



Education and Children's Services Scrutiny Board (2)

Time and Date

2.00 pm on Thursday, 14th September, 2017

Place

Committee Room 3 - Council House

Public Business

1. **Apologies and Substitutions**
2. **Declarations of Interests**
3. **Minutes** (Pages 3 - 8)
 - a) To agree the minutes of the meeting held on 13th July, 2017
 - b) Matters Arising
4. **Coventry Local Safeguarding Children Board (LSCB) Interim Annual Report - September 2016- March 2017** (Pages 9 - 64)

Report of the Local Safeguarding Children's Board
5. **Children's Services Redesign** (Pages 65 - 98)

Briefing Note of the Deputy Chief Executive (People)
6. **Outstanding Issues** (Pages 99 - 100)

Briefing Note of the Scrutiny Co-ordinator
7. **Work Programme** (Pages 101 - 104)

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

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

Private Business

Nil

Martin Yardley, Executive Director, Place, Council House Coventry

Wednesday, 6 September 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 14th September, 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 S Bains, J Clifford (By Invitation), S Hanson (Co-opted Member), K Jones (Co-opted Member), B Kaur (By Invitation), D Kershaw, J Lepoidevin, A Lucas, P Male, K Maton (By Invitation), C Miks, K Mulhall, M Mutton (Chair), R Potter (Co-opted Member), E Ruane (By Invitation) and P Seaman

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 10.00 am on Thursday, 13 July 2017

Present:

Members: Councillor M Mutton (Chair)
Councillor S Bains
Councillor D Kershaw
Councillor A Lucas
Councillor C Miks
Councillor K Mulhall
Councillor P Seaman

Co-Opted Members: Mrs S Hanson

Cabinet Members: Councillor J Clifford
Councillor B Kaur
Councillor E Ruane

Employees (by Directorate):

V Castree, Resources Directorate
R MacKenzie-Wilson, People Directorate
M Rose, Resources Directorate
P Smith, People Directorate

By Invitation: P Collard – Carers Trust
M Graham – Carers Trust

Apologies: Councillor J Lepoidevin and P Male
K Jones and R Potter

Public Business

5. Declarations of Interests

There were no Disclosable Pecuniary Interests.

6. Minutes

The minutes of the meeting held on 29th June, 2017 were approved.

7. Support to Young Carers

The Scrutiny Board considered a briefing note of the Director of Children's Services regarding young carers in the City as there had been concern about children becoming looked after as a consequence of having carer responsibilities at home.

The briefing note recognised young carers as children and young people under 25 who provide regular and on-going care and emotional support to a family member

or friend who is physically or mentally ill, disabled, frail or has a behavioural disorder or misuses substances. This could be a parent or sibling.

Young carers may take on practical or emotional caring tasks that an adult would normally do. Instead of seeing friends, enjoying hobbies and doing homework, children as young as 10 are cooking, cleaning, managing medication, shopping, looking after brothers and sisters.

The impact for a young carer can be significant, regardless of the type of care they provide or how often they provide it. It can take a toll on their physical and mental wellbeing as well as impact on their own development and opportunities.

Young carers do not always identify themselves as a carer because they see it as part of their everyday life and something they have always done. Often young carers may be reluctant to tell anyone about their caring responsibilities for a variety of reasons including family loyalty, stigma, bullying or simply knowing where to go for support. There is broad recognition that young carers who support parents with mental ill-health or problems with drugs or alcohol were particularly at risk of remaining hidden from view because of concerns about being taken into care, or at least a belief that this is the case.

The report detailed the National Context which included legislation and government plans to support carers. The report also gave information about Coventry's Support to Young Carers which included the internal targeted service for young carers who were 'children in need or above' and also the close partnership working with Carers Trust Heart of England, a local voluntary organisation who work with all young carers regardless of level of need.

The Board were reassured that young carers were not being taken into the care of the Local Authority because of their carer responsibilities.

The Board welcomed representatives from the Carers Trust to the meeting and were interested to hear about support for young carers.

The Board discussed the following with officers and representatives from the Carers Trust:

- Hidden numbers of young carers in Coventry
- That some young carers choose to remain hidden for fear that a consequence of disclosure could be the involvement of Social Services and the young person being taken into care. The Board were reassured that there were currently no children in care as a result of being a young carer
- Working with schools and health partners to encourage the disclosure of hidden young carers to enable support to be provided
- Resources and funding – some of the funding currently accessed by the Carers Trust was coming to an end and the possible impact of that
- Partnership working, including looking at models of delivery in neighbouring authorities
- Statutory responsibility

The Scrutiny Board thanked the Carers Trust for their contribution to the meeting and support to young carers in the City.

RESOLVED that

- 1) The Scrutiny Board note the report**
- 2) The Scrutiny Board make the following recommendations to the Cabinet Member for Children and Young People and Cabinet Member for Education and Skills**
 - a. Make the streamlining of services to young carers a priority with a view to working alongside the Carers Trust to providing a “one stop shop” for the young carers needing support**
 - b. Consider further the identification of young carers, working with partners including schools and health agencies and the promotion of available support to young carers as well as the management of resources to ensure adequate support for all young carers in Coventry**
- 3) The key messages about ways people can help, such as communicating the support and identification available, be circulated.**
- 4) A Young Carer report back to the Scrutiny Board in 6 months**

8. Improvement Board

Further to Minute 3/17 the Scrutiny Board considered a briefing note of the Deputy Chief Executive (People) which informed the Board of progress with the Children’s Services Improvement Plan reported to the Children’s Services Improvement Board on 14th June, 2017. The report was based on data from April, 2017 and the next Improvement Board would be on 18th October, 2017.

The Ofsted re-inspection of Children’s Services in March, 2017 judged overall services in Coventry as “requires improvement to be good”. Services for Children were no longer inadequate, which was a key point in the improvement journey and demonstrated the improvements made over the last few years. The service was no longer subject to an improvement notice and the Department for Education removed the intervention on 13th June, 2017 when the Ofsted inspection was published, however support would continue to be provided for the next 12 months.

The report highlighted nine recommendations and areas for further development, in response to this a Children’s Services Improvement Plan had been developed. The plan included the actions to deliver the recommendations and areas for development for children who need help and protection; children looked after and achieving permanence; leadership, management and governance. New performance measures had been developed to demonstrate improvement and impact and would be included in the monthly performance report.

The report identified a number of issues for partners including the application of thresholds and the appetite for risk across the strategic safeguarding partnership. The Improvement Board would work to strengthen and provide assurance and governance role of partners and the Local Safeguarding Children’s Board (LSCB). The LSCB would report on progress made in respect of the required areas of improvement that relate to partners.

The final Improvement Plan would be submitted to Ofsted and the DfE by 20 September 2017. The report and revised Improvement Plan would be shared with staff and partners and progress against the plan reported to Education and Children's Services Scrutiny Board at quarterly intervals.

At the meeting on the 14th June, 2017 the Improvement Board was reviewed and Board Members agreed to continue to operate a Children's Services Improvement Board to meet every 12 weeks as oppose to 6 weeks and the Shadow Board and Implementation Group would also be every 12 weeks.

The briefing note also provided information about the following:

- Re-design of Children's Services
- Quality Assurance and Practice
- More detail requested by the Board regarding return home interviews, children placed with foster carers and in residential care and newly appointed social worker retention
- Performance overview
- Communication

The Scrutiny Board discussed the redesign of Children's Services and return home interview concerns with officers and the Cabinet Member for Children and Young People.

RESOLVED that

- 1) The Scrutiny Board request that redesign of children's services be considered at their meeting in September, 2017.**
- 2) The redesign of children's services consultation document be sent to Members of the Board including co-opted members.**
- 3) The Chair of the Board and the Cabinet Member for Children and Young People and Deputy Chair to meet with the Deputy Chief Executive for People and the Director of Children's Services to discuss the redesign before it is considered by the Board in September.**

9. Work Programme

The Board discussed the Work Programme and members were interested in the following:

- progress on the Retention of Social Workers Task and Finish group,
- private fostering
- special and alternative education provision including home schooling
- challenging issues in Secondary Schools including Stoke Park Support and progress on the Tile Hill Wood and Woodlands Merge
- political management of schools receiving inadequate ratings from Ofsted

RESOLVED that

- 1) The following be considered further by the Board**
 - **the task and finish group**
 - **private fostering**
 - **special and alternative provision including home schooling**

- 2) **Further consideration be given to an item on challenging issues in secondary schools including**
 - **Stoke Park support**
 - **Progress Tile Hill and Woodlands merge**

- 3) **Further consideration be given about whether any school which receives an inadequate rating from Ofsted should have their action plan automatically considered at the Education Scrutiny Board**

10. **Any Other Business**

There were no other items of business.

(Meeting closed at 12.00 pm)

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Coventry City Council

Briefing note

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

Date 17th August 2017

Subject: Coventry Local Safeguarding Board Interim Annual Report

1 Purpose

To present the Local Safeguarding Board (LSCB) Annual Report 2015/16 to the Education and Children's Services Scrutiny Board. A full copy of the report is attached as an appendix.

2 Recommendations

The Scrutiny Board are asked to note the attached annual report, the progress made and the areas for future development.

3 Information/Background

The LSCB Annual Report covers the period from September 2016 to March 2017. It summarises progress over the last six months and sets out a new direction for the Board for 2017/18. This brings us back in line with the reporting guidelines as set out in Working Together 2015. The report outlines the achievements and challenges of the LSCB and assesses progress on outcomes for children and young people. It evaluates the impact of Coventry's services on outcomes for children and shows how the work of the Board has contributed to improving outcomes.

The report will also be presented to the Health and Wellbeing Board on the 16th October 2017.

Report Author(s):

Name and Job Title: Eira Hale, Safeguarding Boards Business Manager

Directorate: People

Telephone and E-mail Contact: 024767831477, eira.hale@coventry.gov.uk

Enquiries should be directed to the above person.

Appendices

LSCB Annual Report

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Foreword

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I am pleased to introduce the Coventry Safeguarding Children Board (CSCB) interim report for September 2016 to March 2017.

The CSCB is required to publish an annual report on the effectiveness of safeguarding in our area including an assessment of local safeguarding arrangements, achievements made and the challenges that remain.

When I took over as Chair on 1 August 2016, I decided to change the period the annual report was dealing with, bringing it in line with a range of other business processes including the financial year. That is the reason why this report covers half a year. Future reports will be for a whole year April to March.

During this period, building on the work done by the previous chair, the Board has grown in the way agencies are able to challenge each other and hold others to account, both at full board and at the sub-group meetings.

Our approach was examined when we invited the Local Government Association to conduct a “diagnostic”, a type of peer review. They confirmed that we are moving with high ambition in the right direction. This was a very pleasing outcome that recognised the progress and hard work of the Board.

The changing and reducing financial landscape continues to be challenging for all agencies and so being able to have frank and strong discussions is vital in keeping our safeguarding system as strong as possible.

Progress against our priorities has been variable. Whilst the multi-agency response to child sexual exploitation is a real strength, the work to protect

children and young people from the effects of domestic abuse has made less progress. You will see the detail in the report along with a lot of rich and detailed data.

Whilst any lack of progress against priority areas is disappointing, we should not shy away from trying to understand and tackle difficult issues. Child protection and safeguarding in the multi-agency world is complex and so quick fixes are not always available. If we only took easy issues as our priorities we would not really be driving whole system change and service improvement which will lead to better outcomes for the children and young people of Coventry.

From April 2017, outside of the scope of this report, we adjusted our priorities and these will be reported on next time.

I thank the members of the CSCB for their professionalism, challenge and rigour and the business team for all their work during the last six months.

I must conclude by thanking the frontline practitioners for their dedicated work in safeguarding our children and young people.



David Peplow
Independent Chair

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Introduction



Introduction

This report outlines the achievements and challenges of Coventry LSCB from September 2016 to March 2017. It evaluates the impact of Coventry's services on outcomes for children and shows how the work of the Board has contributed to improving outcomes. It details the Board's progress in implementing its current priorities.

The objectives of an LSCB are clearly set out within Section 14 of the Children Act 2004:

- a) To co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and
- b) To ensure the effectiveness of what is done by each such person or body for those purposes.

In order to fulfil its statutory functions under Regulation 5 of the Local Safeguarding Children Boards Regulations 2006 as a minimum an LSCB should:

- assess the effectiveness of the help being provided to children and families, including early help;
 - assess whether LSCB partners are fulfilling their statutory obligations;
 - quality assure practice, including through joint audits of case files involving practitioners and identifying lessons to be learned; and
- monitor and evaluate the effectiveness of training, including multi-agency training, to safeguard and promote the welfare of children.

LSCBs do not commission or deliver direct frontline services, though they may provide training. While LSCBs do not have the power to direct other organisations and Board partners retain their own lines of accountability for safeguarding, safeguarding boards do have a role in making clear where improvement is needed.

This annual report provides an assessment of the performance and effectiveness of local services in improving outcomes for children. It details how Coventry LSCB has helped to create better outcomes for children through improving multi-agency processes and co-ordination, assessing the effectiveness of what is being done by agencies and feeding back to them, quality assuring practice and disseminating good practice, developing and providing multi-agency training and ensuring that agencies are fulfilling their statutory responsibilities. The Board challenges partners but also supports them to improve. It listens to the voices of children and directs its work accordingly.



Local background and context



Local background and context



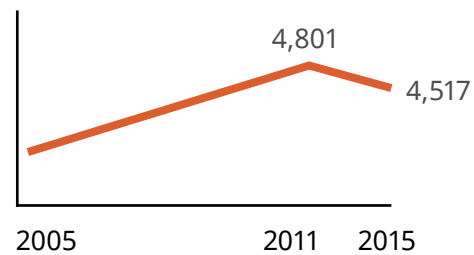
Coventry Children's Services and LSCB were inspected by Ofsted in January 2014 and judged to be inadequate. Since that time an Improvement Board has been established and the Department of Education has monitored progress. A new independent Chair of the LSCB took up post in September 2014 and completed her two year tenure in August 2016. She reported regularly to the Secretary of State and the Improvement Board on progress. Agencies working together to safeguard children in Coventry are working in a challenging context. There is a growing population, a diverse ethnic mix and higher than average levels of poverty.

Coventry population¹

75,100 children and young people in Coventry aged 0-17
22% of population
13,900 under 3



Coventry births



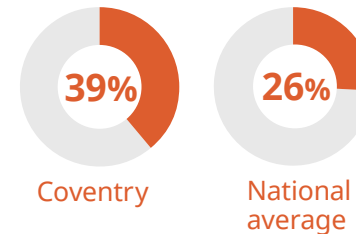
Migration

Net international **3,100** in 2005 to **6,600** in 2015.

If current population growth trends continue, then by **2026** the total population of Coventry will rise by **15%** with the total number of children projected to rise faster than the adult population.²

Minority ethnic groups³

% of children from minority ethnic backgrounds

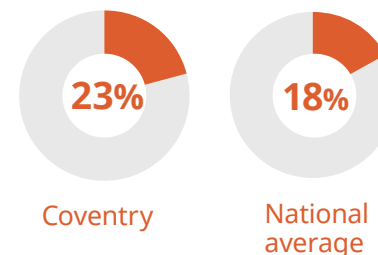


80 languages spoken
 In **8.7%** of households no one speaks English as their main language⁴

Deprivation

18.5% of Coventry residents live in neighbourhoods that are among the most deprived 10% of neighbourhoods in England⁵

Children living in relative poverty



17,100 children living in Coventry from households that have an annual income **less than 60%** of the national average.⁶

Lone parents

Coventry also has a higher than average percentage of children living in lone parent households.

Free School Meals

The 2013 School Census indicates that there are higher than average numbers of children in primary schools who are known to be eligible for and are claiming free school meals.

