



Education and Children's Services Scrutiny Board (2)

Time and Date

2.00 pm on Thursday, 1st March, 2018

Place

Committee Room 3 - Council House

Public Business

1. **Apologies and Substitutions**
2. **Declarations of Interests**
3. **Minutes** (Pages 3 - 6)
 - a) To agree the minutes of the meeting held on 14th February, 2018
 - b) Matters Arising
4. **Coventry Parenting Strategy 2018-2023** (Pages 7 - 68)

Briefing Note of the Deputy Chief Executive (People)
5. **Children's Services Redesign - Progress Report** (Pages 69 - 92)

Briefing Note of the Deputy Chief Executive (People)
6. **Progress on Ofsted Recommendations and Improvement Board** (Pages 93 - 98)

Briefing Note of the Deputy Chief Executive (People)
7. **Outstanding Issues**

Outstanding Issues have been picked up in the Work Programme
8. **Work Programme** (Pages 99 - 104)

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

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

Private Business

Nil

Wednesday, 21 February 2018

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 1st March, 2018 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 Wednesday, 14 February 2018

Present:

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

Co-Opted Members: Mrs S Hanson and Mrs K Jones

Employees (by Directorate):

People A Brennan, K Nelson, J Silverton
Place G Holmes M Rose

Apologies: Councillor J Lepoidevin
 R Potter

Public Business

40. Declarations of Interests

There were no Disclosable Pecuniary Interests.

41. Minutes

The minutes of the meeting held on 11th January, 2018 were approved.

42. Coventry's Education Performance

Further to minute 60/16 the Scrutiny Board considered a briefing note and presentation of the Deputy Chief Executive (People) which provided an update for members on Coventry's performance on the following:

- Ofsted profile
- Early Years Foundation Stage
- Phonics and Key Stage 1
- Key Stage 2
- Key Stage 4
- 16-19 attainment
- Post-16 participation in education, employment and training

Also detailed in the briefing note were headline achievement data for the following vulnerable groups (not yet validated):

- Children Looked After (CLA)

- Disadvantaged (previously referred to as Pupil Premium)
- Special Educational Needs (SEN)
- English as an Additional Language (EAL)
- Ethnicity group – White British, Gypsy/Roma

The briefing noted that the Ofsted profile for primary schools in Coventry continued to rise and the profile for Secondary had improved since 2015. Coventry had 100 per cent of pupils attending good or outstanding special schools. The combined citywide profile continued to rise and was above national.

In conclusion the report noted that in 2017 there were some improvements to celebrate which included results at Key Stage 2, KS4 destinations and KS5 destinations and performance of some vulnerable groups. A key overarching priority for 2017-18 was to continue to improve outcomes for all pupils so they were in line with or better than national.

The presentation focused on successes and key priorities including focusing on schools that were 'coasting' and 'below the floor standard' definitions were provided. The system of national curriculum levels was no longer used by the government to report end of key stage assessment. There was no 'target' for the amount of progress an individual pupil was expected to make. Any amount of progress a pupil made contributed towards the school's progress score.

The floor standard was the minimum standard for pupil attainment and / or progress that the government expected schools to meet. In 2017, a school would be above the floor if:

- at least 65% of pupils met the expected standard in English reading, English writing and mathematics; or
- the school achieved sufficient progress scores in all three subjects. At least -5 in English reading, -5 in mathematics and -7 in English writing

To be above the floor, the school needed to meet either the attainment or all of the progress element.

Coasting schools are where, over time, pupils do not fulfil their potential. The coasting definition was based on three years of data, using the same performance measures that underpin the floor standards. In line with regulations, in 2017 a primary school falls within the coasting definition if based on revised data:

- In 2015 fewer than 85% of pupils achieved level 4 in English reading, English writing and mathematics and below the national median percentage of pupils achieved expected progress in all of English reading, English writing and mathematics, and
- In 2016 fewer than 85% of pupils achieve the expected standard at the end of primary schools and average progress made by pupils is less than -2.5 in English reading, -2.5 in mathematics or -3.5 in English writing, and
- In 2017, fewer than 85% of pupils achieved the expected standard at the end of primary schools and average progress made by pupils was less than -2.5 in English reading, -2.5 in mathematics or -3.5 in English writing.

