  
**www.henley-cov.ac.uk/consultation**  
or **www.covcollege.ac.uk/consultation**

**Please respond by 3rd May at the latest.**  
**Thank you**



# WHAT HAPPENS NEXT?

**The merger proposal was a specific recommendation of the F.E. Commissioner following his extensive area review of further education provision in Coventry and Warwickshire; as such, it was endorsed by the key funding agencies, local colleges, and the local enterprise partnership.**

Both Henley and City College are committed to a full stakeholder consultation:

- ▶ The consultation will comply with the statutory requirements for the proposed dissolution of F.E. corporations
- ▶ Existing learners at both Colleges will not be affected by the merger and they will continue to study on their chosen courses
- ▶ All stakeholders are invited to respond to the consultation questions relating to the dissolution/merger proposal contained within this document
- ▶ Henley and City College will publish a summary of the responses to this consultation and, where relevant, their intentions to address the nature of those responses
- ▶ City College Coventry will consult with its recognised trade unions over the transfer of its employees to Henley College Coventry to ensure it meets its obligations under employment law

## Timescale

**22<sup>nd</sup> March 2017**

Formal public consultation begins

**3<sup>rd</sup> May 2017**

Formal public consultation concludes

**30<sup>th</sup> May 2017**

Responses to consultation published

**1<sup>st</sup> August 2017**

Proposed date of merger





Coventry City Council

## Briefing note

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**To: Education and Children's Scrutiny Board**  
**Date: 6<sup>th</sup> April 2017**

**Subject: Outstanding Issues Report**

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### **1 Purpose of the Note**

- 1.1 To inform Members of the approach to be taken on progress, outcomes and responses to recommendations and substantial actions made by the Scrutiny Board.

### **2 Recommendations**

- 2.1 Members are recommended to:
- 1) Note the attached outstanding issues at Appendix 1

### **3 Information/Background**

- 3.1 When recommendations and actions are made following a scrutiny meeting, they are circulated to the relevant Cabinet Member and officer, and recorded on a recommendations tracker.
- 3.2 The purpose of this report is to bring to the Boards attention the responses received from Cabinet Members and officers in regard to recommendations and actions from previous meetings.
- 3.3 Once a response has been received or an action dealt with, it will be removed from this report and kept in the full recommendations tracker. The complete tracker can be viewed by contacting the Scrutiny Team on the details below.

Gennie Holmes  
Scrutiny Co-ordinator  
gennie.holmes@coventry.gov.uk  
024 7683 1172

## Appendix 1 - Outstanding Issues

Meeting Date	Agenda Item	Cabinet Member	Rec', Action or Info	Recommendations/ Actions	Response/ Status
8th December 2016	Work programme		A	Officers investigate Member visits to children's residential homes	
12th January 2017	Improvement Board Report		A	DfE feedback be circulated to SB2 when it is available	6/2/17 Minister is on paternity leave so there has been a delay
9th February 2017	Improvement Board Report		A	Members requested that 1) the e-newsletter be sent to SB2 members and co-opted members	
9th February 2017	Improvement Board Report		I	2) the report be updated to include a note about the number of Return Home Interviews that have been refused	
9th February 2017	Improvement Board Report		I	3) a report be included in next month's supervision report to SB2 about performance management of middle managers	
9th February 2017	Improvement Board Report		I	4) a briefing note be provided on the current number of children placed with foster carers and the current number in residential care	Information circulated to Members 30/3/17
9th February 2017	Education Performance Report		A	1) officers communicate the amazing improvements in Coventry school Ofsted results	
9th February 2017	Education Performance Report		I	2) members receive data about individual secondary school results in Coventry – report of the Standards Board	