Sources

1. 2015 mid-year population estimates, Office for National Statistics
2. 2014 Sub National Population Projections, Office for National Statistics
3. Mid 2011 Census based population estimates, Office for National Statistics
4. 2011 Census, Office for National Statistics
5. Index of Multiple Deprivation 2015, Department for Communities and Local Government
6. Children in low-income households, Department of Energy and Climate Change



Outcomes for Coventry children



Outcomes for Coventry children

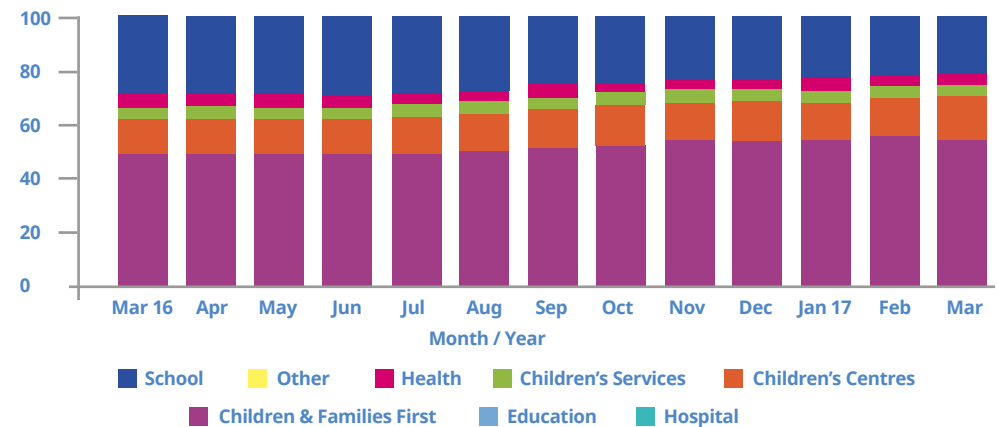
Summary

Outcomes for children in Coventry have continued to improve over the last six months. The good news is that more children are getting help and support earlier, but more needs to be done to ensure that all children get assessed and helped quickly. This is particularly the case for children in need, for whom planning needs to be timelier and more focused on outcomes. The Board has worked to improve the guidance available to partners to improve the quality of referrals and the application of thresholds but there remains some significant difficulty for partners applying these in practice. In terms of Early Help for children and families there is more that could be done to engage a wider range of partners in leading support for families and in understanding the long term impact of interventions. With impetus from the Board, services have worked hard to continuously improve their joint working across all areas and so improve outcomes for children. This section provides more detail of the progress being made.

Early Help

The number of families being supported through the common assessment framework (CAF) continues to rise, in 2016/17 2455 CAFs were completed. Over the year the percentage of early help work shown to be led by partners other than children's social care has decreased. More work is required to understand and overcome the barriers and challenges faced by partners to leading CAF work with families.

Figure 1: Open CAFs by lead agency



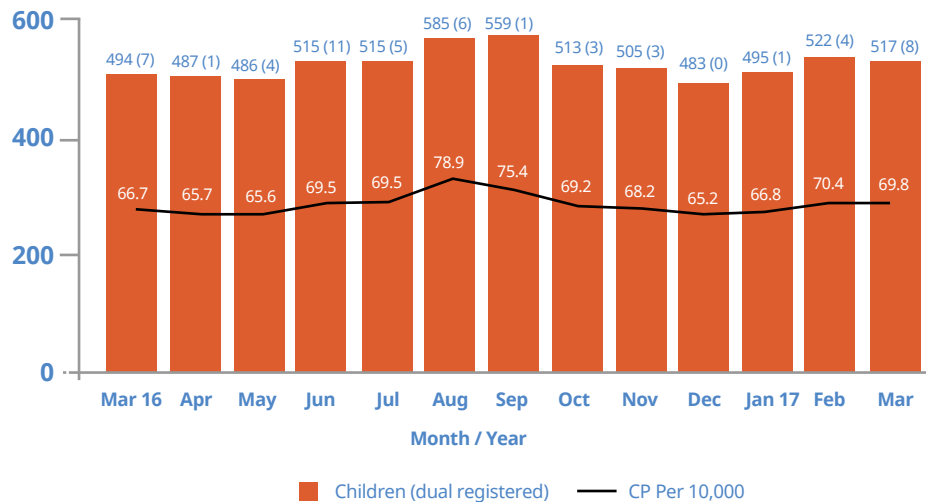
The outcome of CAF work is considered successful if it is completed with all actions completed. Over the year this figure has risen from 68.8% to 70.7%. However, this still does not clearly illustrate whether life has improved for the children involved. The recent audit carried out by the Board suggests that while there is some evidence of positive impact on children and families through early help that there is more work required in understanding the impact of interventions, especially in the long term.



Child Protection

Over the year, the number of children with child protection plans has remained relatively constant. This year there are currently 566 children with a child protection plan. This is still higher than in similar areas. Work has been started to ensure that children get help earlier, avoiding escalation, but there is still more that could be done.

Figure 2: Numbers of children on a child protection plan



Children are mostly still receiving the help they need in a timely way. 86% of initial child protection conferences are held within 15 days and 86.1% of children and family assessments are held within 45 days. This is a weaker position than was reported last year and there are concerns that timeliness is under pressure because threshold standards are not consistently applied. Following the LSCB audit earlier last year threshold guidance has been simplified and reissued across the partnership. Work is also underway to improve the way in which agencies can refer into social care and early help to ensure children and families receive the right help at the right time and

in the right way. The number of repeat referrals and the number of children becoming subject to a child protection plan for a second or subsequent time has dropped but remains high. This means that children are still being exposed to significant risk for a second or third time, which calls into question the effectiveness of the intervention already undertaken and the effectiveness of the continuum of need and how families are escalated through it.

Figure 3: Children on a child protection plan by age and category of abuse

Age Group	YTD	%	2015/16 %	2014/15 %	2013/14 %
Unborn	21	4.1	2.6	4.5	4.7
0 to 3	165	31.9	30.0	30.1	33.2
4 to 11	238	46.0	48.5	47.2	44.6
12 to 16	91	17.6	18.1	17.6	16.3
17+	2	0.4	0.8	0.7	1.2
Total	517	100	100	100	100

Plan category	YTD	%	2015/16 %	2014/15 %	2013/14 %
Emotional	297	57.4	51.5	56.5	51.4
Neglect	179	34.6	41.2	32.4	35.9
Physical	13	2.5	2.4	5.3	7.2
Sexual	28	5.4	4.9	5.8	5.5
Total	517	100	100	100	100



In Coventry the most prevalent category of abuse is emotional. For the last three years between 51 and 58% of children on child protection plans have been primarily described as suffering from emotional abuse. Neglect is the second most prevalent category, with around 32-41% of children on a plan being subject to neglect. Statistics published by the National Society for the Prevention of Cruelty to Children (NSPCC) show that over the last five years across the whole of England the most prevalent category of abuse is neglect, with an average of 42-45% of children on child protection plans as a result of abuse. Across England in 2015 only 34% of children on child protection plans were subject to emotional abuse. The Board has now made neglect a priority and partners will work together to focus on how neglect is identified and dealt with in Coventry.

Children in need and domestic violence

There are currently 2,154 open Children in Need cases, with 95.4% open less than six months. 53.1% of these do not yet have a plan. This is potentially because they are still in the early stages of assessment. It is important to avoid drift and the Children's Social Care managers monitor these on an on-going basis to prevent case work drifting, but there is concern that there are a number of children who are not having their plans progressed.

The number of domestic violence (DV) contacts has fallen in the last year, from 6,620 to 6,066. The number of contacts that result in no further action has also fallen from 41% to 38.4%. This is a result of changes to the screening process and quality improvements, although there is still work required to ensure that families and children are protected and supported appropriately and that information sharing with other agencies is effective.

Looked after children

Coventry is broadly stable in the number of children who are looked after and is higher than the all England average and statistical neighbours, reflecting levels of deprivation in the city.

The health care offered to looked after children continues to be a focus for partners. 93% of looked after children have a completed health assessment. The Clinical Commissioning Group (CCG) monitors the local performance in relation to initial and review health assessments through a contractual KPI and work continues to improve the consistency of the statutory health assessments and care plans of looked after children. The education of looked after children is also an area of interest for the Board, but there is no new attainment data available in the last six months. The Board will consider progress in this area more fully in the next annual report.

Figure 4: Numbers and rate of looked after children

Year	2013/14	2014/15	2015/16	2016/17
Children looked after at year end				
Coventry	629	587	580	616
All England	453	457	464	-
West Midlands	651	669	660	-
Statutory Neigh.	555	578	554	-
Per 10,000 population				
Coventry	85.9	79.2	78.2	83.1
All England	60.0	64.4	60.3	-
West Midlands	73.0	79.8	73.2	-
Statutory Neigh.	78.0	81.3	76.4	-
Best performing stat. neigh.	Sheffield		46.0	



Across Coventry we continue to see an encouraging picture of improvement in the early years of children's lives.

Figure 5: Giving every child the best start in life

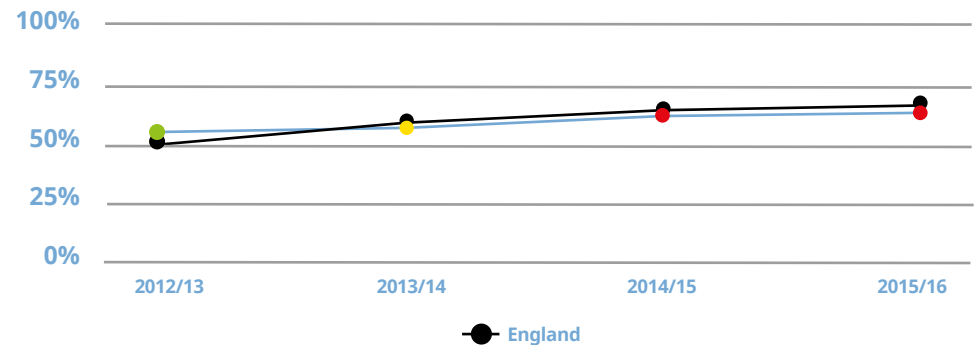
	vs West Midlands	vs England
% children achieving good level of development	Yellow	Red
% children achieving good level of development FSM	Yellow	Yellow
% mothers smoking status at delivery	Green	Red
Low birth weight babies	Yellow	Yellow
Breastfeeding initiation	Green	Green
Child poverty (under 16s)	Red	Red



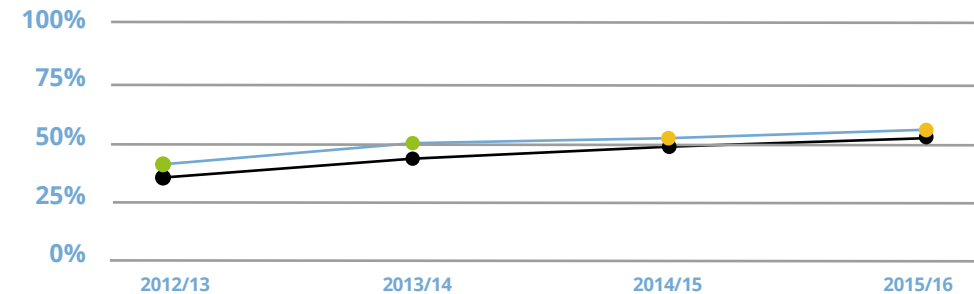
As an indicator for school readiness, the proportion of children achieving a good level of development by the end of reception is used. In Coventry, as with the England average, there has been an increase in the proportion of children achieving a good level of development in the last year, although there is still a large inequality within the city. For those eligible for free school meals, the proportion of children achieving good development is lower than the average for all children. However, for children eligible for free school meals, the proportion achieving good development in Coventry remains higher than the England average.

Figure 6: School readiness

CYP: School Readiness - the percentage of children achieving a good level of development at the end of reception (persons) Coventry



School Readiness: - the percentage of children with free school meal status achieving a good level of development at the end of reception (persons) - Coventry

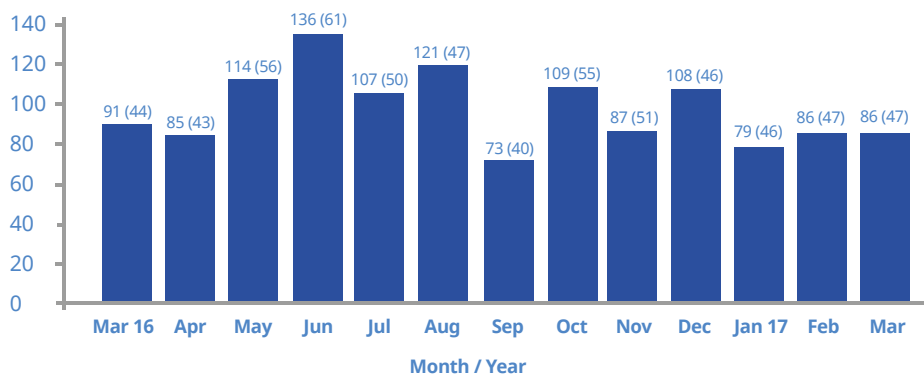




Missing children

Missing children are concerning because being missing increases their vulnerability to abuse and exploitation. We now have a much better picture of missing children in the city, with higher numbers of missing episodes than in previous years as a result of improved reporting. There is still a high level of repeat missing episodes and concern that children are not being given the opportunity to be seen promptly to discuss the reasons for going missing and to ameliorate any associated risk. Those children who go missing the most and are the most vulnerable are monitored by the Missing Operational Group (MOG), but there is still work to be done to prevent children going missing so frequently and to ensure that the information contained in return home interviews is used effectively.

Figure 7: Number of missing children and episodes



Child Sexual Exploitation (CSE)

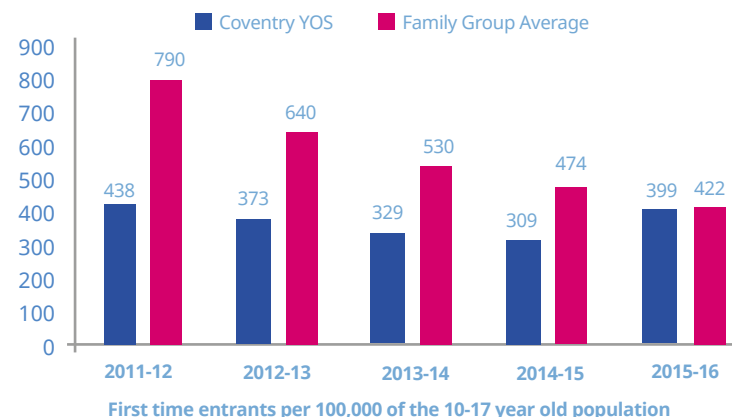
agencies across Coventry have continued to develop the support they are able to offer children who are at risk of, or experiencing, CSE. They have also completed significant pieces of prevention work

with suspected perpetrators and with known locations. The CSE Subgroup regularly considers information on CSE across the city, including the numbers of children at risk and the numbers of children, who experience a reduction in their risk levels. Currently 191 children who are experiencing, or at risk of, sexual exploitation are being supported by services and are, therefore, likely to have significantly better outcomes.

Crime and young people

The total of recorded crime where victims are children has risen, but this is in line with the force average within the West Midlands. 26% of crimes against children were for wilful assault which would suggest the majority of offences are committed by a parent or someone in care and control of the child. 20% of crimes against children are recorded as having a positive outcome, which is in line with the force average. The police are now able to report on the number of police protections taken out in the city. The most common reason for police protection powers being used is physical abuse.

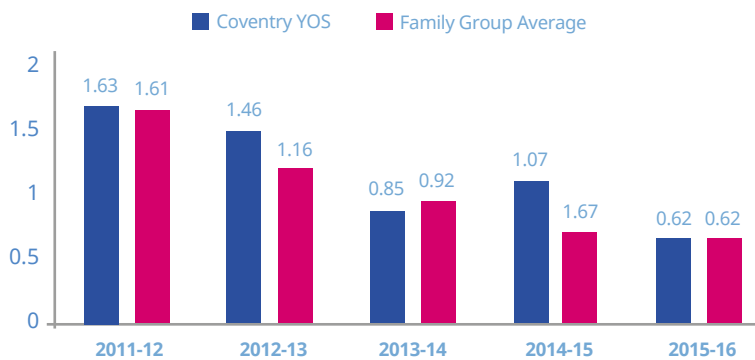
Figure 8: First time entrants to the criminal justice system





In recent years there have been a downwards trend in first time offending, with rates consistently below the national average, however first time offending increased in the last year. There is a continued downward trend in terms of youth re-offending, illustrating the effectiveness of youth offending services across the city.