Officers reported challenges such as changes to the curriculum and assessments and gave historical context. Officers also discussed collaborative ways of working and partnerships.

The Scrutiny Board praised the improvements achieved in Primary Schools.

The Scrutiny Board questioned officers on the following:

- concerns with Key Stage 4 results
- concerns about vulnerable groups particularly those with Special Educational Needs (SEN)
- advice for parents about schools performance
- retention of teaching staff
- progress in schools targeted for additional support and the support offered

The Scrutiny Board requested that the link to the list of individual school performance be circulated and also the presentation slides be circulated to members of the Board.

RESOLVED that the Scrutiny Board

- 1. Request an informal report back in 6 months on progress on unvalidated primary data.**
- 2. Request information on the targeted support offered to three schools which showed progress against the floor standards.**

43. Exclusions and the Extended Learning Centre

Further to Minute 39/17 the Scrutiny Board considered a briefing note of the Deputy Chief Executive (People) which they had requested that provided an overview of the following information:

- The number of permanent exclusions that had been implemented by Coventry schools over the current academic year and the last two full academic years;
- The post exclusion process, leading to either an alternative school offer or alternative provision. This included recent service developments which were implemented in September 2017, as an outcome of the Education re-design process.
- The number of pupils that were not accessing full time education as a result of permanent exclusion.
- The Coventry Extended Learning Centre (ELC)

Officers discussed with members of the Board partnership working and One Strategic Plan.

The Scrutiny Board questioned officers on the following:

- Managing the rising numbers of exclusions in primary and secondary schools in the city
- Home schooling
- The voice of the child
- Time managed exclusions
- Identifying Special Educational Needs early
- Managing exclusions

- The effect of exclusions on results

RESOLVED that the Scrutiny Board request a report on

- a. the One Strategic Plan**
- b. a report on the impact of the new managed transfer system 6 months since implementation**

44. Progress on Ofsted Recommendations and Improvement Board

RESOLVED that the Scrutiny Board defer consideration of this item until the next meeting to enable the feedback from the January Ofsted visit to be considered in public.

45. Outstanding Issues

The outstanding issues were picked up in the work programme.

46. Work Programme

The Scrutiny Board noted the work programme.

47. Any Other Business

There were no other items of business.

(Meeting closed at 11.35 am)



Coventry City Council

Briefing note

To: Error! Unknown document property name.

Date: 1st March 2018

Subject: Coventry Parenting Strategy 2018-2023

1 Purpose of the Note

- 1.1 The purpose of this paper is to present the Coventry Parenting Strategy 2018 – 2023 to the Education and Children’s Services Scrutiny Board (2), update members of the Board on progress made to strengthen parenting provision in the city and provide an opportunity for members of the Board to offer contributions and suggestions to strengthen the parenting offer in Coventry.

2 Recommendations

- 2.1 The Scrutiny Board are requested to:

- 1) Review the information provided in the Coventry Parenting Strategy (Appendices 1-3)
- 2) Support the recommendations in the Parenting Strategy which have been brought together by partners across Coventry.
- 3) Contribute any comments or suggestions for further work to strengthen parenting provision in the city across partners.
- 4) Provide suggestions for the development and delivery of the implementation plan.

3 Information/Background

- 3.1 There is clear evidence that supporting parents and carers to develop effective parenting skills is an important part of maximising their children’s potential. As children and young people develop, families may face a number of challenges and the extent to which they are able to cope with these will differ from person to person. External factors such as unemployment, poor housing or poverty may negatively impact on a person’s ability to parent well. However, good mental wellbeing and high levels of resilience can work as protective forces in these situations. Having good parenting support available from the very beginning of parenting, the antenatal period, up to adolescence, is essential to ensure people are able to navigate life’s challenges and parent well at the same time.
- 3.2 In Coventry, the future for our young people is not as good as others across the West Midlands and the country as a whole, particularly for our more deprived children. As a Marmot city, those delivering support to families in Coventry are committed to tackling health inequalities, where increasing deprivation is associated with poorer health.
- 3.3 Coventry’s vision for parenting is to have “More Coventry Children and Young People grow up within supportive families and communities”. In order to deliver action to achieve this vision, a multiagency steering group has been established to develop a new Parenting Strategy for Coventry. In developing a Parenting Strategy, there will be a Coventry-wide approach to supporting parenting, where everyone working within this area including voluntary organisations, non statutory and statutory agencies understand, where their support fits into the overall parenting support system.