## Education and Children's Services (2)

Scrutiny Work Programme 2016/17

Please see page 3 onwards for more details of reports

<b>16<sup>th</sup> June 16</b>
Recruitment and Retention of Social Work Staff (task and finish group) Improvement Board - 11 May 2016
<b>21<sup>st</sup> July 16</b>
SCR Early Help Strategy Improvement Board - 22 June 16
<b>15<sup>th</sup> September 16</b>
'Stepping Up' and 'Stepping Down' Process for Social Care cases. Quality Assurance Auditing Staying Put Arrangements and Policy
<b>13<sup>th</sup> October 16</b>
Supervision of Social Care Staff recommendations Teen pregnancy and PSHE in schools Health Visiting Contract Improvement Board Report – 14 September 16
<b>10<sup>th</sup> Nov 16</b>
Unaccompanied Asylum Seeking Children Youth Offending Service Prevent in schools
<b>8<sup>th</sup> December 16</b>
Improvement Board Report – 2 November 16 Travel Assistance Policy Change – Public Consultation Improving and Redesigning City Council Children's Residential Care Provision
<b>12<sup>th</sup> January 17</b>
LSCB Annual report Monitoring of SCR recommendations from 15/16 Improvement Board Report – 14 December 16
<b>9<sup>th</sup> February 17</b>
Improvement Board Report – 25 January 17 Education Performance Report Education Service Redesign
<b>9<sup>th</sup> March 17</b>
Supervision of Social Care Staff – progress report Quality Assurance
<b>6<sup>th</sup> April 17</b>
Quality Assurance and Audit Framework Health Visiting and Early Help Further Education Colleges
<b>27<sup>th</sup> April 17</b>
One Strategic Plan for School Organisation

Improvement Board Report (if timely)  
Commissioned Services  
Young Carers  
SCR – Child F (if available)  
Improving Quality and Performance of Social Workers

**Progress Reports** -These items will only be reported to the Board by exception.  
Where progress is on track reports will be circulated to the Board for information only

Changes to adoption agency – progress report  
Family Drugs and Alcohol Court – progress report  
MASH update - progress report 12 Jan 17  
Children’s Social Care Workforce Strategy – progress report 9 Feb17  
~~Early Help Strategy – reported to meeting 21 July~~  
Progress on Audit Findings  
Fostering and Adoption Annual Reports  
CAMHS – picked up by Health and Social Care Scrutiny Board

**Next Municipal Year**

LSCB Interim Annual Report  
Voices of Care  
Ofsted  
Corporate Parenting  
Short Breaks Review  
School based police panels  
Serious Case reviews



<b>Date</b>	<b>Title</b>	<b>Detail</b>	<b>Cabinet Member/ Lead Officer</b>
<b>16<sup>th</sup> June 16</b>	Recruitment and Retention of Social Work Staff (task and finish group)	Members wanted to look in depth at the recruitment of social workers including consideration of reasons for lack of interest in previous recruitment campaigns and remuneration and responsibility levels of social workers. To include reputational factors as well.	John Gregg Cllr Ruane
	Improvement Board - 11 May 2016	A standing item as agreed by Council reporting progress against the areas identified in the improvement notice.	John Gregg Cllr Ruane
<b>21<sup>st</sup> July 16</b>	SCR	The Board will consider recommendations from a serious case review.	Janet Mokades Cllr Ruane
	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
	Improvement Board - 22 June 16	A standing item as agreed by Council reporting progress against the areas identified in the improvement notice.	John Gregg Cllr Ruane
<b>15<sup>th</sup> September 16</b>	'Stepping Up' and 'Stepping Down' Process for Social Care cases.	Following the Boards consideration of the SCR on Baby C Members requested more information on the new processes implemented as a result of the recommendations	John Gregg Fran Doyle Nancy Meehan Cllr Ruane
	Quality Assurance Auditing	Following the Boards consideration of the SCR on Baby C Members requested more information on the auditing of case work to ensure consistency and quality of practice	John Gregg Terri Cartwright Cllr Ruane
	Staying Put Arrangements and 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 support to Foster Carers. The Voice of the Child Task and Finish Group raised the issue of independence training and the Chair suggested that it be looked at separately.	John Gregg Jivan Sembi Cllr Ruane
<b>13<sup>th</sup> October 16</b>	Supervision of Social Care Staff recommendations	A progress report on the recommendations accepted by the Cabinet Member on 14/4/16	John Gregg Cllr Ruane
	Teen pregnancy and	To consider what schools are doing to support the Teenage	Kirston Nelson,