Figure 9: Proven re-offending rates



Educational attainment and attendance

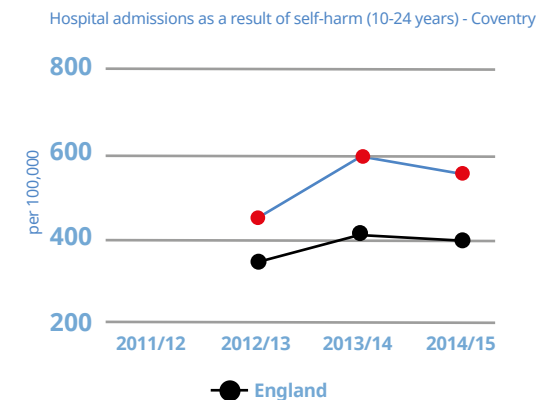
In previous years we have reported a continuing improving picture for reading, writing and maths at key stage 2, in 2015 78% of Coventry children achieved the required standard. In 2016 this dropped to 49%, but this is just three per cent below the England average and in line with a national drop in reported attainment due to changes in the way that attainment is measured. An average of 53% of children in Coventry achieved 5 A* to C grades at GCSE last year. This is higher than the previous three years and closer to the England average than has been seen in recent years.

The educational attainment of children in Coventry remains an area of interest for the Board, but there is no new attainment and attendance information available since the last annual report. The Board will consider progress in this area more fully in the next annual report.

Health

Coventry children are at less risk of serious childhood diseases as a result of a good uptake of immunisations. The majority of immunisation uptakes are at or above the national average. Infant mortality has seen a steady downward trend since 2007 and is now at the average for England. Teenage conception shows a significant downward trend, but remains stubbornly above the England average. The rate for children killed or seriously injured on our roads has significantly fallen in the period up to 2014 (latest available figures) and is now only slightly above the national average. The Board remain concerned about the mental wellbeing of children in Coventry. The rate of hospital admissions as a result of self harm is significantly higher than the national average and, although the rate is lower this year than last year it is still significantly higher than 2012/13. A recent report by the Children's Society (The Good Childhood Report 2016) concluded that children were experiencing increasing happiness with school and a decreasing happiness with friends and appearance. It also concluded that girls were significantly less happy than boys in terms of appearance and life as a whole. These factors are a significant indicator of wellbeing, which when low can mean that a child is more likely to develop mental health issues, of which self harm may be a feature.

Figure 10: Hospital Admissions as a result of self harm (10-24 years)





Progress against priorities



Page 26 Progress against priorities

The Board's priorities have been in place since April 2015. Following publication of our previous Annual Report in September 2016, it was agreed that the priorities needed to remain unchanged. The Board priorities for the period covered by this interim report are:

Current priorities:

To listen to and learn from the voice of the child and young person and to ensure that this learning shapes the way in which services safeguard young people in Coventry.

To ensure that the learning from Serious Case Reviews is used to improve outcomes for children and young people and that reviews are carried out efficiently and to timetable.

To evaluate the impact of Early Help arrangements on outcomes for children.

To ensure that missing young people and those at risk of sexual exploitation are protected by effective multi-agency arrangements.

To ensure that children and young people are protected from domestic violence by effective multi-agency arrangements.





The work that is undertaken by the Board is focused sharply on these priorities. Single agencies also contribute. Progress to date is outlined in the tables below.

To listen to and learn from the voice of the child and young person and to ensure that this learning shapes the way in which services safeguard young people in Coventry.

Listening to and learning from the voice of the child has continued to be a high priority for the Board. We have continued with our live testimony from children and young people at our meetings. We have listened to the direct testimony of looked after children and their experience of education support and from a group of disabled children telling us about the difficulties they can face accessing services in Coventry. The Board has recognised the importance of Signs of Safety as a methodology for supporting families because it emphasises the direct input of children. Partners are now working together to deliver appropriate training to support the roll out across the city.

Services continue to strengthen their engagement with children and their families. The extensive work that agencies have undertaken to listen to the voice of children includes:

Amplifying the voice of the child has been a core priority for Coventry Children's Services. Continuing previous commitments to supporting the direct input of children into assessments and safety plans through the use of Signs of Safety, over 400 staff have now been trained in this important tool. The Voices of Care Council has influenced some key decisions including the design and location of new residential homes.

The CCG is strengthening patient engagement with children through a number of initiatives, including working on specific projects with local colleges and recruiting young people to participate in specific service development workshops, this will ensure that the voice of the child is heard in commissioning plans.

Public Health have helped children and their families to shape a new Family Health and Lifestyle service, which brings together a range of services including health visiting, schools nursing and the Family Nurse Partnership (FNP) as part of a developing family hub model.

The children's play team at UHCW continues to gather children's views of their hospital experience – using iPad games and a themed feedback wall. Every 24 hours the information is shared with staff for them to respond and make any necessary changes.

West Midlands Police have continued to use the voice of the child, as a victim, to shape their response to CSE. There is now a good practice model for supporting victims of CSE.





To listen to and learn from the voice of the child and young person and to ensure that this learning shapes the way in which services safeguard young people in Coventry.

Within Coventry and Warwickshire Partnership Trust (CWPT) there is a Service User Assembly which gives children and their parents and carers a forum to be involved in the strategic development of services. There are also service user groups within the Family Nurse Partnership (FNP) and Children & Adolescent Mental Health Services (CAMHS).

Through their work managing adult offenders the Reducing Reoffending Partnership, supported by Barnado's has trained all their staff to consider situations through the eyes of a child, influencing the way in which decisions about licence conditions, breaches and prison recalls and releases are made.

The NSPCC facilitates a participation group for children and young people to enable them to explore their experience of working with the NSPCC and other agencies. This is then used to make practice improvements.

Conclusion

Previous good progress on this priority has continued. Individual organisations are improving their focus on children and within the Board itself, the testimony from children and young people has shaped thinking.



To ensure that the learning from Serious Case Reviews (SCRs) is used to improve outcomes for children and young people and that reviews are carried out efficiently and to timetable.

Since September 2016 we have not published any SCRs, although we are in the process of completing two. In the last six months we have focused on embedding the learning from Serious Case Reviews.

Multi-agency and relevant single agency training has been reviewed to incorporate learning from SCRs.

The Board has held a series of sessions focusing on learning from SCRs, with a particular focus on recognising neglect and parental drug and alcohol use.

The Board has also held a series of briefing sessions to frontline practitioners and managers across the partnership which has included learning from SCRs.

Information sharing has improved with GP practices being more fully engaged in the early help, through the common assessment framework, but there is still work to be done to ensure that decisions relating to cases that are stepped down from social care to partners are fully communicated and explained.

Previous work to educate parents about the risks of co-sleeping have contributed to a reduction in sudden infant deaths.

The key recommendations from the child sexual exploitation SCR demonstrated a need for long term support for those at risk of, or experiencing CSE, with particular emphasis on the support available to children when they become adults. The Board is currently working with Coventry Safeguarding Adults Board to deliver this recommendation and considering the potential of working with the voluntary sector.

A standard audit tool has now been developed for all multi-agency audits, which incorporates key lines of enquiry which will test whether learning from SCRs has been embedded in the long term.

Conclusion

We have consistently delivered well in relation to this priority. There is evidence of significant changes to ways of working that have improved outcomes for children and young people. Sound processes are in place for the completion of good quality, timely reviews. In particular, in the last six months we have provided training across the partnership in relation to the completion of individual management reviews (IMR). Arrangements are also in place that assure Board members that recommendations are embedded in practice. However, there is some work still required around sharing information when cases no longer require social care support but do need involvement from other partners and in relation to supporting children who experience or are at risk of CSE as they become adults.



To evaluate the impact of Early Help arrangements on outcomes for children.

Board members have continued to develop their approach to Early Help and how they judge its impact on outcomes for children. The Board completed a multi-agency audit evaluating the impact of Early Help (for more details see **Section 7**). The recommendations made it clear that there was more work to do to ensure partners are able to work together effectively to achieve sustainable improvements for families. The Early Help Board is now co-ordinating the implementation of the recommendations and will report progress regularly to the Effectiveness and Quality Subgroup. The work undertaken by agencies, this year, to ensure early help services are improved includes:

The Acting Early initiative brings midwives, health visitors and children's centre staff together to work in locality specific integrated teams. Through this work there are closer collaborative partnerships between all partners, including early help teams and schools. The programme is currently being evaluated.

Coventry City Council has adopted a 'strengthening families' approach across early help services. This whole family approach that builds protective factors and family resilience ensures that the root cause of families can be addressed, achieving more sustainable change. Ignite, Whitefriars Housing and Coventry City Council continue to work together in the Willenhall areas of the city; engaging with families to prevent rather than respond to crises and supporting families to achieve the outcomes they need to thrive in their homes and communities. This is achieved by building resilience and community support networks.

UHCW has continued to develop the iBumps teenage pregnancy service. It is focused on early intervention to support families through the whole antenatal period with a personalised and co-ordinated support package. Service users provide direct testimony of the positive impact the service has on their confidence as parents.

Conclusion

We have continued with our commitment to early help. Our audit work has demonstrated that there are some positive and lasting outcomes for children and families from our early help offer. However, there still remain some system problems making effective communication between early help and social care much more difficult than it needs to be and these need to be resolved. Continuing work to ensure that all services involved in early help communicate well with each other should result in more children getting the help they need in a timely fashion.



To ensure that missing young people and those at risk of sexual exploitation are protected by effective multi-agency arrangements.

The CSE strategy and plan have been revised in the last six months. This will ensure that our approach to CSE across the city remains focused on the current risks and issues. There continues to be a strong focus on understanding the picture of CSE locally and an increasing focus on prevention.

CSE Champions in each social work area continue to meet regularly with the Horizon Team to understand the intelligence picture around CSE and help practitioners to identify and understand the risks.

The multi-agency Horizon Team continues to work across teams providing support to social workers and other staff working with children who are at risk of or experiencing CSE. The Team is now starting to case hold, and use a relationship based model of working to build an enduring and trusting relationship with a child or group of children, leading to better outcomes for them. This has led to several significant prosecutions. Working with a range of voluntary agencies, Horizon has developed a victim care support package to ensure that the young people who bravely testified in the trial were supported through pre, during and post-trial leading to the retention of all witnesses involved. As a result of all their work the Horizon Team had its achievements acknowledged on a National level as it was awarded Silver in the Guardian Social Work Team of the Year Award. A specialist nurse is now embedded in the team to co-ordinate health assessments for all high/medium risk cases and developing a health framework for service provision for children experiencing, or at risk from, CSE.

Public Health continue to commission the Early Intervention Service – Compass Aspires. The service provides behavioural change interventions to young people identified as at risk from, or experiencing, CSE. It works closely with the Horizon Team and missing young people where there are identified sexual health, domestic abuse and substance misuse concerns.

A sexual violence prevention and an intimate partner violence protection project have recently been commissioned. Both projects involve the delivery of workshops in schools and youth groups. They are designed to address attitudes to women, improve self-esteem, educate about consent, identify acceptable and appropriate behaviour, explore issues of online safety, and raise awareness of CSE and grooming. This project is important in the progression of the prevention strand of our CSE work.

The police have obtained the first Risk of Sexual Harm Order in the West Midlands and continue to apply for these, along with harbouring notices to further reduce the risk of sexual exploitation within the city.



To ensure that missing young people and those at risk of sexual exploitation are protected by effective multi-agency arrangements.

More awareness events have been held over the last six months including (CSE Awareness Day event) a week of targeted activity to coincide with the National Working Group (NWG) CSE awareness raising day on 18 March 2017. People in Coventry were urged to unite against CSE and make a personal pledge to help tackle the abuse.

Information on missing children continues to be regularly reported to the Board. The Council has developed systems to manage and respond to missing children and agencies are now more able to deliver an effective cross agency response. More return home interviews are being completed but there are improvements that need to be made to the way in which information from those interviews is used to inform effective responses.

Coventry City Council has set up a monthly panel to review supported accommodation. This is a multi-agency meeting involving housing providers, substance misuse services, early help workers and community safety officers. The panel discusses young people living in supported accommodation who are considered at risk and identifies strategies for supporting them better and helping them to stay safe.

Conclusion

Progress on this priority continues to be good. Services are focused on supporting victims as well as acting to find and stop would be perpetrators and perpetrators. However, there is still work to do to ensure that learning from previous multi-agency audits and SCRs is embedded in practice. There is evidence that the response to missing children is improving but more work is still needed to understand the patterns and learn how to reduce repeat episodes in a child focused way.

**To ensure that children and young people are protected from domestic violence by effective multi-agency arrangements.**

We have continued to progress our work in this area, ensuring that the various agencies dealing with domestic violence work well together and the multi-agency arrangements are fit for purpose.

The Board continues to work with the Police & Crime Board to ensure that domestic violence training across the city is well co-ordinated. This helps protect children by ensuring that there is a common understanding across the city and clarity on when to act.

Single agency work relating to this priority includes:

The Reducing Reoffending Partnership runs an accredited perpetrators programme called Building Better Relationships. This involves behaviour change focused group work with perpetrators of domestic violence in Coventry and support to victims.

The NSPCC has commissioned a new domestic abuse service, Steps to Safety. This will work with victims of domestic abuse and their children to ensure that children can express their experience of living with domestic abuse and that the impact of domestic abuse on children is better understood by professionals.

Police, Council and Health partners have reviewed the work together in the domestic violence screening process. This allows information sharing and action to be conducted more easily and improves the quality of subsequent safety planning.

Coventry City Council and adult substance misuse service providers have worked together to deliver hidden harm training to family workers across the city. This helps professionals to identify substance misuse as a hidden issue in other family problems, such as domestic abuse.

Conclusion

There has been some progress on this priority with increased action to support victims but more still needs to be done to reduce the incidence of families affected by domestic abuse.



Statutory responsibilities



Statutory Responsibilities

This annual report is an interim report covering the period September 2016 to March 2017. Our statutory responsibilities in relation to the following were summarised in our September 2016 Annual Report:

- our biennial assessment of all LSCB member agencies and organisations, in relation to their duties under Section 11 Children Act 2004
- an annual self-assessment of educational establishments to review the effectiveness of the arrangements for safeguarding children, in relation to their duties under S157 and S175 Education Act 2002, Keeping Children Safe in Education 2015 and Working Together 2015
- an annual report from the Child Death Overview Panel (CDOP)
- an annual report from the Local Authority Designated Officer (LADO)

An updated report on our work in these areas will be included in our April 2018 Annual Report, as they have not been completed in the period covered by this interim report.





Board development, learning and improvement



Page 38 Board development, learning and improvement

Board development

The last annual report identified that the Board needed to focus on improving the quality of information recording and information sharing, providing a coherent multi-agency response to safeguard children from neglect and co-ordinating a multi-agency response to understanding the mental health and wellbeing of children in Coventry. These issues were considered at a Board workshop to reconsider the priorities. The workshop also considered what is working well and areas for improvement as evidenced in our learning from single agencies as well as our shared learning from SCRs, multi-agency audits and horizon scanning of regional and national issues. The Board subsequently agreed a new set of priorities and work plan to commence in April 2017. These new priorities are explored in more detail in **Section 10**.

In December we worked with the Local Government Association to complete a peer review of the work of the Board. The headline findings of the reviewers were that:

- Structures, processes and procedures are in place and are underpinned by a genuine willingness for partners to work together, but that the Board needs to evidence this maturity through increased formal constructive challenge and greater direct impact upon the lives of children and young people.
- The structure of the Board and its sub-groups are appropriate, with good formal and informal liaison between the sub-groups.

- The Board is cultivating an increasingly pragmatic approach to its bureaucracy, but also needs to ensure that it is intolerant of any delays that affect the embedding of the actions agreed.
- There are initiatives to improve common understanding of thresholds, early help and neglect issues, but work is not owned across the partnership.
- The Board has demonstrated an ability to ensure good joint working on agreed priorities, particularly Child Sexual Exploitation (CSE)

The peer review recommended that in order to progress the issues outlined in the feedback report, the Board should:

- cultivate a sense of urgency as regards all its improvement actions and be intolerant of delay
- make sure it understands what is happening 'on the ground'
- create a culture of collective challenge from very senior level outwards
- when planning, be specific as to whose responsibility it is to take the next step
- make sure action plans are impact focused upon the child and delivery is audited
- develop the multi-agency audit approach to ensure a sharper focus on practice improvement



- ensure the Learning and Improvement Framework is developed to become a continuous improvement activity that includes Board actions that in turn improve children's lives and frontline practice
- refine its dashboard to focus upon its priorities
- ensure it is satisfied that priorities are realistic and achievable

The Board has considered the peer review report and an action plan has been created in response to the areas for development. This will now need to be incorporated into our work plan for the coming year, however some significant changes have already been made.