4 Local needs

- 4.1 Coventry's population is 352,911 and children and young people make up approximately 25.04% (88,372) of the population. Given the diversity in the city, the impact of cultural beliefs on parenting needs to be considered. Coventry has a growing percentage of residents of Black and Minority Ethnic Groups with 46.9% (21,470) of school children from a minority ethnic group. The Migrant Health Needs Assessment identifies that over 100 languages are spoken in Coventry and 9% of households do not have a single person within the home who speaks English as a first language.
- 4.2 Domestic abuse, mental health illness and substance misuse are issues for some Coventry parents, which significantly impacts on their children. Approximately 1 in 6 people in Coventry are estimated to be affected by a common mental health condition at any one time. This means many children will grow up with a parent who at some point will experience poor mental health.

5 Consultation with Parents

- 5.1 During September 2017, parents and the Coventry Parenting Steering Group designed a survey to capture the views of parents and carers in Coventry, to better understand their perspectives and what they would most value from parenting support. 364 responses were received and a full report of findings can be found in Appendix 3. The methods used to capture the views included; an online survey for members of the public and a paper based version of the survey, used in community settings such as Foleshill Women Training Centre. In addition, a consultation event was held in the Central Library to capture views of parents /carers.
- 5.2 The consultation with parents confirmed that access to parenting support needs to be strengthened; further awareness raising is required around the parenting provision. The findings show that the majority of parents received support that fully met their needs or moderately met their needs. The findings show that a high percentage of parents needed support before or after birth such as preparing for the birth of the baby (75%), breastfeeding (71%), how to care for the baby - e.g. safe sleeping, bathing and feeding (69%) and supporting child behaviour (52%). A smaller proportion of parents reported needing support in areas such as relationship support between adults (32%) and dealing with financial responsibilities (32%) .

6 Mapping Parenting provision

- 6.1 Through the Coventry Parenting Steering Group, a review of the current parenting provision in the city was completed. 21 agencies responded, highlighting 55 different parenting projects in the city. The current parenting support has shown that Coventry has a large number of evidence based parenting programmes and services on offer. There are also a number of locally grown programmes which help meet the diverse needs of the city.

7 Parenting Strategy Key Recommendations

- 7.1 Areas for improvements and key recommendations have been identified, bringing together the views of parents and stakeholders and the evidence. The approach taken is to strengthen these services within existing resources. The recommendations in the strategy are:
- To strengthen availability and accessibility of general information and advice to parents
 - To harness technology and the developing digital systems across agencies to strengthen the parenting offer
 - To ensure there is a systematic approach to ensuring the quality and effectiveness of the parenting offer across the whole system

- To ensure that this system-wide parenting offer is delivered in a way which progressively provides more support across the social gradient and level of need
- To ensure there is a clear focus on early help and prevention
- To improve cohesiveness of parenting support across Coventry
- To build parenting capacity in specific areas where gaps have been identified

8 Next steps

- 8.1 In terms of next steps, multi-agency task and finish groups have been set up to take forward the first four recommendations, with the remaining recommendations acting as cross-cutting themes. Following on from the emerging actions identified in the strategy, a detailed delivery plan for each of the work streams will be developed through the multi-agency Task and Finish groups. Parenting will also be strengthened in the future through the Family Hubs: the new Family Health and Lifestyles service has an increased focus on the delivery of parenting support, especially through the Health Visitors in the early years and the monitoring of this contract will provide levers to ensure parenting capacity is strengthened; there is an opportunity to strengthen our parenting offer through the training and development of Family Hub Workers.
- 8.2 By bringing parents and partners together in developing this strategy, we have achieved a comprehensive vision and approach to improve outcomes for children and families through strengthening parenting across the city. Partners are committed and ready to take the next steps towards achieving our vision.

9 Governance arrangements

- 9.1 The Parenting Strategy will be owned and monitored by the multi-agency Coventry Parenting Steering Group. The Steering Group, which reports to the Children and Young Peoples Partnership Board includes representatives from parents, statutory and non-statutory organisations including the voluntary sector. The strategy will be driven by the multiagency task and finish sub-groups.

