



Education and Children's Services Scrutiny Board (2)

Time and Date

2.00 pm on Thursday, 27th April, 2017

Place

Committee Room 3 - Council House

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 6th April, 2017
 - b) Matters Arising
4. **One Strategic Plan for School Organisation** (Pages 7 - 14)
Report of the Director of Education, Libraries and Adult Learning
5. **Improving Quality and Performance of Social Workers** (Pages 15 - 18)
Report of the Director of Children's Services
6. **Commissioned Children's Services** (Pages 19 - 24)
Report of the Director of Children's Services
7. **Improvement Board** (Pages 25 - 26)
Briefing Note of the Scrutiny Co-ordinator
8. **Outstanding Issues** (Pages 27 - 30)
Briefing Note of the Scrutiny Co-ordinator
9. **Work Programme** (Pages 31 - 38)
Briefing Note of the Scrutiny Co-ordinator
10. **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

Martin Yardley, Deputy Chief Executive (Place), Council House Coventry

Wednesday, 19 April 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 27th 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, 6 April 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 Councillor K Maton
Deputy Cabinet Member: Councillor P Seaman

Employees (by Directorate):

A Brennan, People Directorate
S Frossell, People Directorate
G Holmes, Resources Directorate
N MacDonald, People Directorate
M Rose, Resources Directorate

Invited: M Haidar – Coventry and Warwickshire Partnership Trust
 S Stafford-Nelson - Coventry and Warwickshire Partnership
 Trust

Apologies: Councillor P Male
 Councillor E Ruane
 S Hanson and R Potter

Public Business

71. Declarations of Interests

Councillor M Lapsa declared a disclosable pecuniary interest in the matter referred to in minute 75 below headed "Further Education Colleges". He withdrew from the meeting during the consideration of this item.

72. Minutes

The minutes of the meeting held on the 9th March, 2017 were approved.

73. Health Visiting and Early Help

Further to minute 28/16 the Scrutiny Board considered a briefing note and presentation of the Deputy Chief Executive (People) which provided an update 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 (Common Assessment Framework) and the proposals regarding a new integrated Family Health and Lifestyle Service. The Board welcomed two Health Visitors to the meeting who had been invited to discuss their experiences.

The briefing note detailed collaborative work, CAF's, caseload and proposed development of the service. The presentation was an illustration of health visitors experience using case studies.

The Scrutiny Board questioned the officers present on the following:

- Reasons for the reduction in the number of CAF's held by Health Visitors
- Communicating information about changes to the services delivered in the new family hubs
- Whether there was enough health visitors to meet the demand
- Caseloads held by health visitors
- Costs
- School readiness and partnership with school nurses
- Technology
- Health promotion

The Scrutiny Board were supportive of the services provided by health visitors regardless of whether a CAF was held by a family or not.

RESOLVED that the Scrutiny Board

- 1) Note the information provided in the 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) Request that as part of the recommissioning process the health and CAF IT systems be better aligned as a matter of urgency**
- 5) Request information about the cost of support provided by health visitors be shared to demonstrate the cost of issues caused by domestic violence**
- 6) Request that further consideration be given in conjunction with Health Scrutiny Board regarding Health promotion and use of apps**
- 7) Further consideration be given in conjunction with Health Scrutiny Board regarding Health promotion and use of apps**

74. Quality Assurance and Audit Framework

Further to minute 67/16 the Scrutiny Board noted a briefing note of the Deputy Chief Executive (People) regarding progress on Quality Assurance and the Audit

Framework. Appended to the report was the quality assurance and continuous improvement framework and the audit schedule 2017.

The briefing note recognised that the outcome of audits had led to action plans that would improve the quality of practice. The briefing also noted headline data from the audits and performance indicators. Strengths and areas for development were identified in the briefing.

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

- Concerns about the reference to the early stages of development in the improvements
- The 16 areas for development
- Signs of safety training
- Early help with family group conferencing

RESOLVED that the report be noted and a further report be considered by the Board next municipal year.

75. Further Education Colleges

The Scrutiny Board considered a report of the Deputy Chief Executive (People) which provided information on the current position of Coventry's Further Education Colleges following the area review of post 16 provision.

The report noted that in advance of the area review in which merger was formally recommended, both Henley College and City College 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 was Coventry College which would be created by the dissolution of City College Coventry and merger with Henley College Coventry. It was proposed that the legal merger would take effect on 1st August 2017. A proposed merger consultation had been launched from 22nd March to 3rd May, responses to the consultation would be published on 30th May. Information on the merger was appended to the report.

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.

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.

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. The report noted that the previous Principal had retired and an interim Principal, Geoff Draper, and a new chair of governors, Michael Lynch, had been in place since the end of November 2016. The college was 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 had been strengthened and a review of the College has been undertaken by the FE Commissioner's office.