Quality assurance and audit

There is now a standard tool for multi-agency audit which outlines key lines of enquiry and ensures that the Board can monitor the extent to which recommendations from previous audits and SCRs are embedded in practice in the long term. An audit toolkit is also being developed which outlines a range of methodologies, other than case file audit, for quality assurance work which will allow for findings to be better tested and triangulated. Practitioner forums have also been introduced into the audit process. This will help the Board to better understand the barriers to some improvement activity becoming fully embedded, so that it can then work to remove those barriers.

Performance information

The Board also held a workshop to review our dashboard of performance measures. Strategic leaders from all our partners attended and worked to create a framework that is more closely aligned with priorities and more focused on assessing outcomes for children. The new performance dashboard will be used from April 2017 and will ensure that the Board can make better informed decisions about where future work is needed.

Learning and development framework

A new learning and development framework has been developed to ensure that the Board is continuously improving. This will be in use from July 2017.





Page 40 Learning events

At a Board we are committed to promoting our learning in a way that improves service delivery and outcomes for children. Over the last six months we have held a series of events which are summarised below:

LSCB briefings

We have held four briefings in the last six months, reaching over 120 frontline practitioners and their line managers. Through these sessions we have promoted the purpose and work of the board and focused on sharing the learning themes from our SCRs and our multi-agency audit work.

SCR learning and recognising neglect

We have held two training sessions in the last six months, covering recent case reviews with a particular focus on recognising and responding to neglect; this included an opportunity for practitioners to develop their skills and approach to parents while developing a positive working relationship.

Learning and improvement framework

The successful learning events that the Board has held form a substantial part of our Learning and Improvement Framework. This outlines all the ways in which disseminate and embed learning across the partnership and can be found [here](#). We are now developing a revised framework to reflect the more mature understanding of learning and improvement by Board members, which will be published in July 2017.

The Board has also continues to develop its communication with professionals across the partnership. A newsletter is published regularly which has a wide readership at strategic and operational levels across the partnership. The Board makes regular use of Twitter and the website to promote its work and share information. In addition there is a standing 'Learning from Success' item at each Board meeting. At a deeper level the Board has also started to focus on key areas through 'Themed Questioning' at Board meetings. Additionally there has been a significant step forward in the sharing of learning from serious case reviews and multi-agency audit work, as detailed elsewhere in this report.





Quality assurance and policy development



Quality assurance and policy development

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Quality assurance and audits

In the last six month period the rolling audit programme has included audits on CSE, care leavers' experiences and the impact of early help.

Child Sexual Exploitation (CSE)

This audit reviewed the effectiveness of multi-agency arrangements for supporting children at risk of and experiencing CSE. Examination of cases focused on the extent to which risk is identified early, the quality of risk and needs assessment and the effectiveness of planning and reviews. There was also an assessment of how well agencies worked together, the direct involvement of children and the impact of the support children received. A summary report of the findings can be found on our [website](#). Recommendations included: refreshing the multi-agency CSE strategy, refocusing activity on prevention, specifically to ensure that risk reduction strategies are effective, ensuring that responses remain focused on the needs and views of the child at all levels of CSE risk and ensuring that appropriate mechanisms for measuring the effectiveness of support and impact on children's lives is embedded across the partnership.

The CSE strategy has already been revised and the CSE Sub-group is focusing its work for the year on the prevention agenda.

Care leaving experience

The purpose of this audit was to determine the outcomes for children leaving the care of the Local Authority as they become adults. Auditors focused on exploring how well care leavers are safeguarded, whether young people feel they were adequately prepared for independence and were able to influence the support they received, how well agencies worked together and whether improved outcomes for care leavers are achieved as a result of interventions. A summary report of the findings can be found on our [website](#). Recommendations included: making better use of health assessments and plans to support care leavers, ensuring that personal advisors are involved at an early stage so that care leavers are able to build good relationships with a consistent professional throughout their care leaving. There was also a recommendation to improve the availability of education, training and employment support to care leavers resident outside of the city.

Impact of early help

The purpose of this audit was to explore how the early help offer within Coventry impacts on the lives of children and families who receive support through the common assessment framework. In particular the audit examined the sustainability of outcomes, the extent to which services were focused on

outcomes, how effectively partners worked together and how well children and families were able to directly influence the support they received. A summary report of the findings can be found on our **website**. Recommendations included: improving communication and understanding of LSCB guidance on applying levels of need to referral decisions, developing post intervention tracking to assess sustainability of support, embedding signs of safety as the preferred model of working and using a family hub model to improve multi-agency communication in the delivery of early help.

The Board has since agreed the adoption of signs of safety as the preferred model of working with families across the city and a roll out programme of training is now underway. A transformation programme to deliver family hub services is also at the consultation stage and will be rolled out throughout 2017.

The results of all audits are reported to Board and appropriate action plans agreed to implement any recommendations. The implementation of these is then monitored by the Effectiveness and Quality Subgroup. Our findings have also been shared with frontline practitioners through our LSCB Briefing Sessions and are published on our website. Updates are also publicised through our newsletter. As a result of this work we now have a clearer understanding of how well we are safeguarding children in Coventry and are putting things in place to share the good practice and learning that emanates from our audit activity.

Policy development

Following last year's comprehensive revision of our policies and procedures we have continued to review them when required, especially in the light of learning from SCRs.

Our policy and procedures can be found **here** and our advice on applying thresholds **here**.





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Safeguarding training



Safeguarding training

The LSCB quality assures single agency training, and delivers a programme of specialist multi-agency training and development. It has good information about agency participation in its multi-agency training and it regularly evaluates the impact of such training on practice. It does not yet have good enough information about levels of safeguarding training within the overall safeguarding workforce.

Evaluating impact

Our multi-agency training programme is regularly evaluated to ensure that the impact on practice is understood. The evaluation includes an analysis of end of course and post course feedback specifically linked to impact on practice and evidence of how training has resulted in better outcomes for children.

The courses we have evaluated during 2015-16 include:

- Level 2 Working Together to Safeguard Children

Level 2 Working Together to Safeguard Children

All those who responded reported that the training had increased their confidence in working with other agencies around safeguarding children concerns.

Evidence of better outcomes for children included:

- School - worker helped a family to access support and made a referral to the school nurse to support work around sleeping habits. This resulted in better school attendance. Worker's manager reported that worker had a clearer understanding of the processes around safeguarding children in school.
- Early Years (PVI sector) – worker contributed to a meeting with parents and feels that parents trust her more now and are more open with her. This has resulted in a good open relationship.
- Early Years (Children's Centre) – it helped her around talking to parents about the safety of their child and resulted in a positive outcome and engagement with the setting.

Examples of other outcomes:

- Work based training – worker has put on extra training for other staff
- Early Years (PVI sector) – worker has more awareness of the need to observe children for any safeguarding concerns and to liaise with parents for information
- School – worker continues to work with children with success and positive results. Worker's manager reported that the course had clarified information and allowed the worker to have more informed dialogue.

Evaluation of course impact on practice continues to consistently show that participants become more effective by drawing on what they have been taught in the Board's multi-agency courses.



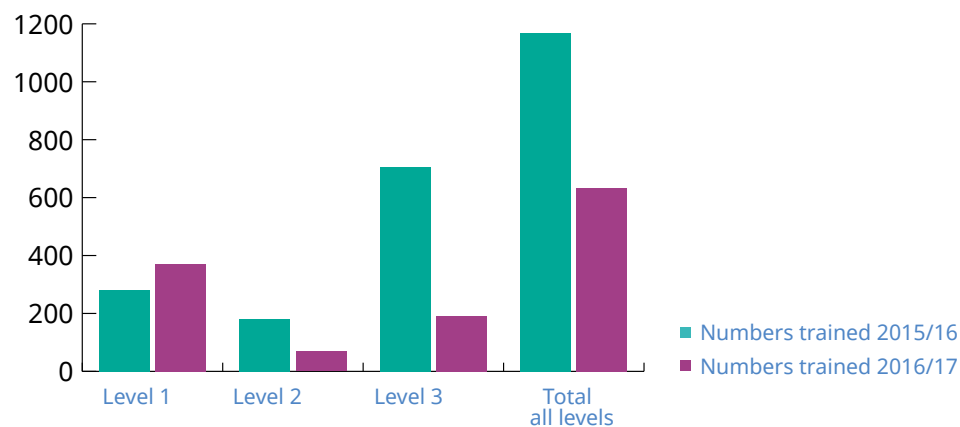
Multi-agency training participation

Agencies provide some in-house single and multi-agency training of their own. Agencies are responsible for advising staff, depending on job role, on which training they should attend. The training year runs from April to March. Two sets of training figures have, therefore, been provided (April 2016 to September 2016 and October 2016 to March 2017) to cover the Annual Report period. From April 2016 recording categories for training attendance have been changed, so it is difficult to make direct comparisons about individual agency participation. The tables and charts below show the overall take up of LSCB provided training. A full breakdown of training participation data can be found in **Appendix 1**.

	Level 1	Level 2	Level 3	Total
Numbers trained 2015-16	280	182	706	1168
Numbers trained 2016-17 (Oct - Mar)*	372	69	191	632
Combined numbers for 2016-17	499	108	668**	1275

* Full reporting for this period can be found on Appendix 1

** Number includes annual conference and SCR learning sessions



In 2015/16 1,170 professionals attended inter-agency training, in 2016/17 1,275 attended training courses. One of the main factors which contributed to the increase in figures this time is an ongoing project with Coventry Muslim Forum around safeguarding responsibilities which includes Level 1 training for Madrasah teachers.

CAF training

The CAF training is delivered by colleagues within the CFF Service, which forms part of the City Council. There are three types of CAF training provided across the LSCB.

Lead professional CAF training

This is offered to professionals who will complete CAF assessments and take the role of Lead Professional/Keyworker. It is delivered by the team of Coventry CAF Co-ordinators who work within the CFF Service.

CAF Awareness Training

This important training is offered to professionals who require an overview of the CAF process and the knowledge needed to attend the Team Around the Family meetings and contribute to the CAF plan. It is delivered by the team of Coventry CAF Co-ordinators who work within CFF.

eCAF Training

eCAF is the electronic recording system for CAF. Training is offered to professionals who have completed Lead Professional or CAF awareness training. It is delivered by a small team of three people and led by the Coventry eCAF Co-ordinator. Drop-in sessions for support and general queries are also run for eCAF. These are held on a weekly basis, led by the Coventry eCAF Co-ordinator and are well attended.



Agency training and development

Partner agencies have their own systems and processes in place for ensuring their staff are suitably trained in relation to safeguarding issues and to their role and responsibilities. A full summary of the training and development offered by each statutory agency will be included in our full annual report, due for publication after April 2018.





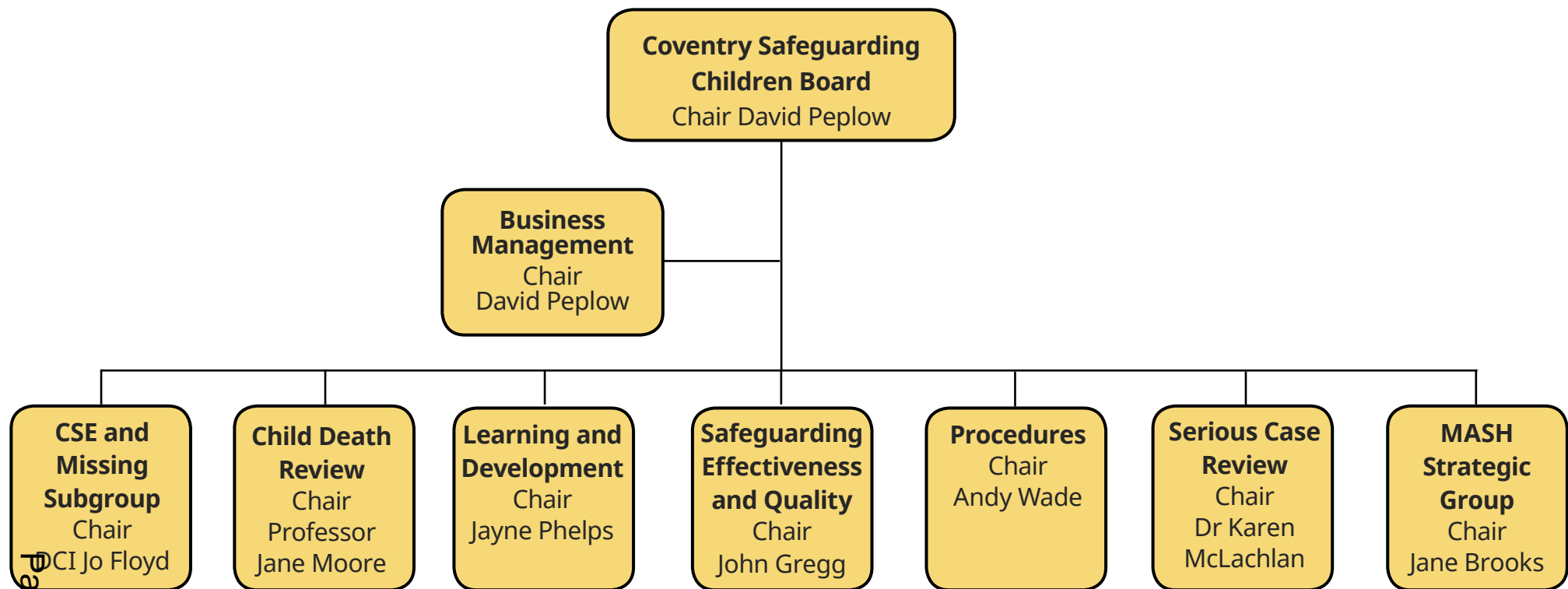
Governance and Accountability



Governance and Accountability

Board structure and membership

The requirements for LSCB membership are set out in Working Together 2015. The members of the Coventry Board and their attendance at Board are detailed in **Appendix 2**. Attendance is good. The Board structure is detailed below.





The Coventry LSCB sub-groups and panels have work plans which support those of the main Board and will be maintained to operate under the direction of the Coventry LSCB Business Management Group. Each sub-group has a distinct purpose and terms of reference.

Effectiveness and quality

The effectiveness and quality sub-group is responsible for meeting the statutory function in monitoring and evaluating the effectiveness of single agency and inter agency safeguarding processes, assessing the quality of work undertaken and enabling learning to be shared with all relevant agencies.

Child Death Overview Panel (CDOP)

The panel investigates the deaths of children in the area and uses the findings to take action to improve the health and safety of children and prevent other deaths.

Child Sexual Exploitation and Missing

This group ensures an effective response to children and young people who are missing from home or care; children and young people who are at risk of CSE or those who are being abused via Child Sexual Exploitation.

Policy and procedures

This group reviews and revises existing policies and procedures in the light of local and national priorities and changes; drafts new policies and procedures as required; and resolves issues arising in the day to day safeguarding processes.

Serious Case Review

This sub-group is responsible for ensuring the Board meets the statutory functions, in relation to SCRs. This includes making recommendations to the chair as to when a review should be carried out, carrying out reviews and ensuring the learning is shared across all partners, so that improved outcomes for children can be achieved.

Learning and development

The learning and development sub-group monitors the quality of multi and single agency safeguarding training and ensures that there is appropriate training available for, and accessed by, all staff who require it.

Multi-Agency Safeguarding Hub (MASH)

This group is responsible for the strategic management and review of the Coventry MASH and ensures that there are appropriate multi-agency arrangements in place for effective information collation and sharing, in relation to referrals to social care.

The Board also has a virtual communications sub-group. This group includes partners from a wide range of organisations who share learning, agree joint approaches to campaigns and media issues and ensure information is cascaded effectively within partner organisations.

Coventry LSCB does not work in isolation in its aim to improve outcomes for children across the city. The work of other strategic boards also directs and influences the experience of children. There is a governance process between the LSCB, Coventry Safeguarding Adults Board (CSAB), the Police & Crime Board, the Health and Wellbeing Board, the Improvement Board and the Children and Young People Partnership Board to ensure effective working together. Lead officers for each board meet bi-monthly to support this.