Appendix 1

Coventry Parenting Strategy 2018-2023

Appendix 2

Coventry Parenting Strategy 2018 – 2023 (summary for parents and carers)

Appendix 3

Parenting consultation documents (Hyperlinks from the parenting strategy)

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COVENTRY
**Parenting
Strategy**
2018-2023



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Foreword *(to be completed by members of the steering group, this will also include an organisation pledge board with signatures from partners)*

Executive summary

There is clear evidence that good parenting is crucial to a child's development and to their future life chances. In the development of this strategy, the multi-agency Coventry Parenting Steering Group aimed to raise the level of awareness about the importance and impact of parenting on children's outcomes. This multiagency group, which included voluntary organisations, statutory agencies and parents, developed Coventry's vision for parenting which is to have "More Coventry children and young people grow up within supportive families and communities".

The Coventry Parenting Steering group sought to bring key partners together across statutory and non-statutory agencies to develop a more co-ordinated approach to parenting, sharing our resources, knowledge and experience and to review current provision and highlight recommendations for future parenting support. The Coventry Parenting Steering Group were also particularly aware of the reduction in resource across the system and the need to ensure that the provision of ongoing support and advice to Coventry parents, carers and families was maximised through joint working.

A consultation process was a key part of the development of this strategy. The steering group mapped out and reviewed the current parenting support which showed that Coventry has a large number of evidence based parenting programmes and services on offer. There are also a number of locally grown programmes which help meet the diverse needs of the city. A consultation with parents confirmed that access to parenting support needs to be strengthened and further awareness raising is required around the parenting provision.

Areas for improvements and key recommendations have been identified, bringing together the views of parents and stakeholders and the evidence.

Key Recommendations:

1. Strengthen availability and accessibility of general information and advice to parents
2. Harness technology and the developing digital systems across agencies to strengthen the parenting offer
3. Ensure there is a systematic approach to ensuring the quality and effectiveness of the parenting offer across the whole system
4. Ensure that this system-wide parenting offer is delivered in a way which progressively provides more support across the social gradient and level of need
5. Ensure there is a clear focus on early help and prevention
6. Improve cohesiveness of parenting support across Coventry
7. Build parenting capacity in specific areas where gaps have been identified

Next steps

Multi-agency task and finish groups have been set up to take forward the first four recommendations, with the remaining recommendations acting as cross-cutting themes. A detailed delivery plan for each of the work streams will be developed in partnership with key stakeholders.

Parenting will also be strengthened in the future through the Family Hubs: the new Family Health and Lifestyles service has an increased focus on the delivery of parenting support, especially through the Health Visitors in the early years and the monitoring of this contract will provide levers to ensure parenting capacity is strengthened; there is an opportunity to

strengthen our parenting offer through the training and development of workers within the Family Hub.

By bringing parents and partners together in developing this strategy, we have achieved a comprehensive vision and approach to improve outcomes for children and families through strengthening parenting across the city. Partners are committed and ready to take the next steps towards achieving our vision.

Introduction

1.1 Why is parenting important?

The relationships that mothers, fathers and carers have with their children are strongly linked to children's outcomes. When children/young people are parented in a positive way, they are likely to grow up feeling nurtured, safe and secure. Parental neglect, poor relationships with parents and inadequate parental supervision are associated with negative outcomes. Good parenting, however, has a substantial positive impact on a child's behaviour, educational attainment, emotional and physical health^{1,2,3}

As children and young people develop, families may face a number of challenges and the extent to which they are able to cope with these will differ from person to person. External factors such as unemployment, poor housing or poverty may negatively impact on a person's ability to parent well. However, good mental wellbeing and high levels of resilience can work as protective forces in these situations. Having good parenting support available from the very beginning of parenting, the antenatal period, up to adolescence, is essential to ensure people are able to navigate life's challenges and parent well at the same time.

Effective early help can have a positive impact, not only on the outcomes of children, young people and families, but it can save public money in the long run. When families reach crisis point, support is needed at a much more intensive level which costs more. By investing in early help to prevent difficulties from escalating, the need for these more costly services is reduced.