The Scrutiny Board questioned the Cabinet Member for Education and Skills and the officer on aspects of the report including

- Support from the Scrutiny Board
- Local Enterprise Partnership
- How the consultation had been shared with current and prospective pupils

The Cabinet Member for Education and Skills noted that the Skills Summit would take place in April and agreed to discuss this with the Scrutiny Board at their additional meeting.

RESOLVED that the Scrutiny Board were supportive of the merger and requested further information about how the consultation had been shared with pupils.

76. Outstanding Issues

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

RESOLVED that the officers responsible for outstanding actions be contacted.

77. Work Programme

The Scrutiny Board noted the work programme.

78. Any Other Business

There were no other items of business.

(Meeting closed at 4.00 pm)



Coventry City Council

Briefing note

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

Date: 27th April 2017

Subject: One Strategic Plan for School Organisation

1 Purpose of the Note

- 1.1 This note sets out some of the key points that the presentation to Education and Children's Services Scrutiny Board (2) will cover on 27th April 2017.

2 Recommendations

- 2.1 Education and Children's Services Scrutiny Board (2) is recommended to:
- 1) Note and consider the key points made in the presentation
 - 2) Make any recommendations or comments contributing to the development of One Strategic Plan for School Organisation.

3 Information/Background

- 3.1 Local authorities continue to have statutory responsibilities for school place planning, securing sufficient supply of schools and school admissions. School organisation issues rarely affect schools in isolation; therefore strong local authority/ school partnerships are important to understanding the impact of school organisation decisions.
- 3.2 Coventry is a growing city and projection show a significant increase in the demand for school places from 2019/20 onwards. The focus has been to work in close collaboration and partnership with schools for an approach to address this predictable growth.
- 3.3 The work with schools to build and develop the Coventry Family of Schools and Partnership approach has been a strong foundation for this work (see Appendices 1 and 2). This partnership approach has been irrespective of the status of schools (e.g. Maintained, Academy, Free, University Technical College) and has led to the development of a set of principles leading to a Memorandum of Understanding (Appendix 3). This will be a basis for the development of options for the provision of new places moving forward. The presentation will set out the approach to this.
- 3.4 In addition, the presentation will give an update on the government's approach Grammar Schools and the Coventry position regarding this.

4 List of Appendices

Appendix 1 – Primary Partnership School Improvement
Appendix 2 – Secondary Partnership School Improvement
Appendix 3 – Memorandum of Understanding

Kirston Nelson, Director – Education, Adult Education and Libraries
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Primary Partnership School Improvement — structure and organisation

Networks:

Work in collaboration to support school improvement against a common understanding of the needs of the schools within the network. Ensure that the moderation of pupils attainment is robust and supports effective assessment for learning. To challenge provision and collaborate to ensure value for money for SLAs and resources.

Network Leads in Partnership with LA:

Develop and agree the criteria for categorising schools
 Agree funding formulas for school improvement
 Develop systems for generating and reviewing network plans
 Being a central focus for establishing links across networks
 Support city wide priorities
 Evaluate the effectiveness of support being delivered to schools
 Ratify the funding of the commissioning pot



Primary Steering:

Co-design the structure and organisation of the primary school partnership
 Co-ordinate the implementation of the school improvement strategy.
 Developing partnership challenge and support
 Make decisions on behalf of all primary heads

HR and Legal: Develop a local approach and respond to the national agenda

Curriculum: Develop a local approach and respond to the national agenda

Safeguarding: Develop a local approach and respond to the national agenda

Inclusion: Develop a local approach and respond to the national agenda

Finance: Develop a local approach and respond to the national agenda

Local Authority:

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

Education Standards Board:

Holds LA officers to account
 Scrutinises support in schools and the effectiveness of challenge delivered by the strategy
 Makes clear judgements about the impact of the strategy
 Challenges proposed strategic and/or structural solutions for schools causing concern

All members of the partnership school and LA must follow the agreed protocols and maintain a clear commitment to the effective operation of all meetings.

Coventry City Primary School Partnership

Purpose:

To co-construct the strategic direction of primary educational provision across the city through:

- a focus on the national agenda;
- targeting key priorities for action;
- the engagement of all schools;
- the evaluation of impact.