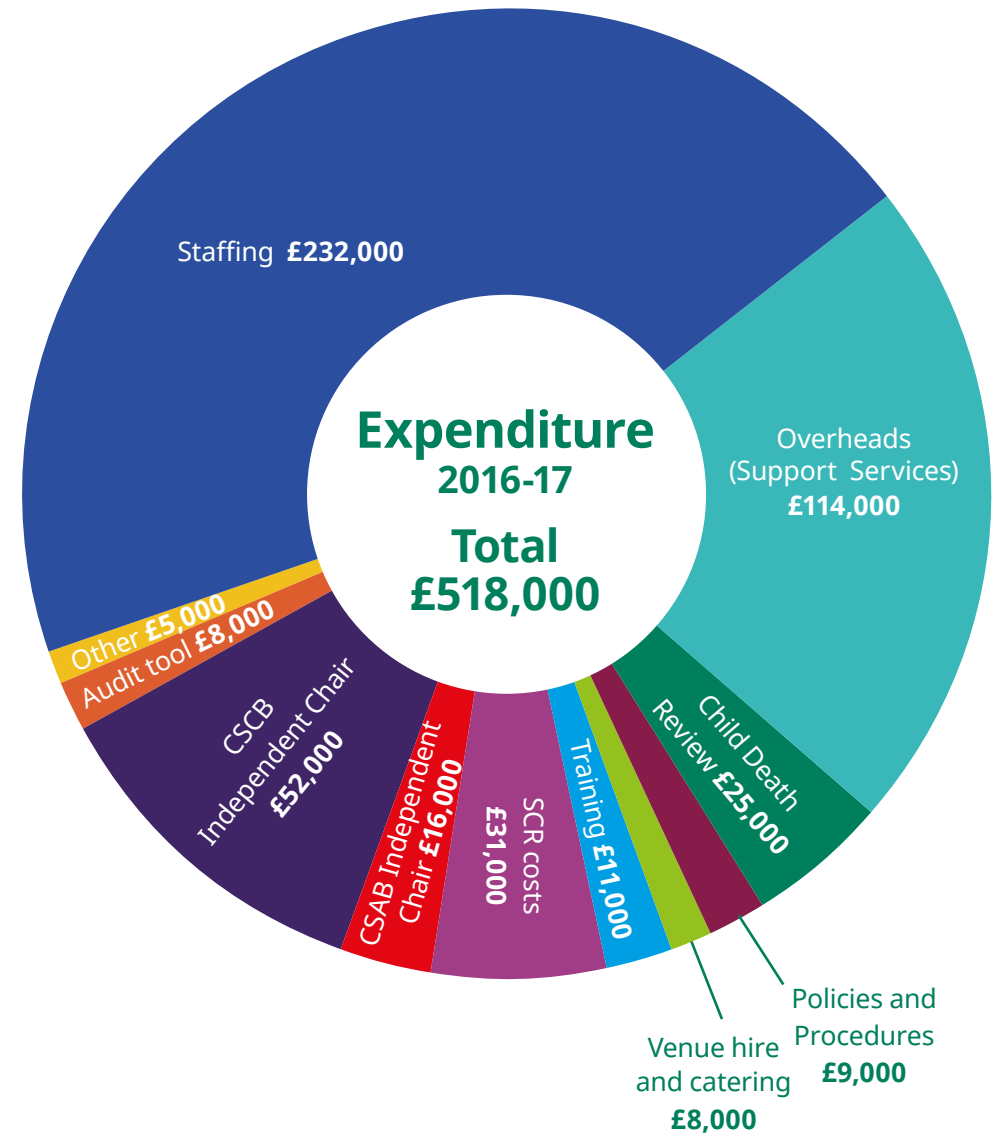


They review work plans, priorities and future plans to ensure synergy and manage overlaps, and agree a lead Board where overlaps do occur. This group will also review the effectiveness of the way in which the Boards are able to work together. The chairs of each strategic board meet quarterly to discuss challenges in areas of mutual interest and to review reciprocal membership arrangements. This enables greater collaboration when there is a shared agenda. This has been particularly evident in the joint hosting of the safeguarding and radicalisation awareness event.

Budget

The Board operates a joint budget supporting the work of the Coventry Safeguarding Children’s Board and the Coventry Safeguarding Adults Board. In financial year 2016/17 the expenditure budget was £487,000. The actual expenditure was £507,000. Consequently there was an overspend of £20,000. A breakdown of the expenditure can be seen opposite.

Agencies have contributed to the operation of the Board. 78% of funding for the Board is provided by Coventry City Council, 15% by Coventry and Rugby Clinical Commissioning Group, 6% by West Midlands Police and 1% by probation services. There is also a small contribution from CAFCASS. All agencies contribute by hosting meetings, including organising tours of their buildings and facilities and hosting learning events.





Priorities for 2017 / 2018



Priorities for 2017/18

This report outlines clearly the progress that has been made in improving safeguarding in Coventry. Board partners are now committed to a shared set of priorities and there is a genuine willingness for partners to work together. Both multi-agency practice and individual partner audits are robust and there have been significant improvements to the way learning from SCRs is embedded; but there is still work to be done to ensure that all multi-agency processes are good all the time.

To ensure that partners are able to build on this strong foundation of effective partnership working, the Board has agreed a new set of priorities. Reflecting the developing maturity of the board, they are more focused on safeguarding concerns affecting children in Coventry and less focused on the development of the Board itself.

Our plan on a page provides more detail about how we will progress and achieve our priorities and can be found in **Appendix 3**.

Our priorities for 2017/18 will be to ensure that:

1	Children and young people who are looked after have equal opportunities to other children and young people.
2	Early help services, including mental health support, are available to children and young people and are resulting in positive outcomes.
3	Missing children and young people, and those at risk of Child Sexual Exploitation, are protected by effective multi-agency arrangements.
4	The profile of understanding of emotional abuse and neglect, including domestic abuse, is raised, that abuse is identified as early as possible, and that appropriate interventions are provided to prevent further abuse and harm.
5	The Board to work towards developing the safeguarding partnership and continue to look forward and improve in light of the Wood Report and Children and Social Work Act.



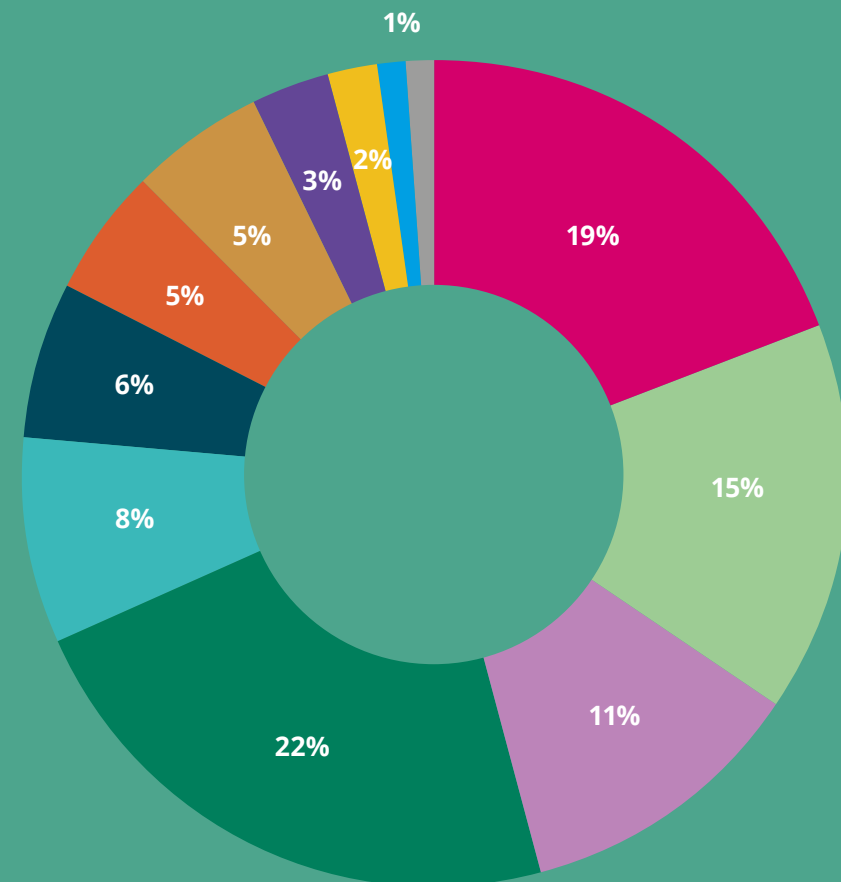
Appendices



Appendix 1: Multi-agency training statistics

Total trained

Category	Total trained in 2016/17 Oct to March	%
Early Years Providers	114	19
CWPT	92	15
Primary Schools/Secondary/Academies	70	11
Faith Groups	136	22
Vol/Indie/Private	46	8
Other	36	6
Local Authority (other)	31	5
UHCW	31	5
Children's Centres	21	3
Social Care	14	2
Children & Families First Team	8	1
Private Schools	4	1
Police	3	0
CRC Probation	2	0
Public Health	1	0
FE Colleges	0	0
Youth Services/YOS	0	0
Coventry and Rugby CCG	0	0
National Probation Service	0	0
AFCASS	0	0
NHS England	0	0
WMAS	0	0
Total	609	100

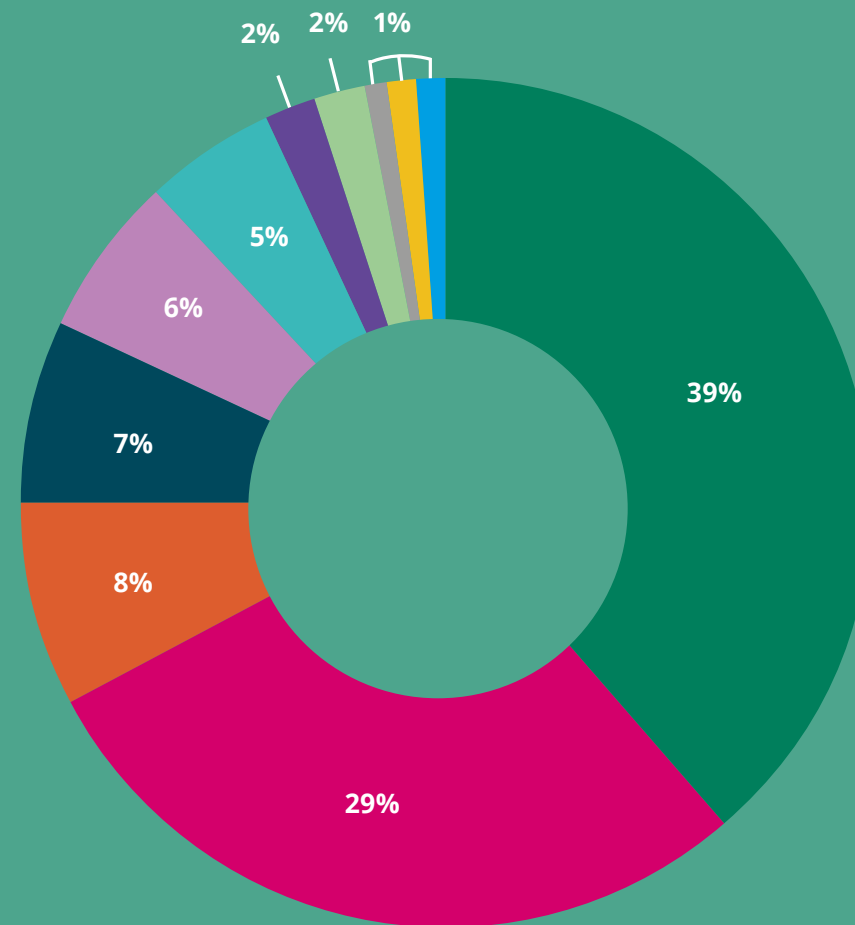


* Some Early Years organisations fall within the Local Authority but for these figures they are included in the separate category so that the whole range of Early Years organisations can be counted together. Those which are separate to Local Authority include private and voluntary nurseries, child-minders and crèches.



Level 1

Category	Total trained in 2016/17 Oct to March	%
Faith Groups	135	39
Early Years Providers	103	29
Local Authority (other)	27	8
Other	25	7
Primary Schools/Secondary/Academies	20	6
Vol/Indie/Private	19	5
Children's Centres	7	2
CWPT	6	2
Private Schools	3	1
Social Care	2	1
Children & Families First Team	2	1
FE Colleges	1	0
Youth Services/YOS	0	0
UHCW	0	0
Coventry and Rugby CCG	0	0
WMAS	0	0
NHS England	0	0
Public Health	0	0
National Probation Service	0	0
CRC Probation	0	0
CAFCASS	0	0
Police	0	0
Total	350	100%

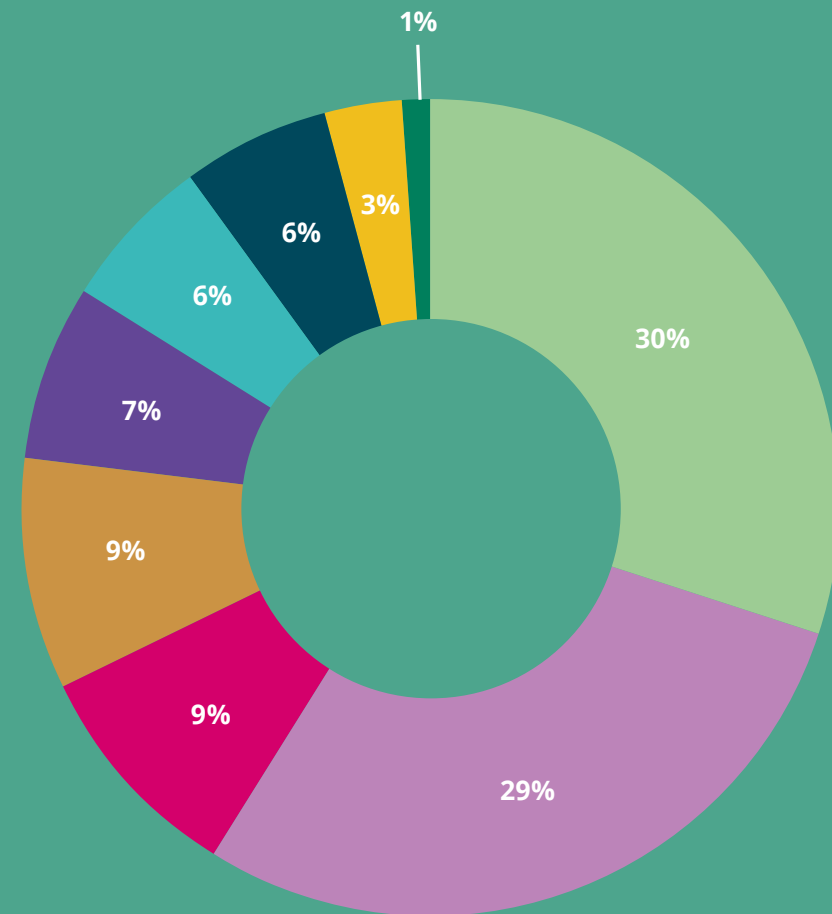


N.B. Some organisations deliver their own in-house training which is equivalent to Level 1 training.