The Early Intervention Foundation (EIF) 'Cost Of Late Intervention' report found that nearly £17 billion per year – equivalent to £287 per person is spent in England and Wales by the state on the cost of late intervention¹². A key way of reducing these costs is to prevent adverse childhood experiences (ACEs) from occurring. ACEs are potentially traumatic events that can have negative, lasting effects on health and wellbeing and lead to higher rates of crime, antisocial behaviour and poorer mental health and wellbeing¹³.

Good parenting* plays a key role in preventing some of these issues from escalating and having a negative impact¹².

*In this strategy, good parenting is defined as safe, warm, secure home life, helping the child/young person to learn the rules of life..

There are many national policies which recognise the important role of early intervention and prevention and accessible parenting services^{5,6,7,8,9,10,11} to improve outcomes for children and families including:

- Early Intervention Foundation: What works to support parent child interaction in the early years (2016)
- The First 1001 Days All Party Parliamentary Group (2015) Building Great Britons
- Annual Report of the Chief Medical Officer 2012 Our Children Deserve Better: Prevention Pays (2012)
- The Wave Trust (2013)
- The Marmot Review Fair Society, Healthy Lives (2010)
- The Foundation Years: preventing poor children becoming poor adults: Frank Field (2010)
- NICE guidance Postnatal Care (2013)

Sir Michael Marmot, has outlined the importance of investing early to support families and children recommending that the proportion of overall expenditure allocated to the early years should be increased and ensuring the provision of “ *high quality maternity services, parenting programmes, childcare and early years’ education meet the needs across the social gradient*¹¹”

2. Our vision for Coventry

In Coventry, partners who work with families to support positive parenting have come together in order to achieve the following vision

More Coventry children and young people to grow up within supportive families and communities

- This will be achieved by ensuring children and young people have the best possible chance of being happy and healthy and achieving their potential through parenting support that is accessible and responsive to individual and community needs.
- Support will be provided from maternity services to school age and beyond, which develops nurturing family environments.
- Parents will feel empowered in their communities to support each other and build capacity to encourage and promote positive parenting.

2.1 Strategy development aim and objectives

The overarching aim was to develop this strategy using a Coventry-wide approach, where everyone working within this area, including voluntary organisations and statutory agencies, clearly understood where their support fitted into the overall parenting support system.

The following objectives were used to achieve this:

1. Bring together key partners across statutory and non-statutory agencies in a more co-ordinated approach, sharing resources, knowledge and experience to improve outcomes for children and families;

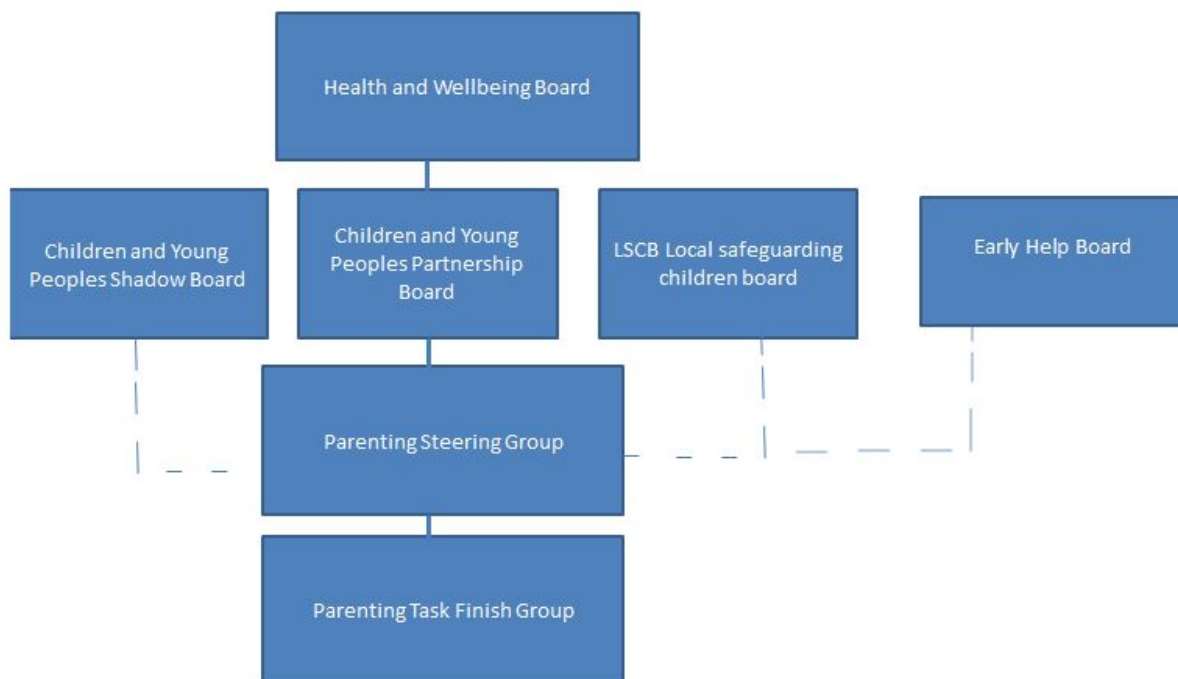
2. Raise the level of awareness about the importance and impact of parenting on children's outcomes;
3. Provide ongoing support and advice to Coventry parents, carers and families about parenting projects including the role of technology;
4. Review current provision and highlight recommendations for future parenting provision