Aspire too

Broad Heath
Ernesford
Grange Primary
Howes
John Gulson
Southfields
Sowe Valley
Stoke
Whitmore Park
Willenhall

Potential

Alderman's
Green
Clifford Bridge
Academy
Courthouse
Green
Grangehurst
Hearsall
Henley Green
Holbrook
Stanton Bridge
Walsgrave C of
E Academy
Whittle
Academy

Roots

Aldermoor
Farm
Cannon Park
Earlsdon
Allesley
Allesley Hall
Charter
Eastern Green
Gosford Park
Hollyfast
Limbrick Wood
Moat House
Mount Nod
Potters Green
St Christopher
Whitley Abbey
Whoberley
Wyken Croft

RC Network

Corpus Christi
Good
Shepherd
Sacred Heart
SS Peter and
Paul
St Gregory's
St John Fisher
St Patrick's
All Souls
Christ the King
Holy Family
Our Lady of the
Assumption
St Anne's
St Augustine's
St Elizabeth's
St John
Vianney
St Mary & St
Benedict's
St Osburg's
St Thomas
More

Network E

Finham Primary
Grange Farm
Hill Farm
Manor Park
Pearl Hyde
Ravensdale
Richard Lee
Seva
Stivichall

Focus

John Shelton
Joseph Cash
Keresley
Grange
Parkgate
Spon Gate
St Bartholo-
mew's
St John's CE
St Laurence CE
Stretton
Hillfields
Nursery
Radford
Sidney Stringer
Stoke Heath
Frederick Bird

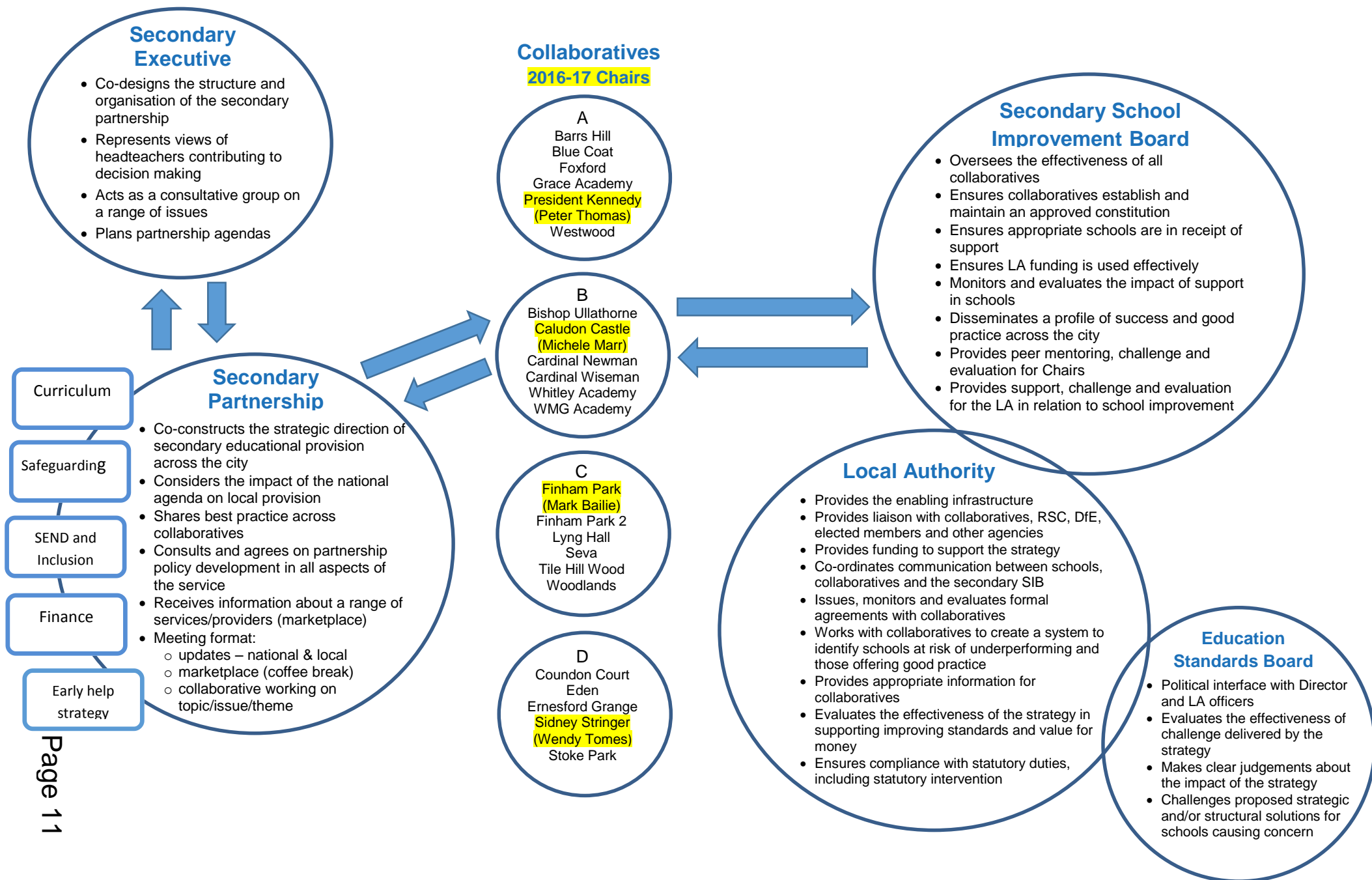
Compass

Park Hill
Templars
Leigh CE
All Saints CE
Coundon
Edgewick
Little Heath
Longford Park
Moseley
St Andrew's