Level 2

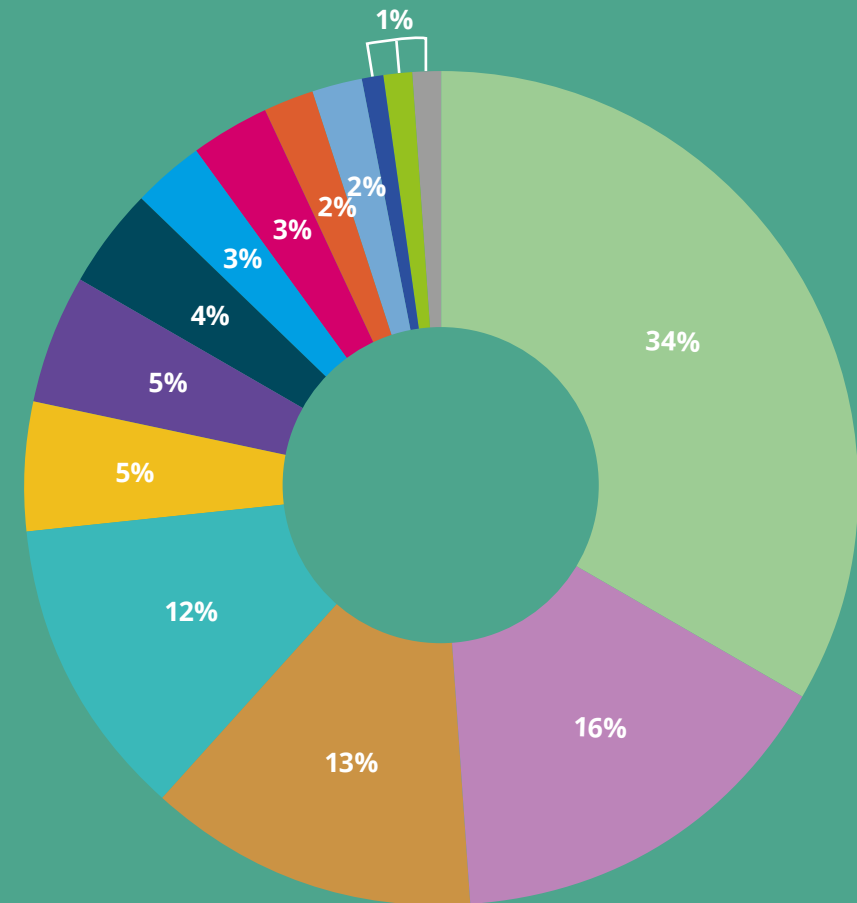
Category	Total trained in 2016/17 Oct to March	%
CWPT	21	30
Primary Schools/Secondary/Academies	20	29
Early Years Providers	6	9
UHCW	6	9
Children's Centres	5	7
Vol/Indie/Private	4	6
Other	4	6
Social Care	2	3
Faith Groups	1	1
Private Schools	0	0
Coventry and Rugby CCG	0	0
WMAS	0	0
NHS England	0	0
Children & Families First Team	0	0
Public Health	0	0
Local Authority (other)	0	0
Youth Services/YOS	0	0
National Probation Service	0	0
CRC Probation	0	0
CAFCASS	0	0
Police	0	0
FE Colleges	0	0
Total	69	100%





Level 3

Category	Total trained in 2016/17 Oct to March	%
CWPT	65	34
Primary Schools/Secondary/Academies	30	16
UHCW	25	13
Vol/Indie/Private	23	12
Social Care	10	5
Children's Centres	9	5
Other	7	4
Children & Families First Team	6	3
Early Years Providers	5	3
Local Authority (other)	4	2
Police	3	2
CRC Probation	2	1
Public Health	1	1
Private Schools	1	1
National Probation Service	0	0
FE Colleges	0	0
Youth Services/YOS	0	0
Coventry and Rugby CCG	0	0
WMAS	0	0
NHS England	0	0
CAFCASS	0	0
Faith Groups	0	0
Total	191	100%





Appendix 2: Coventry LSCB board membership and attendance

The table below lists the current membership of the LSCB. Correct as of 26 April 2017.

Board Member	Title/Organisation
David Peplow	Independent Chair, Coventry Safeguarding Children Board
Tracey Wrench	Vice Chair, Director of Nursing and Quality, CWPT
Gail Quinton	Executive Director, People Directorate, CCC
Kirston Nelson	Director of Education, CCC
John Gregg	Chair of Effectiveness and Quality Subgroup, Director of Children's Services
Danny Long	Chief Superintendent, Policing, West Midlands Police
Jacqueline Barnes	Interim Director of Nursing, NHS England West Midlands
Andy Wade	Chair of Policies & Procedures Subgroup, Head of Service, West Midlands, National Probation Service
Robert Coles	Head of Safeguarding, West Midlands Ambulance Service
Carmel McCarthy	Director of Housing Operations, Whitefriars Housing
Andrea Simmonds	Partnerships Officer, West Midlands Fire Service
Glynis Washington	Deputy Chief Nursing Officer - Coventry & Rugby CCG
Paul Green	Headteacher, Lyng Hall Secondary School
Kobina Hall	Head of Coventry/Solihull, The Staffordshire & West Midlands Community Rehabilitation Company Limited
Dr James Burden	Safeguarding Lead GP, NHS
Mr. Ed Ruane	Cabinet Member, Children & Young People, CCC
Vacant	Community Lay Member



Name	Title/Organisation
Cllr. John Blundell	Leader of the Opposition, Member Services
Carmel McCalmont	Associate Director of Nursing (Women & Children's/Safeguarding)/ Head of Midwifery, UHCW
Liz Gaulton	Interim Director of Public Health
Gill Mulhall	Headteacher, Little Heath Primary School
Debbie Newman	Headteacher, Corpus Christi Primary School
Michelle Horn	Primary Care Lead Nurse, Coventry & Rugby CCG
Jayne Phelps	Chair of Learning & Development Subgroup Designated Nurse, CCG
Peter Turgoose	Service Manager, Coventry NSPCC
Julie Newman	Legal Advisor, CLYP & Adults Manager, Legal and Democratic Services
Neil Macdonald	Strategic Lead Quality Assurance and Safeguarding, People Directorate CCC
Dr Jo Gifford	Consultant Community Paediatrician, Interim Designated Doctor, Coventry & Rugby CCG & Named Doctor for CP, CWPT
Debbie Wright	Principal, Further Education
Linda Cane	Service Manager, CAFCASS
Ian Green	Detective Chief Inspector, Specialist Children Team, West Midlands Police, Chair of CSE & Missing Steering Group
Officers to the Board	
Vacant	Business Manager, Safeguard Children & Adults Boards
Mo Ali	Business Support, Safeguarding Children Board (Minuting)
Anne Pluska	Learning & Development Co-ordinator



Board attendance is summarised in the table below. There is an agreement in place for NHS England and West Midlands PPU to attend as required.

Organisation	12/10/16	24/11/16	26/01/17	22/03/17	Meetings attended	Meetings expected at	%
Independent Chair LSCB					4	4	100
Coventry & Rugby CCG					4	4	100
Coventry & Rugby CCG (Designated Doctor)					3	4	75
CWPT					4	4	100
UHCW					4	4	100
GPs					2	4	50
NHS England					3	4	75
Public Health					3	4	75
West Midlands Police - Policing					3	4	75
West Midlands Police - PPU			N/A		3	3	100
Local Authority (Executive Director)					4	4	100
Local Authority (Children's Services)					4	4	100
Local Authority (Safeguarding)					3	4	75
Local Authority (Education and Inclusion)					3	4	75
Local Authority (Early Years)				N/A	3	3	100
Primary Schools					3	4	75
Secondary Schools					3	4	75
Further Education					3	4	75



Organisation	12/10/16	24/11/16	26/01/17	22/03/17	Meetings attended	Meetings expected at	%
Community Lay Member					0	4	0
Councillors (participant observers)					4	4	100
Community Rehabilitation Company					1	4	25
National Probation Service					3	4	75
NSPCC					2	4	50
West Midlands Fire Service					0	4	0
WM Housing					4	4	100
West Midlands Ambulance Services		N/A	N/A	N/A	1	1	100
South Warwickshire Foundation Trust			N/A	N/A	2	2	100
Legal Services					4	4	100
CAFCASS	N/A		N/A	N/A	1	1	100
Officers to the board							
Business Manager, LSCB					4	4	100
Training Co-ordinator					3	4	75
Administration					4	4	100

Priority	Why	Metrics	Outcomes
1. The Board to ensure that children and young people who are looked after have equal opportunities to other children and young people.	<ul style="list-style-type: none"> To ensure equality of opportunity for all children in Coventry The full picture for children who are looked after is not clear 	<ul style="list-style-type: none"> Data set has to be compared with children who are not looked after and OOC looked after children Number of placement breakdowns Percentage of moves to permanency Health assessments Dental health checks Quality of health assessments Educational attainment and NEET Disproportionality around missing and CSE Youth justice and criminality figures Virtual school data 	Children who are looked after have equal opportunities to children who are not, and information is used to support and care for children and young people in a way that meets their needs.
2. The Board to ensure that early help services, including mental health support, are available to children and young people and are resulting in positive outcomes.	<ul style="list-style-type: none"> To ensure that early help is given both to children and to young people experiencing challenges To ensure that early help supports families to build strength and to overcome challenges 	<ul style="list-style-type: none"> Number of children in care, LAC, CP plans, CAFs (including repeat CAFs), re-referrals Appropriate attendance at health screening Response to children who demonstrate distress e.g. self-harm Healthy height and weight Number of CAMHs referrals Reduced referrals to social care Number of early help assessments Pre and post diagnostic support for children and young people with autism and ADHD Autism and ADHD diagnosis waiting times Results from Ignite Project 	Children live in nurturing and supportive homes.
3. The Board to ensure that missing children and young people, and those at risk of CSE, are protected by effective multi-agency arrangement.	<ul style="list-style-type: none"> Good progress has been made in Coventry, but good practice is not sufficiently embedded to be business as usual There are further areas for development, particularly in relation to long-term support and police understanding 	<ul style="list-style-type: none"> Missing children data- number, episodes, frequency and patterns, location CSE numbers and risk levels, then risk reduction Content of return home interviews and how these are used to inform practice (e.g. review 2 RHI every month) Referral source Use of blame language recorded by professionals reduces 	Children are protected from abuse and exploitation and enjoy their childhood.
4. The Board to ensure that the profile of understanding of emotional abuse and neglect, including domestic abuse, is raised and that abuse is identified as early as possible.	<ul style="list-style-type: none"> SCRs have identified that children are too frequently left in neglectful situations for long periods of time Neglected children are at risk of other sources of harm 	<ul style="list-style-type: none"> Reduction in domestic abuse incidents Increase referrals for time to talk Reduced CP plans where the abuse category is neglect or emotional abuse CAF plans 	Children have positive relationships and feel safe at home.
5. The Board to work towards developing the safeguarding partnership and continue to look forward and improve in light of the Wood Report and Children and Social Work Act.	<ul style="list-style-type: none"> The context for safeguarding Board arrangements is changing and the Board needs to ensure that CSCB structures are fit for purpose To ensure that all relevant partners are engaged 	<ul style="list-style-type: none"> Attendance at Board meetings Attendance at sub-group meetings Challenge tracker Multi-agency training 	That safeguarding activity is maintained through the transition process and that regulations outlined in legislation and guidance are complied with. That the Board is responsive and flexible to changes locally and nationally.

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Coventry City Council

Briefing note

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

Date: 14th September 2017

Subject: Children's Services Redesign

1 Purpose of the Note

1.1 To provide an overview of the changes made to the transformation of Children's Services

2 Recommendations

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

- 1) Consider the changes being made to Children's Services as outlined in Appendix 1
- 2) Identify any recommendations for the Cabinet Member.

3 Information/Background

3.1 At their meeting on the 13th July 2017, members of the Board received a report on the Improvement Board. As part of this report, Members were informed of a re-design of Children's Services.

3.2 Members requested further information on the re-design. This can be found in the presentation at Appendix 1.

3.3 The re-design is in response to the proposals in the Connecting Communities report which were agreed at Cabinet on 7th March 2017.

3.4 The fundamental aim of the children's transformation changes are to ensure that Coventry City Councils Childrens services are fit for purpose supporting us in:

- Responding earlier to children's and parent's needs
- Targeting vulnerable and potentially vulnerable children
- Reducing the number of repeat assessments and hand-offs or changes in worker that children and families experience
- Enabling single assessment or support plans to be created and sustained through a child's service journey
- Creating more opportunities for other agencies and professionals to integrate their services with ours around the needs of individual children
- Supporting new ways of working based on a sustainable structure and resource base as part of the Councils medium term financial strategy
- Developing a self-improving system of working where doing the right thing is made easier

- 3.5 The consultation on the proposals closed on 3rd August 2017 and changes made to the original proposals have been made in consideration of the feedback received.
- 3.6 The changes reflect the requirements of and underpins the successful Improvement Plan as well as the learning from the recent Ofsted inspection.
- 3.7 The final proposals have been shared with the trade unions.

Appendix 1 – Presentation

John Gregg
Director of Children's Services
People Directorate
Tel: 024 7683 3402
Email john.gregg@coventry.gov.uk

Children's Services Redesign



14 September 2017

Education and Children's Services Scrutiny Board

Presented by:

John Gregg – Director of Children's Services

Headlines what Ofsted said ...

Page 68

“Services for children in Coventry are no longer inadequate and they now require improvement to be good. Senior leaders and elected members have, in the last 12 months, worked with intense focus to improve the quality of children's social care services and to ensure that children receive the help and protection that they need. While these improvements are evident and are benefiting children and their families, they are not yet fully embedded. Securing a stable and permanent senior management team has made a significant contribution to achieving this.”

Headlines what Ofsted said...

- Strong Political and Corporate Support
- Strong Children's Service vision
- Senior leaders know what 'good' looks like
- Senior leaders have demonstrated an increasing trajectory for improvement
- Strong strategic partnerships are evident
- Children's Services reputation is improving
- There is increasing confidence in the 'system'
- Evidence of culture shift and improved working conditions



What Ofsted said about children who need Help and Protection

Page 70

- Cohesive early help offer
- Strong MASH
- SoS evident and growing
- Practice inconsistent
- Too much work in the system
- Risk averse approach
- Thresholds not universally understood or applied in practice
- Delays in completing Assessments



What Ofsted said about children who need Help and Protection

- Some evidence of drift
- Children not always seen quickly enough
- CiN – an area for improvement
- LADO – needs strengthening
- Private Fostering – Poor an AFI
- More work to do to instil confidence in Children's Services
- Horizon Team – Very effective



What Ofsted said about looked after and achieving permanence

Page 72

- Permanency Planning NOT tracked
- Leads to drift and delay
- CPRs and sibling assessments not good enough
- Adoption timeliness improving
- Life story work seen was of good quality but not all children receive one
- Care leavers - an area of strength
- LAC impacted by legacy issues



What Ofsted said about looked after and achieving permanence

- Care plans not always based on an updated assessment
- Children benefit from an effective Children in Care Council
- Placement stability improving from a low base
- IROs – need to strengthen challenge and escalation
- Too many children enter care in an unplanned way
- Too many changes in social worker
- LAC persistent absence from school an AFI
- Too many children placed at a distance from home



What Ofsted said about Leadership, management, governance

Page 74

- Senior Management team have a clear vision for service improvement
- Agency staffing remains too high
- Early help shoulders too much
- More work required with partners around thresholds
- A significant amount of work results in NFA
- A small number of cases where risk was slow to be identified
- Management oversight of cases does not drive change at Pace
- Half of staff have less than two years experience which will mean the journey to good will take time

Children's Services: Our Vision



Children are at the heart of everything we do.



They are involved as key partners in planning and decision making.

High quality, child-centred and effective services.



We deliver high quality, child-centred, effective help and support to children and young people, their parents/carers and family. Providing the right intervention at the right time and in the right way. We provide integrated services and seamless clear pathways from early help to specialist support.

Reflective and responsive to change.



Our services reflect and respond to the changing needs of Coventry's diverse population of children and young people.

Working with families.



We work with families to equip them with the understanding and skills they need to raise their children in a loving, happy, healthy and safe environment, which enables them to become confident and responsible adults.

Outcome-driven and impactful.



Services are outcome driven and we are clear about the impact we are having on children.

Services around children and families.



Children are supported to live at home whenever possible. When they cannot remain with their families, they are able to live in or near Coventry in the most appropriate caring home. Services wrap-around the child so as to minimise any disruption to children's lives.

Top class early help.



We deliver top class services for early help and early years, to optimise prospects of the best start in life for all children.

Mature partnerships.



Our partnerships are mature, trusting and effective at both strategic and operational level. In our partnership work, the focus remains on the child. Partners actively contribute to enhance the local authority offer.

Committed workforce.



Our workforce is stable, skilled, motivated and committed to delivering excellent services to children and young people in Coventry. They feel supported to make decisions, assess and hold risk and to develop creative and innovative solutions.

High-performing.



The outcomes we achieve for children and young people compare favourably with high performing local authorities. We make an active contribution to Coventry's ambition of achieving Top 10 city status.