<b>Date</b>	<b>Title</b>	<b>Detail</b>	<b>Cabinet Member/ Lead Officer</b>
	PSHE in schools	Pregnancy Strategy and how the Council is supporting them	Nadia Ingliss Judith Simmonds Cllr Maton
	Health Visiting Contract	Members wanted to know more about the current health visiting contract particularly Health Visitors involvement in CAF's.	Cllr Ruane Jane Moore
	Improvement Board Report – 14 September 16	A standing item as agreed by Council reporting progress against the areas identified in the improvement notice.	
<b>10<sup>th</sup> Nov 16</b>	Unaccompanied Asylum Seeking Children	Members requested to be kept up to date on numbers of UASC in the city and services to support them. Cabinet Member report for the meeting on the 3 <sup>rd</sup> November.	Sonia Watson
	Youth Offending Service	An update on progress of the Youth Offending Service including the recent inspection report and subsequent action plan	Georgina Kell Cllr Ruane
	Prevent in schools	To look in more detail how the Prevent agenda is being delivered in schools	Kirston Nelson Cllr Maton
<b>8<sup>th</sup> December 16</b>	Improvement Board Report – 2 November 16	A standing item as agreed by Council reporting progress against the areas identified in the improvement notice.	John Gregg Cllr Ruane
	Travel Assistance Policy Change – Public Consultation	To consider the consultation document for changes to the policy on travel assistance	Kirston Nelson Cllr Maton Jeanette Essex/Adrian Coles
	Improving and Redesigning City Council Children's Residential Care Provision	Members of the Board will be able to comment on the proposed options as part of the consultation process.	John Gregg Cllr Ruane
<b>12<sup>th</sup> January 17</b>	LSCB Annual report	The annual report of the local safeguarding children's board	Elizabeth Edwards Cllr Ruane
	Monitoring of SCR recommendations from	The Board wanted to know how the outcomes of recommendations from SCR's are monitored and whether implemented recommendations have been effective in	Elizabeth Edwards Cllr Ruane

<b>Date</b>	<b>Title</b>	<b>Detail</b>	<b>Cabinet Member/ Lead Officer</b>
	15/16	protecting children	
	Improvement Board Report – 14 December 16	A standing item as agreed by Council reporting progress against the areas identified in the improvement notice. To include the next steps arising from the Ofsted monitoring visit.	John Gregg Cllr Ruane
<b>9<sup>th</sup> February 17</b>	Improvement Board Report – 25 January 17	A standing item as agreed by Council reporting progress against the areas identified in the improvement notice.	John Gregg Cllr Ruane
	Education Performance Report	An annual report with the headline performance data from schools, including vulnerable groups including children educated out of school and excluded pupils and asylum seeking and refugee children.	Kirston Nelson Cllr Maton
	Education Service Redesign	Members to be briefed on the changes to the Education Services agreed at Cabinet on 24 <sup>th</sup> January	Kirston Nelson Cllr Maton
<b>9<sup>th</sup> March 17</b>	Supervision of Social Care Staff – progress report	Following an item on progress on recommendations at their meeting on 13 <sup>th</sup> November, Members requested a further update on progress	Lee Pardy-McLaughlin Cllr Ruane
	Quality Assurance	Members requested an update from the new strategic lead for Quality Assurance and Performance on his priorities and plans.	Neil MacDonald Cllr Ruane
<b>6<sup>th</sup> April 17</b>	Quality Assurance and Audit Framework	To revisit the report from 9 <sup>th</sup> March on Quality Assurance to also include the quality assurance framework so Members better understand the process and information monitored.	John Gregg/ Neil MacDonald Cllr Ruane
	Health Visiting and Early Help	Following an item on the Health Visiting contract, Members agreed to a further report on how Health Visiting can complement the Family Hub model, and to consider the involvement of Health Visitors in CAF's	Sue Frossell, John Gregg Cllr Ruane
	Further Education Colleges	Members requested a report on work being done with the colleges in the city in the context of recent Ofsted reports.	Kirston Nelson Cllr Maton
<b>27<sup>th</sup> April 17</b>	One Strategic Plan for School Organisation	The Board wanted to consider the implications of the mixed market for schools, especially free schools and grammar schools. Also to include information on how the Council works with Free Schools as referred from Scruco from a suggestion by a member of the public.	Kirston Nelson Cllr Maton
	Improvement Board Report	A standing item as agreed by Council reporting progress	John Gregg