Special

Tiverton
Three Spires
Sherbourne
Woodfield
Castle Wood

Secondary Partnership School Improvement – structure and organisation



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Partnership commitment between the City Council and Coventry Secondary Schools to support the development of a strategic plan for the delivery of additional school places 2018/19 to 2022/23.

Between: Coventry City Council and(insert name of School/Academy)

This partnership commitment signifies a statement of intent to collaborate and work in partnership to ensure the best possible outcomes for children and young people in Coventry and to enable the City Council to meet its statutory obligations under Section 14 of the 1996 Education Act to provide sufficient school places. The Council has identified a need to create a minimum of 14 additional forms of entry by 2022-23 (2,100 Year 7 to 11 places).

1. The council and all Coventry schools have a shared interest in ensuring all pupils have access to good quality local provision.
2. School organisation issues rarely affect schools in isolation; therefore strong LA/ school partnerships are important to understanding the impact of school organisation decisions.
3. A partnership approach is therefore required to create the strategic plan based on a set of agreed partnership principles:
 - collective moral purpose & accountability;
 - openness & transparency;
 - expansion & investment of existing schools where possible and relevant – against agreed criteria;
 - working with current partners; and
 - Never knowingly undermining another school.

These principles will underpin the way we work together and how we create the plan.

4. A basic requirement of this strategy is that it ensures the right number of school places to meet pupils needs, in the right locations, at the time they are needed. Commissioning additional school places at existing schools will therefore be assessed against the following criteria:
 - **Net Capacity.** We will wherever possible seek to expand schools in whole forms of entry;
 - **Current performance of school** – LA or OfSTED categorisation. Guidance on school organisation is clear that outcomes should lead to school improvement and increased attainment levels;
 - **The location of the school relative to the expected pupil need.** It is desirable for schools to be at the heart of the community that they serve in order to provide easy access to their facilities by children, young people and their families, and the resident community;

- **Current size of school** – maximum 10 forms of entry and minimum 7 forms of entry where possible;
- **Popularity of the school.** We will seek to commission additional places, when needed, at schools with high levels of parental preference in the locality, looking closely at first choices and those schools that are oversubscribed;
- **Physical ability of school to expand** including any site or potential planning constraints;
- **Cost of expansion.** It will be important to ensure that any proposals represent good value for money and are in keeping with available capital funds. All school buildings and estates in the City should be of the highest quality within the resources available;
- **Diversity of provision.** Coventry has a broad variety of provision, with both voluntary-aided, trust schools, in addition to a large number of academies of various types. The LA seeks to maintain or increase levels of diversity and choice for parents wherever possible. In considering school planning, the aim will be to maintain the balance of denominational provision, unless parental preferences via the admissions process provide evidence that change is required. In considering places at voluntary aided schools the LA has a strong relationship with the appropriate Diocesan and Church Authorities, and we regard this partnership working as implicit to good planning;
- **SEN/ Inclusion.** Wherever possible any school changes should seek to promote greater inclusion for those pupils having SEN and/or disabilities, by providing specialist provision within /linked to mainstream schools or academies. The benefits of this approach are that it; maximises the opportunity for children and young people to be included within their local community, minimises journey times to and from school and makes the optimal use of the revenue funding available to support such individuals or groups.
- **Governing Body/ Trustees support.** Proposals will normally require careful negotiation with schools and their governors to align aspirations for development. Where proposals are subject to statutory notice processes we will ensure that all prescribed consultees have the opportunity to have their say before any decisions are taken by the LA.

5. It is therefore intended to develop through this agreement, a spirit of co-operation between the Council, governing bodies and school leadership teams that will help all parties to achieve a fair and open way forward to meet the education needs of local families and their children.

Signed: on behalf of Coventry City Council

Date:

Signed:on behalf ofSchool/Academy

Date.....



Coventry City Council

Briefing note

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

Date: 27 April 2017

Subject: **Improving the Quality and Performance of Social Workers**

1 Purpose of the Note

1.1 This note outlines the support, high expectation and challenge to Front Line Social Workers who provide direct intervention and services to children, young people, their families and carers. Coventry's Children's Services Social Workers provide early help and protection for children who are in need, or Children Looked After, Children placed for adoption and Young People who are preparing to leave care. Social Workers within the fostering service provide direct assessment and family placement services to foster carers.