Children's Services Transformational Design Principles



1

Put our children and young people at the heart of everything we do



2

Ensure that children, their families' and their communities experience our service as seamless as is possible so that the right sort of support happens, in the right way, at the right time

3

Reduce drift, delay, handoffs and duplication to ensure purposeful progress and strengthen outcomes for children



4

Create an organisational environment that prioritises and allows quality practice, with direct working skills, to flourish



5

Establish Coventry as a leader of children's services nationally and regionally



6

Provide easily accessible innovative support including enabling children, parents and families to help themselves reducing future dependency on our services

7

Promote the principles of Kickstart and agile working whilst ensuring that they support the work of our staff and partners



8

Ensure resources are utilised in a way which achieves value for money, using evidence based support and intervention practice frameworks to reduce inequalities and improve outcomes for vulnerable children

9

Maximises the quality of outcomes for vulnerable populations in order to safely take money out of the system



10

Provide strengthened accountability and leadership at all levels within the Children's Services organisational structure

11

Develop a work environment which is a key factor in recruiting and retaining a well trained workforce that provides



12

Design locality based service provision unless central provision is evidently more effective and efficient



Edge of Care Project

- Reduce the number of young people entering care
- Make financial savings through **reducing the costs of young people placed in residential and fostering care**
- Ensure a **clear pathway** into services and reduce fragmentation
- Ensure **effective step down** to prevent young person entering care in the future



Fostering Project

- **100 more** foster care placements by March 2018
- **Re-engineered and stronger process** for dealing with enquiries
- **Foster carer retention**
- Enhance **training, development and support for carers**
- Increased scheme of **allowance and fees**
- Make placements which **do not** disrupt education or healthcare
- **Proximity** of placements to social work support



Supported Accommodation Project

- **Planning** and **rationalising provision** to form a clear, coherent service
- **Prioritise** Looked After Children, Children in Need and those leaving care who still need supported accommodation before taking their own tenancy.
- Seek to **disaggregate the service** into separate provision for children and young people and adults
- **plan provision for move-on** and the **process for assuming tenancies.**
- Provision for **preparation for independence** and/or training



External Residential Care Project

- Start a commissioning exercise to create a mixed economy of residential provision in Coventry.
- More diverse service, give more options for matching service to need
- Help create a better risk profile to the local authority
- Reduce the number of children and young people in residential care to approximately 10%



Residential Redesign

- **Mix of council, private and voluntary sector**
- **Best quality care – no matter who provides**
- Our current in-house residential service assessed as not being entirely fit for purpose
- **Less institutional in nature**
- More easily identified as **homes for children** and more like family life



Early Help Project

- Family Hubs integrating Early Help Services across a **0 – 19 age range**, with multi-agency, multi-disciplinary teams
- Opening up untapped resources
- Improving outcomes for children whilst reducing the demand on social care
- Substantial savings by **delivering efficiencies**, across the Council and partners



Business Processes and Workflow Project

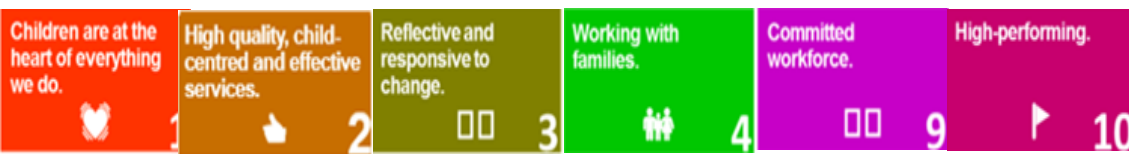
- **High quality, child centred** effective help and support to children and young people, their parents/carers and family
- Reviewing **activity, demand, data** and **business processes**
- Providing the **right intervention** at the **right time** and in the **right way**
- Practice framework for **evidence based interventions**
- **Robust relationships with families** and to build on their strengths
- **Approved, consistent** and **systematic** social work practice models and core tools



Workforce Redesign

Re-organising our structures and service so we:

- **deliver** on our Improvement Plan
- reflect **how children move** through our services,
- focus on **frontline delivery**
- have a **stable, skilled and motivated workforce** who can make decisions in the best interests of the child



What we are trying to achieve – Children's Services Redesign

Reorganising our structures and service so we:

- Deliver on our **Improvement Plan**
- **Transform and improve outcomes** for the children, young people and their families living across the city
- Reflect how children **move through our services**,
- Focus on **frontline delivery**
- Have a **stable, skilled and motivated workforce** who can make decisions in the best interests of the child
- Reflects the **interdependence** between our **Early Help Strategy**, the **Children's Improvement Plan** and the benefits for **children, young people and families**



What we are trying to achieve - Children's Services Redesign

Page 86

- Support us in **responding earlier** to children's and parents needs and **targeting vulnerable and potentially vulnerable children**
- Reduce the number of **repeat assessments, hand-offs or changes in worker** that children and families currently experience
- Enable **single assessment or support plans** to be created and sustained through a child's service journey
- Create more opportunities for other **agencies and professionals to integrate** their services with ours around the needs of children, young people and families



What we are trying to achieve Children's Services Redesign

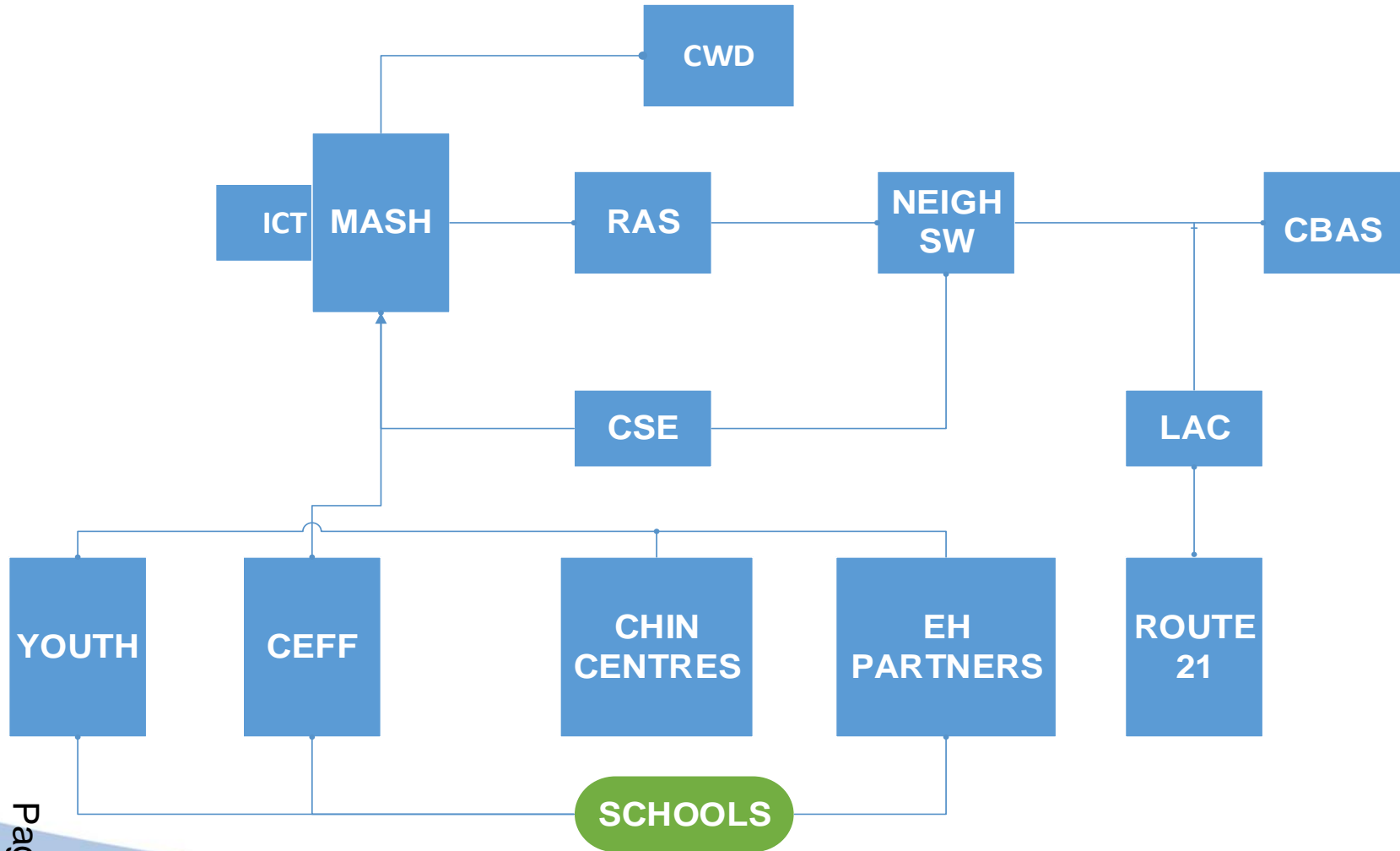
- Help develop a **self-improving system** of working where **doing the right thing is made easier**
- Support the implementation of **new ways of working** or **changes in statutory services** based on developing a sustainable structure
- Resource base which will be affordable and viable as part of the Councils **medium term financial strategy**
- **Needs of residents** needs to be balanced alongside making **radical changes in the delivery of services**
- **Working closely** with staff, residents and partners in new ways to optimise the total public funding that remains to support the most vulnerable in the city



The Budget - Children's Services Redesign

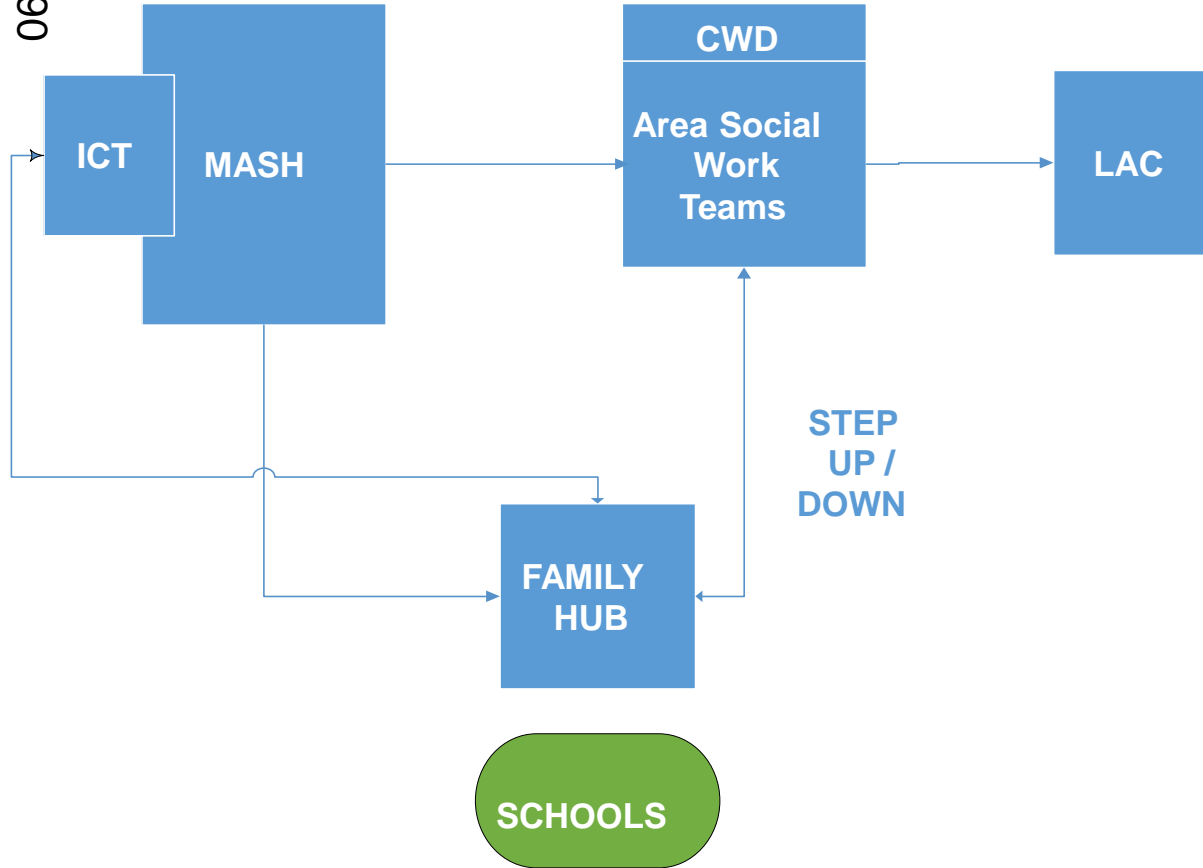
Social Care Workforce Redesign					
	Current	17/18	18/19	19/20	
	£000's	£000's	£000's	£000's	£000's
Cost of Service	25,178	24,712	24,058	23,058	
Savings Delivery		(466)	(1,120)	(2,120)	
Savings Target		676	1,976	2,776	
Under-delivery		210	856	656	
Assumptions					
Deliver a maternity cover service in-house rather than agency cover					
Deliver £1M of activity reduction (CIN and CP) by 19/20					
No longer top up admin resource (approx £300K)					
The saving figures are in addition to the required Connecting Communities delivery.					

Current Workflow



Redesigned Future Workflow

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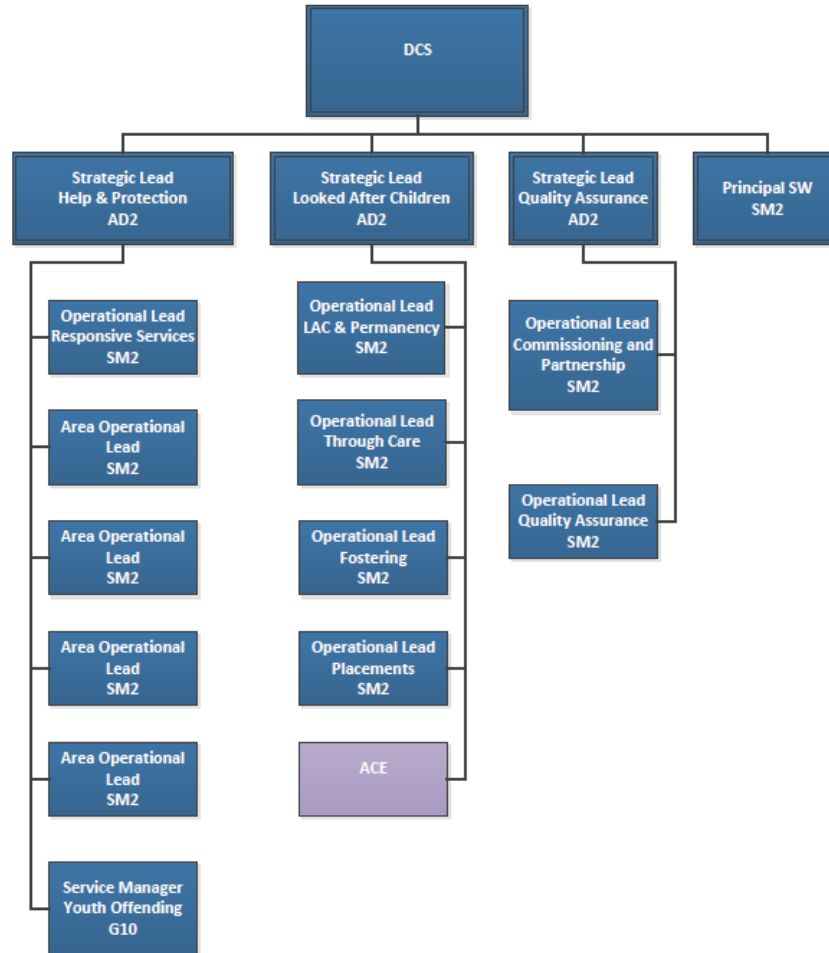
Redesigned Workflow

- Referrals will come in via the Initial Contact Team and MASH – a threshold decision will be made depending on level of need
- If threshold met for Social Care involvement the case would move directly into a Area or Locality Team, resulting in less transition for the child and the community based team will retain the casework until either the child becomes Looked After or is stepped down to Early Help, Universal Services or closed
- This will result in Children and their families having less changes in Social Worker and is a Community based model