Date	Title	Detail	Cabinet Member/ Lead Officer
	(if timely)	against the areas identified in the improvement notice, to include follow up from the DfE visit	Cllr Ruane
	Commissioned Services	Members requested further information about commissioned services and how contracts are awarded and monitored, including Barnardo's.	John Gregg/Sally Giles Cllr Ruane
	Young Carers	Referred from the Corporate Parenting Board, to look at support offered to children and young people who are carers, especially those that are children in need, child protection or who come into care because of the health of their parents.	Suzanne Lawlor – Carers Strategy
	SCR – Child F (if available)	The Board will consider recommendations from a serious case review.	
	Improving Quality and Performance of Social Workers	Report on how the social care workforce is managed for quality and performance, to improve practice across all levels of the workforce, including facts and figures and any reward or sanction scheme	John Gregg/ Lee Pardy-McLaughlin Cllr Ruane
<b>Progress Reports -</b> These items will only be reported to the Board by exception. Where progress is on track reports will be circulated to the Board for information only			
	Changes to adoption agency – progress report	A regional adoption agency has been established. Members wanted a progress report and information on performance	John Gregg Cllr Ruane
	Family Drugs and Alcohol Court – progress report	Progress on the work of the FDAC	John Gregg
	MASH update - progress report 12 Jan 17	Following the meeting in January 2016, Members requested a further progress update, particularly in relation to the	

Date	Title	Detail	Cabinet Member/ Lead Officer
		recommendations made.	
	Children's Social Care Workforce Strategy – progress report 9 Feb17	Following the introduction of the Workforce Strategy at their meeting on 25 February, Members requested a further progress report	John Gregg Cllr Ruane
	<del>Early Help Strategy – reported to meeting 21 July</del>	Members requested further progress reports following their meeting on 21 <sup>st</sup> July 2016	John Gregg Cllr Ruane
	Progress on Audit Findings	<p>At their meeting on 15<sup>th</sup> September, Members requested regular updates on progress against those areas where audits suggested improvement is required.</p> <p>7. Care planning continues to cause concern, with drift and lack of contingency planning.</p> <p>8. Neglect and “start again” syndrome is highly visible on a high proportion of cases including those held in early help.</p> <p>9. Focus is on assessment, rather than on intervention, impact and outcomes.</p> <p>10. Looked after Children, have too many moves.</p> <p>11. Life Story work continues to be inconsistent.</p> <p>12. Placement sufficiency has a negative impact on the ability of the service to identify appropriate placements for those young people ready for independence.</p> <p>13. Whilst children are being seen, it is sometimes unclear about the purpose of the visit or nature of the intervention.</p> <p>14. Recording is still inconsistent</p> <p>15. Use of chronologies is not routine or properly understood.</p> <p>16. Supervision is task focused and not reflective.</p>	John Gregg Cllr Ruane
	Fostering and Adoption Annual Reports	A regular report on progress on adoption and fostering services.	

Date	Title	Detail	Cabinet Member/ Lead Officer
	CAMHS — picked up by Health and Social Care Scrutiny Board	A follow up and progress report on work done with SB5 last year, especially in terms of prescription drug use. Also a task and finish group to investigate why there significantly high number of referrals through CAMHS on the ASD pathway.	Jacqueline Barnes
<b>Next Municipal Year</b>	LSCB Interim Annual Report	Members requested to see the interim annual report of the LSCB following their consideration of the Annual Report at their meeting in January 2017	David Peplow Cllr Ruane
	Voices of Care	Update from the Look After Children’s Council – Voice of Care	Sheila Bates Cllr Ruane
	Ofsted		
	Corporate Parenting	Looking at the Council’s Corporate parenting requirements and how the Council is meeting them. To cover in the first meeting of the municipal year.	John Gregg
	Short Breaks Review	To look in more detail at the provision of short breaks for disabled children	John Gregg Cllr Ruane
	School based police panels	A report on how the police are supporting improving behaviour in schools and tackling anti-social behaviour in partnership	Kirston Nelson Cllr Maton
	Serious Case reviews	The Board will consider recommendations from serious case reviews when they are published. To also include Wisteria Lodge investigation.	Cat Parker/Hardeep Walker Cllr Ruane/Janet Mokades