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) Receive a further progress report in October 2017

3 Background/Information

3.1 Recruitment Strategy

Over the last 12 months the relentless focus on Social Work recruitment activity through direct advertising campaigns such as "**We are with You**" and related Social Media activity has led to substantial permanent appointments.

3.2 Coventry is now viewed as a forward thinking and progressive employer for Children and Families Social Workers in the West Midlands Region. This is evidenced in the recent national Compass recruitment jobs fair, where Coventry was successful in shortlisting 60 practitioners who have expressed an interest in applying for current vacancies.

3.3 Central to the recruitment strategy has been the need to ensure that our selection and interview process has been strengthened to ensure that Coventry attracts talented and competent social workers.

3.4 HR services undertook a review of the impact of the recruitment process in 2016, at the request of the Director for Children's Services. The review concluded that a move to an assessment centre model would provide a more systematic approach to selection through the use of different assessment approaches, rather than just solely relying on an interview. Plans are in place for the launch of an assessment centre model in June 2017.

3.5 Social Work Pathway

Children's services has launched the Aspiring to Social Work Pathway - this is a programme aimed at providing opportunities for non-social work qualified staff to apply for Social Work training with the Open University. Recruitment to this programme has commenced, up to 8 places will be offered.

3.6 Furthermore, the council is also a member of the West Midlands Step up to Social Work programme. This provides a fast-track post graduate pathway to qualifying as a Children and Families Social Worker, and this scheme is funded by the Department for Education. Recruitment to this programme has commenced with Coventry receiving 6 fully-funded places.

3.7 Social Work Academy

Children's Services will be launching the Social Work Academy in September 2017. This will have a relentless focus on the retention of social workers through support and targeted continuous professional development pathways. The academy will include a student unit which will take up to 20 social work students a year on practice placements from both Coventry and Warwick University, Newly Qualified Social Worker (NQSW) programme, and Experienced Social Worker/Senior/Advanced Practitioner progression scheme.

3.8 Social Work Teaching Partnership

Teaching Partnerships are a government initiative aimed at driving improvement in Social Work education through a greater emphasis on closer employer and university partnership working. Coventry is a member of the West Midlands Social Work Teaching Partnership with 9 other regional Local Authorities and Birmingham University.

3.9 Social Work Accreditation

The Department for Education and the Chief Social Worker for Children and Families will be launching the Approved Children and Families Social Worker Programme. This programme will require qualified Social Workers to meet a level of competency and capability in order to continue to practice as approved children and families' social workers. It is anticipated that all social workers in statutory settings will need to be approved by 2020.

3.10 Coventry is well placed to meet the requirements of this programme, briefings have been held for social workers and their managers. The DfE are due to publish their final recommendations on this scheme in June 2017.

3.11 Performance of Social Workers

The Director of Children's Services and the Senior Leadership team have revised the quality assurance and audit framework. This will be implemented in April 2017.

3.12 This framework will promote continuous improvement in the quality and consistency of Social Work practice and drive a more outcome-focussed approach for children and young people. An essential element of the revised framework is ensuring that the learning from audit and quality assurance activity is shared with social workers and their managers to promote learning, reflection and practice improvement.

3.13 Supervision

The revised Supervision Framework will continue to promote professional learning, support and management oversight, and decision making with children and young people and their families. Frequency of Supervision is monitored through the Performance Dashboard and is reported on a monthly basis.

3.14 Performance Management Review and Appraisal

Children's Services Leadership team will ensure that all Social Workers and Practitioners have the opportunity to receive a performance management review, this appraisal will promote the council's core and additional behaviour framework. Where poor performance is identified a clear action plan will be implemented which will address the issues.

4 Management of Poor Performance

4.1 The Capability Procedure is central to ensuring that poor performance is identified early and that appropriate support and supervision is offered by managers to ensure staff have the opportunity to address the issues that have been raised.

4.2 Over the last 12 months, HR records indicate there were 4 cases in Children's Services of the formal capability procedure being used, 2 of the cases were resolved through an improvement in performance, and the remaining cases were resolved through dismissal and resignation.

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Coventry City Council

Briefing note

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

Date: 27 April 2017

Subject: Commissioned Services for Children and Young People

1 Purpose

- 1.1 This paper provides an overview of why Children's Services commissions services from external providers, how it commissions and procures these services, and the steps it undertakes to ensure that commissioned services deliver good quality, cost effective provision for children, young people and their families.

2 Recommendation

- 2.1 The Education and Children's Services Scrutiny Board (2) is recommended to:
- 1) Note the content of the report and,
 - 2) Forward any recommendations to the relevant cabinet member.