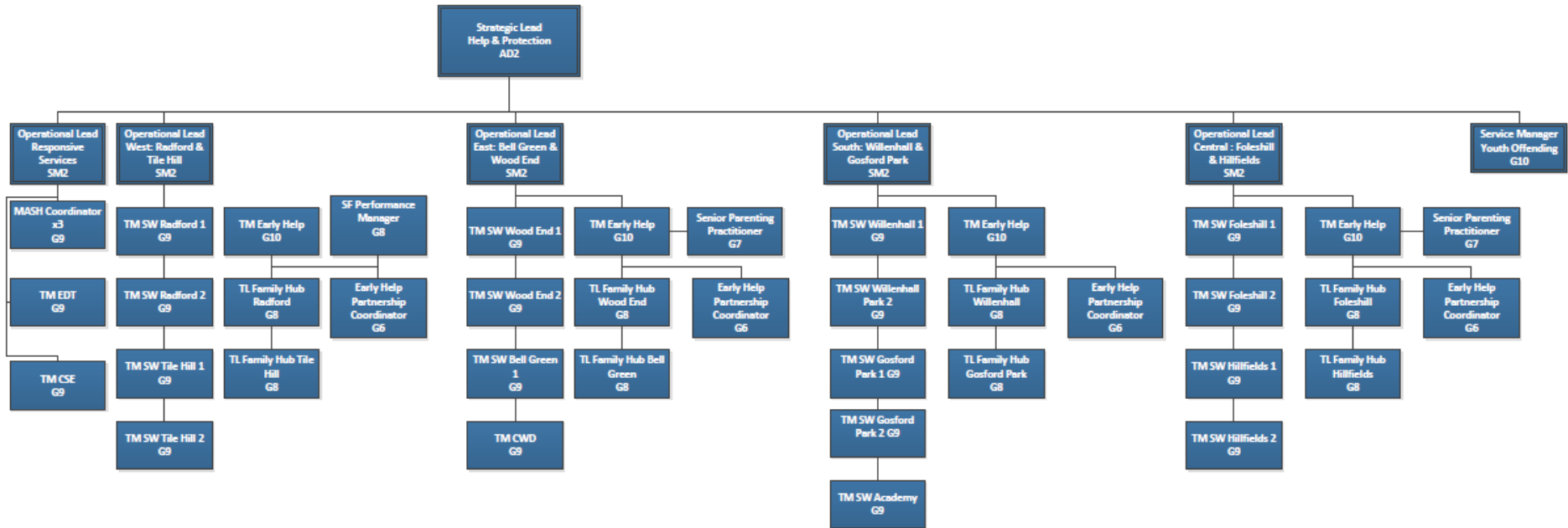


Children's Services Management Team

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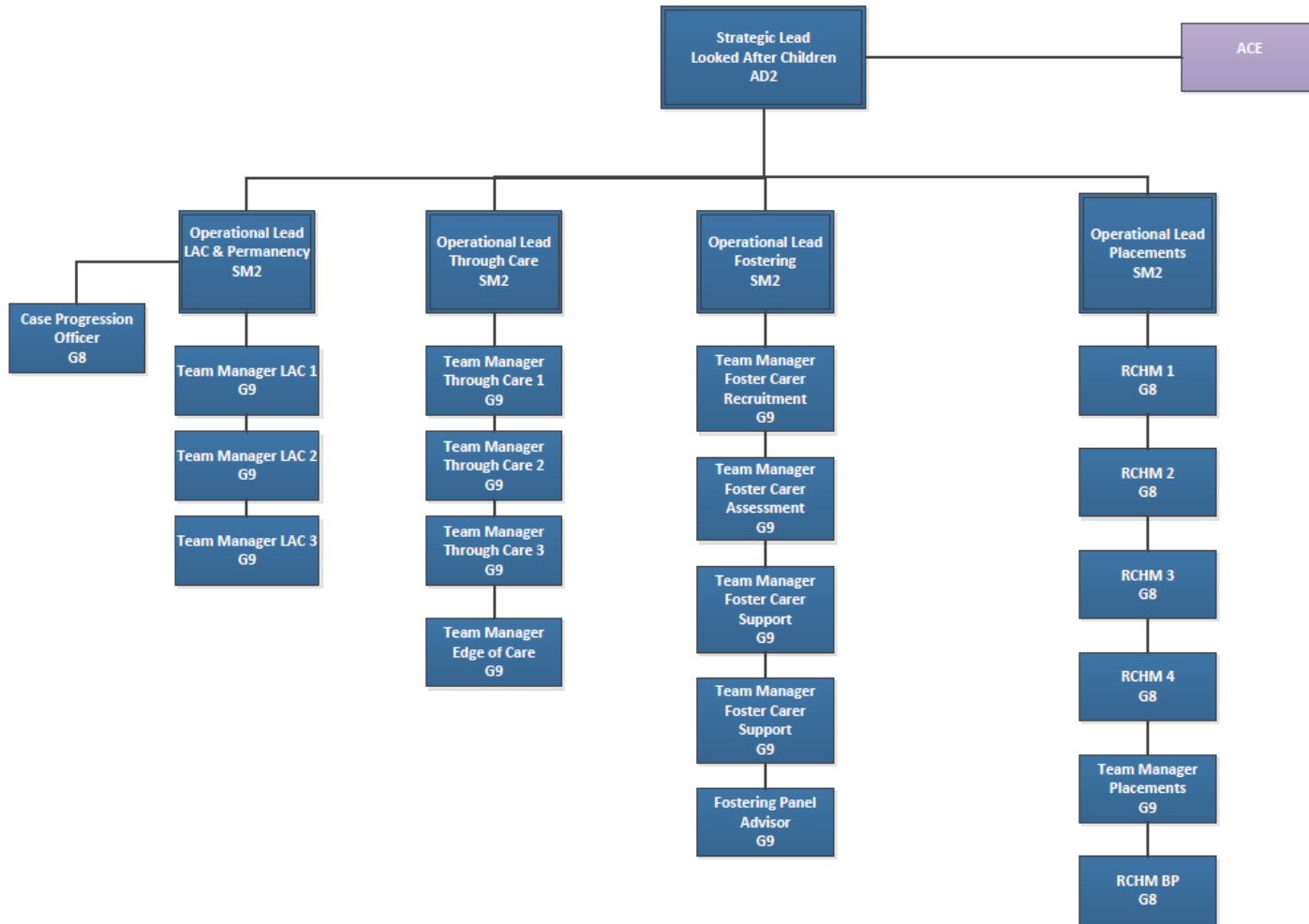


Help and Protection Structure Chart

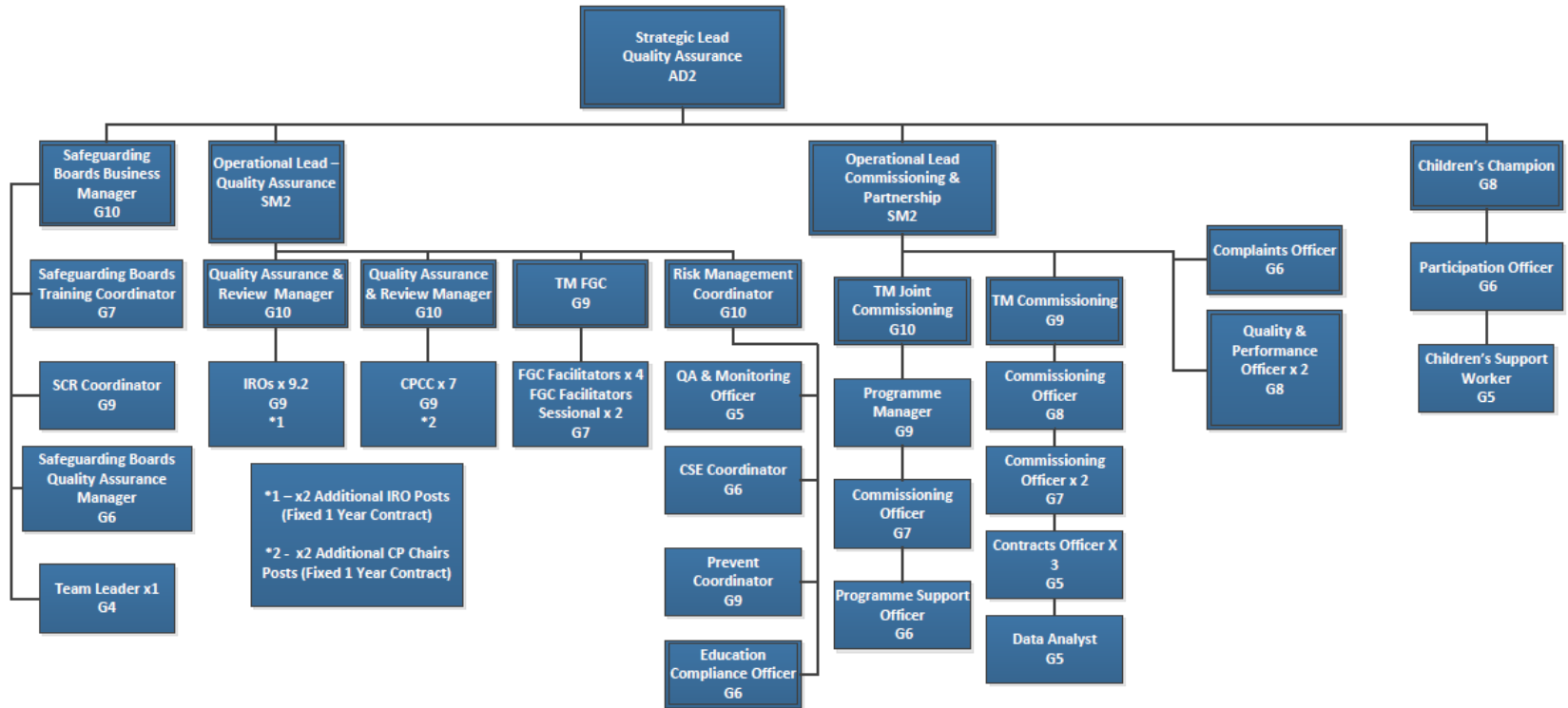


Looked After Children Structure Chart

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Quality Assurance Structure Chart



Outcomes

- Responding earlier to children's and parent's needs
- Targeting vulnerable & potentially vulnerable children
- Reducing the number of repeat assessments & hand-offs or changes in worker that children and families experience
- Enabling single assessment or support plans to be created and sustained through a child's service journey
- Creating more opportunities for other agencies & professionals to integrate their services with ours around the needs of individual children
- Supporting new ways of working based on a sustainable structure & resource base as part of the Councils medium term financial strategy
- Developing a self-improving system of working where doing the right thing is made easier

Thank you
Any questions?



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Coventry City Council

Briefing note

To: Education and Children's Services Scrutiny Board

Date: 14th September 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/ Responsible Officer	Recommendations/ Actions	Response/ Status
13th July 2017	Support to Young Carers	Cllr Ruane/Cllr Maton	a) Make the streamlining of services to young carers a priority with a view to working alongside the Carers Trust to providing a "one stop shop" for the young carers needing support b) Consider further the identification of young carers, working with partners including schools and health agencies and the promotion of available support to young carers as well as the management of resources to ensure adequate support for all young carers in Coventry	Briefing note sent to Cabinet Members on 18/8/17
13th July 2017	Improvement Board		Redesign of children's services to scrutiny in sept	Added to the work programme
13th July 2017	Improvement Board		Consultation document to Members SB2 including co-opt members	Information circulated to Members 17/7/17
13th July 2017	Improvement Board		Chair of SB2 and CM (CYP) and Deputy to meet with Gail and John and Andrew Brunt to discuss redesign	Meeting arranged
13th July 2017	Work Programme		Members asked about when the following would be considered further <ul style="list-style-type: none"> • the task and finish group • private fostering • special and alternative provision including home schooling 	Items added to the work programme
13th July 2017	Work Programme		To consider an item on challenging issues in secondary schools including <ul style="list-style-type: none"> • Stoke park support • Progress Tile Hill and Woodlands merger 	Date and format of these reports to be agreed.
13th July 2017	Work Programme		Any school which receives an inadequate rating from Ofsted the action plan to be automatically considered at SB2	

Please see page 2 onwards for background to items

29th June 2017 – formal/ informal meeting
Ofsted Inspection Report Informal briefing of the Board
13th July 2017 – 10am
Young Carers Improvement Board Report Work programme briefing note
14th September 2017
LSCB Interim Annual Report Children's Services Redesign
12th October 2017
Quality of Social Workers Regional Adoption Agency
23rd November 2017
Improvement Board Report – 18 th October 2017 Special and Alternative Provision including Home Schooling
11th January 2018
Progress on Ofsted Recommendations Private Fostering
1st March 2018
Improvement Board Report – 10 th January 2018 Task and Finish group – Retention of Social Workers - recommendations
29th March 2018
- -
26th April 2018
Improvement Board Report – 11 th April 2018 -
Date to be determined
One Strategic Plan updates Education Performance including vulnerable groups Review of the Education Service redesign School Funding SCR – Baby L SCR – Child F School based police panels World Class Schools Quality Award
Standing Items
Serious Case Reviews Schools Ofsted Reports

Date	Title	Detail	Cabinet Member/ Lead Officer
29th June 2017 – formal/ informal meeting	Ofsted Inspection Report	Following the Ofsted inspection in March, the inspection report is published on 13 th June. This is an opportunity for Members to consider the outcomes of the inspection and the subsequent action plan.	Gail Quinton John Gregg Cllr Ruane
	Informal briefing of the Board	To cover the work areas of the Board plus. Looking at the Council's Corporate parenting requirements and how the Council is meeting them.	
13th July 2017 – 10am	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.	Paul Smith Jon Reading Cllr Ruane Cllr Abbott
	Improvement Board Report	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
	Work programme briefing note	A follow up from the informal meeting to agree the work programme for the year	Gennie Holmes
14th September 2017	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
	Children's Services Redesign	Following on from the meeting in July, Members requested a full briefing on the changes proposed through the redesign.	John Gregg Cllr Ruane
12th October 2017	Quality of Social Workers	A 6 month follow up report from the meeting on 27 th April	Lee Pardy- McLaughlin Cllr Ruane
	Regional Adoption Agency	With the creation of a regional adoption being headed by Warwickshire County Council, Members requested further information on implementation and timescales. A Cabinet report for 31 st October 2017 will be considered at the meeting.	John Gregg Cllr Ruane

SB2 Work Programme 2017/18

Date	Title	Detail	Cabinet Member/ Lead Officer
23rd November 2017	Improvement Board Report – 18 th October 2017		
	Special and Alternative Provision including Home Schooling	Members requested a report on how children who are home schooled are supported by the LEA and also to discuss whether pupils excluded from school are being home schooled by parents	Kirston Nelson Cllr Maton
11th January 2018	Progress on Ofsted Recommendations	Following the recommendations in the Ofsted report, Members want to look at progress, particularly at how risk is managed, including with partner agencies such as health and schools	John Gregg Cllr Ruane
	Private Fostering	Following the recommendations in the Ofsted report Members requested to look in more detail at private fostering arrangements – possible Task and Finish Group	John Gregg Cllr Ruane
1st March 2018	Improvement Board Report – 10 th January 2018		
	Task and Finish group – Retention of Social Workers - recommendations	A report to consider the recommendations identified by the task and finish group to support the retention of social workers.	Gennie Holmes John Gregg
29th March 2018	-		
	-		
26th April 2018	Improvement Board Report – 11 th April 2018		
	-		
Date to be determined	One Strategic Plan updates	Progress on the information provided	Kirston Nelson Cllr Maton
	Education Performance including vulnerable groups	A regular report, looking at school performance, in particular progress of vulnerable groups	Kirston Nelson Cllr Maton

Date	Title	Detail	Cabinet Member/ Lead Officer
	Review of the Education Service redesign	Following a meeting where the proposals for a new structure for the Educations service were considered, Members requested a progress report following implementation.	Kirston Nelson Cllr Maton
	School Funding	To look at changes to school's funding formula once finalised.	
	SCR – Baby L	For Members of the Board to consider how the recommendations from the SCR have been implemented	John Gregg David Peplow Cllr Ruane
	SCR – Child F	The Board will consider recommendations from a serious case review.	Cllr Ruane David Peplow
	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
	World Class Schools Quality Award	President Kennedy School have been awarded this and the Board would like to know more about the process and what it means for the pupils.	Cllr Maton Kirston Nelson President Kennedy pupils
Standing Items	Serious Case Reviews	The Board will consider recommendations from serious case reviews when they are published.	Cllr Ruane
	Schools Ofsted Reports	Members requested information on how schools with poor Ofsted reports are being supported, using Stoke Park as a case study. If any school in Coventry is rated Inadequate by OFSTED, the resulting action plan will be considered as an item for Scrutiny	Kirston Nelson Cllr Maton