3 Overview of Commissioned Services

- 3.1 Children's Services has a number of contracts in place with individual external providers, ranging from just under £10,000 (for provision of monthly Regulation 44 visits¹ to The Grange and Gravel Hill), up to £2,000,000 per annum (for provision of children's residential homes under a block contract).
- 3.2 The highest annual contract values are in respect of children's placements, which cover fostering, residential and supported accommodation placements for looked after children and care leavers. All Council contracts over £5,000 are listed on a contracts register, which is published quarterly on the Council's website.
- 3.3 Children's Services commissions services from third parties for a number of different reasons. This can be due to a lack of in-house capacity or expertise, because services delivered by external providers are more cost effective, because having a mixed economy enables the Council to manage risk and demand more effectively, or because services are more appropriately delivered by third parties.
- 3.4 Although the Council has a strategy in place to recruit in-house foster carer, fostering placements are sourced from Independent Fostering Agencies because the Council currently does not have enough in-house foster carers to meet demand. The Children's Advocacy and Independent Visitors Service is delivered by an external provider because this offers reassurance that advocates can challenge the Council

¹ Regulation 44 of The Children's Homes (England) Act 2015 requires that all homes are visited by an independent visitor each month and a report submitted to Ofsted and placing local authorities on the safety and well-being of the children in the home.

on children's behalf without fear or favour. Residential placements are currently delivered via a mixed economy of in-house and external provision, as this helps mitigate the risks to the Council of managing high profile, complex and costly residential services.

4 Commissioning and Procurement Processes

- 4.1 The entire commissioning process from start to finish is described as a 'commissioning cycle' (although in reality it is more of a continuous process). This involves analysing and mapping needs, planning service provision, building capacity and developing the market, procuring goods and services, and monitoring contracts.
- 4.2 A commissioning process does not necessarily result in a service being outsourced. If a decision is made that the Council should 'buy' rather than 'make' the service, then a procurement process is undertaken. This is subject to procurement legislation and a range of procurement approaches are available, but in general terms, providers are invited to tender against specifications, and their tenders are evaluated by a panel. Contracts are awarded for specific periods of time, with the option to extend for a further period. Typically, contracts are for two, three or four years, with the option to extend for one or two further years.
- 4.3 Decisions to go out to tender are scrutinised first by Category Panels for People and Place, chaired by senior managers, and then by Procurement Board, which is chaired by the Director of Finance and Corporate Services. Decisions regarding services worth in excess of £1m per annum, or which affect more than one ward, are made by Cabinet.
- 4.4 The most common types of contracts are block, framework and spot purchase.
- 4.5 A block contract guarantees a given volume of business to a service provider, usually over a set period of time, and in advance of the service being delivered. Block contracts are usually larger, and provide a guarantee of income, providing the service provider with an economy of scale and therefore allowing the contracting authority to obtain a more competitive price.
- 4.6 A framework agreement operates in a similar way to an approved provider list. Once the framework is agreed, it usually operates as a closed system for four years, and does not allow new entrants. Being listed on a framework does not guarantee a provider any level of business. When a local authority wants to procure services, they approach suppliers listed on the agreement. They will either go directly to one provider or hold a mini-competition to determine the most suitable provider.
- 4.7 Framework agreements are typically used where a local authority knows that it is likely to have a particular need for products or services, but is unsure of what exactly it will need, or when exactly it will need it. Framework agreements can be used by more than one authority, for example, the West Midlands frameworks for residential and fostering placements.
- 4.8 Spot purchasing (or spot contracting) happens when a service is purchased by or on behalf of an individual. Services are purchased as and when they are needed, and are purchased on an individual basis for a single user. The Council spot purchases services when the existing framework or block contracts cannot meet demand, or when a very specialist service is required, for example a specialist placement, and this is not available via framework or block contracts.

5 Contract Monitoring and Quality Assurance

5.1 Children's Commissioning has a quality assurance (QA) framework in place for fostering, residential and supported accommodation provision, which ensures that there is a high level of oversight of the quality of children's placements. It stipulates the following contract monitoring and quality assurance activities:

- **Residential:** quarterly monitoring visits to all children's homes in the city; six weekly contract monitoring meetings with the key residential provider; regular cluster visits to out of city provision (visiting residential and supported accommodation provision in a particular area); clear process in place overseen by Director of Children's Services for responding when provision judged 'inadequate' by Ofsted; monthly oversight and scrutiny of 'inadequate' and 'requires improvement' providers by Corporate Parenting Board; providers complete annual self-assessments; commissioners scrutinise monthly Regulation 44 reports provided by independent visitors to children's homes; response to complaints and queries on a case by case basis.
- **Fostering:** quarterly contract monitoring visits with five main Independent Fostering Agencies, focussing on placement breakdown, outcomes, any contractual issues and market gaps; Ofsted ratings are monitored and action plans obtained and monitored when providers are judged 'inadequate' or 'requires improvement'; complaints and issues are addressed on a case by case basis; quarterly feedback is obtained from social workers and Independent Reviewing Officers on top five providers.
- **Supported Accommodation:** quarterly contract monitoring meetings; regular programme of visits to providers; quarterly monitoring returns from providers focussing on occupancy, safeguarding issues, interagency work and feedback from stakeholders and residents; response to complaints or issues on case by case basis; monthly Supported Accommodation Resources Panel, where providers can raise issues around individuals e.g. risk of eviction or non-engagement and multi-agency support packages put in place.

5.2 Other contracts are generally monitored on a quarterly basis, unless the contract is assessed to be low risk (from the perspective of quality or annual contract value), in which case monitoring may be every six months. This is to allow contract monitoring resource to be deployed on contract areas which pose the greatest risk to the Council.

5.3 The Children's Commissioning QA framework feeds into the overarching QA framework for Children's Services. Fostering and residential provision is subject to regulation and is inspected on a regular basis by Ofsted. The Corporate Parenting Board scrutinises any provision that receives an Ofsted judgement of 'inadequate' or 'requires improvement'.

6 Impact of Contract Monitoring and Quality Assurance

6.1 The examples below show how contract monitoring has made a difference to commissioned services:

- **Advocacy and Independent Visitor Service:** A review of the service in January 2016 identified concerns about the length of time it was taking to match some children to a volunteer independent visitor. Monitoring data

showed that at the end of December 2015, 46 Coventry children were receiving a service, but 7 were waiting to be matched to an independent visitor (and a number of these had waited for up to 9 months). Delays were largely due to an overall increase in referrals (including an increase in the numbers of younger children, which has put pressure on capacity as they stay longer in the service), and also a number of referrals for children out of city, where volunteers needed to be recruited and trained in that locality. Consequently, the commissioned service has developed and revised its recruitment and training processes to reduce recruitment timescales, and this had led to an increase in the number of available volunteers. In September 2016, there were 76 volunteer independent visitors across Coventry and Warwickshire, which is an increase of 8 since January 2016. Recent contract monitoring data has revealed that the waiting times have reduced, but there are still a small number of children who are not matched within 3 months. This is an area of on-going review between commissioners and the provider.

- **Supported accommodation:** in response to concerns raised by Route 21 about the quality of properties and support to young people, a contract monitoring visit to an out of city provider was undertaken, during which staff and care leaver files were audited. The files did not contain the appropriate paperwork and therefore there was no evidence that the provider was meeting its contractual obligations. Commissioners identified a lack of communication between managers and staff, and between staff and social workers. An immediate placement stop was issued, outstanding referrals were withdrawn and young people in placement were reviewed. The placement stop was communicated to all West Midlands authorities, the provider was given a detailed report on the Council's concerns and asked to investigate and respond with an improvement plan. A number of young people are being moved into alternative placements as a result of this.
- **Supported accommodation:** in 2016, contract monitoring identified that a provider's record keeping was inconsistent in respect of both staff and young people files, although this was not impacting on outcomes for young people. The provider was requested to put an improvement plan in place and as a result, their record-keeping has improved. This is a small provider, which has consistently responded well to feedback from commissioners and as a result has developed additional provision in the city to meet young people's needs.
- **Residential:** In December 2016, scrutiny of Regulation 44 reports identified that an out of city residential home had not had a registered manager in place since October 2016. The young person in placement had been settled for some time, but his missing episodes had recently increased. A monitoring visit was therefore undertaken in January 2017; this identified that an acting manager was due to start that week, but also identified some issues with the standard of decoration within the home which are now being addressed. The acting manager has since been

made a permanent manager and the young person continues to do well in placement.

7 Future Developments

- 7.1 A contract management framework designed to provide focus and direction for contract management activities across the whole Council is under development. The framework is based on the National Audit Office 'Good Practice Contract Management Framework' and is tailored to meet Coventry's specific needs. The focus of the Contract Management Framework is on the activities undertaken as part of the operational phase of the contract i.e. after the contract has been awarded and once the service is up and running. The document clarifies the respective roles and responsibilities of procurement and commissioning staff, which will avoid duplication of effort, or action not been taken due to lack of clarity of where the responsibility lies.

Author: Sally Giles, Head of Children's Strategy and Commissioning
Directorate: People
Date: 12 April 2017

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Coventry City Council

Briefing note

To: Education and Children's Service Scrutiny Board
Date: 27th April 2017

Subject: Improvement Board 19th April 2017

1 Purpose of the Note

- 1.1 To inform Members of the Education and Children's Service Scrutiny Board that the Improvement Board report will be circulated as a supplementary report due to the meetings timing.

2 Recommendations

- 2.1 The Education and Children's Services Scrutiny Board are recommended to consider the content of the Improvement Board 19th April 2017 briefing note when it is circulated as additional information.

3 Information/Background

- 3.1 The latest Improvement Board meeting takes place on 19th April 2017. This is the legal deadline for publication of reports for the Scrutiny Board meeting taking place on the 27th April. Therefore, to ensure that Members are able to consider the most recent position, the briefing note will be published separately.
- 3.2 As the meeting on the 27th April 2017 is the final meeting of the Municipal Year, the Chair requested that the report be taken late, rather than postponed to next Municipal Year.

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Coventry City Council

Briefing note

To: Education and Children's Scrutiny Board

Date: 6th April 2017

Subject: Outstanding Issues Report

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.

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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		I	Members receive data about individual secondary school results in Coventry – report of the Standards Board	
6th April 2017	Health Visiting and Early Help	Cllr Caan/Cllr Ruane	R	That as part of the recommissioning process the health and CAF IT systems be better aligned as a matter of urgency	Briefing note sent to Cabinet Members 19/4/17

6th April 2017	Health Visiting and Early Help		I	Information about the cost of support provided by health visitors be shared to demonstrate the cost of issues caused by domestic violence	
6th April 2017	Health Visiting and Early Help		A	Further consideration be given in conjunction with Health Scrutiny Board regarding Health promotion and use of apps	For consideration next Municipal year.
6th April 2017	Further Education Colleges		A	Report back on how the students were consulted on the merger of City College and Henley College	

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Education and Children's Services (2)

Scrutiny Work Programme 2016/17

Please see page 3 onwards for more details of reports

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

Commissioned Services
Improving Quality and Performance of Social Workers
Work programme review

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

Family Drugs and Alcohol Court – progress report
MASH update - progress report 12 Jan 17
Children’s Social Care Workforce Strategy – progress report 9 Feb17
Progress on Audit Findings
Fostering and Adoption Annual Reports

Next Municipal Year

LSCB Interim Annual Report – first meeting
Voices of Care
Ofsted
Corporate Parenting – first meeting
Short Breaks Review
School based police panels
Serious Case reviews
Improvement Board Report (if timely)
Young Carers – first meeting
SCR – Child F (if available)
Seva School

Date	Title	Detail	Cabinet Member/ Lead Officer
16th June 16	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
21st July 16	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
15th September 16	'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
13th October 16	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,

Date	Title	Detail	Cabinet Member/ Lead Officer
	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.	
10th Nov 16	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 rd 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
8th December 16	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
12th January 17	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

Date	Title	Detail	Cabinet Member/ Lead Officer
	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
9th February 17	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 th January	Kirston Nelson Cllr Maton
9th March 17	Supervision of Social Care Staff – progress report	Following an item on progress on recommendations at their meeting on 13 th 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
6th April 17	Quality Assurance and Audit Framework	To revisit the report from 9 th 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
27th April 17	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
	Commissioned Services	Members requested further information about commissioned	John Gregg/Sally Giles

Date	Title	Detail	Cabinet Member/ Lead Officer
		services and how contracts are awarded and monitored, including Barnardo's.	Cllr Ruane
	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
	Work programme review	An opportunity to review the year and look forward to next year	Gennie Holmes Cllr M Mutton
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	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 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
	Early Help Strategy – reported to meeting 21 July	Members requested further progress reports following their meeting on 21 st July 2016	John Gregg Cllr Ruane

Date	Title	Detail	Cabinet Member/ Lead Officer
	Progress on Audit Findings	<p>At their meeting on 15th 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.	
	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
Next Municipal Year	LSCB Interim Annual Report – first meeting	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

Date	Title	Detail	Cabinet Member/ Lead Officer
	Voices of Care	Update from the Look After Children's Council – Voice of Care	Sheila Bates Cllr Ruane
	Ofsted		
	Corporate Parenting – first meeting	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
	Improvement Board Report (if timely)	A standing item as agreed by Council reporting progress against the areas identified in the improvement notice, to include follow up from the DfE visit	John Gregg Cllr Ruane
	Young Carers – first meeting	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 Cllr Ruane Cllr Abbott
	SCR – Child F (if available)	The Board will consider recommendations from a serious case review.	Cllr Ruane David Peplow
	Seva School	Following an “inadequate” Ofsted report, Members requested a progress report on any areas of improvement required by Ofsted and the DfE	Kirston Nelson Cllr Maton