3. How was the strategy developed?

3.1 Governance

In June 2017, a multiagency steering group was set up with parents and key statutory and non statutory partners. (Appendix 1 provides a full list of members). Parents were a key part of the Coventry Parenting Steering Group. The role of the Coventry Parenting Steering Group is to develop the Parenting Strategy and to maintain overview and accountability for the actions delivered as part of the strategy recommendations. The Coventry Parenting Steering Group will report progress updates to the Children and Young People's Partnership Board. Figure 1 shows an overview of how the partnership will work:

Figure 1: How the partnership will work for the Parenting Strategy



3.2 Work undertaken to develop the Parenting Strategy

The Coventry Parenting Steering Group was instrumental in leading a consultation process that included mapping out the current parenting support offered in the city and identifying areas for improvements. In undertaking a consultation the views of those who used the current services were captured and this helped identify where improvements needed to be made. An online survey was developed to capture the views of parents more widely (paper copies were made available in public spaces and 364 responses were received). Previous Parenting Strategy work was also reviewed by the Coventry Parenting Steering Group.

3.3 Links to other work happening in Coventry - service developments and strategies

Despite there being significant challenges in Coventry, there are some excellent opportunities to give our children the best start in life. The recent launch of the Family Hubs will deliver locally based early-help services, including services around health and wellbeing, benefits advice, employment and training.

The Family Hubs are in the eight most deprived areas of the city and include services for 0-19 year olds (0-25 for children with Special Educational Needs and Disabilities) including Children's Services, School Nursing, Health Visiting and Police. In addition, seven Public Health services that support families are currently being redesigned and brought together into one service, this includes services such as Health Visiting and School Nursing.



The new redesigned service called the Family Health and Lifestyle Service will have a greater focus on parenting and family support, with early intervention at the heart. There is an opportunity to strengthen our parenting offer through the training and development of workers within the Family Hub.

There are many other local policies which have links with the Parenting Strategy. The Coventry Steering Group has ensured the Parenting Strategy is developed in line with these local policies. This includes The Health and Wellbeing Strategy which drives the plan for reducing health inequalities and improving health and wellbeing for Coventry residents¹⁸. The Coventry Early Help Strategy sets out the aims to deliver effective early help to children, young people and their families, it aims to strengthen our parenting offer with a focus on group as well as individual work, bringing together parents and families to work effectively¹⁹. The Coventry Early Help Strategy set out that effective early help will deliver against a range of outcomes including maximising school readiness and minimising the number of referrals to social care¹⁹.

The new Domestic Abuse Strategy for Coventry sets out the important role of parents in recognising the signs that their child may be a victim or perpetrator of domestic abuse and know where to seek help to ensure that they receive the necessary support to prevent further abuse and/or achieve behaviour change.

In addition, The Children and Young People's Plan (2016) sets out the outcomes organisations in Coventry will work towards to deliver the best support to children and families with a key focus on early help, which includes the role of parents and their ability to demonstrate positive parenting skills that promote resilience in children²⁰. Also, the Parenting Strategy developed takes account of the corporate parenting responsibilities local authorities and partners have²². The parenting provision provided by Coventry's Special Education Needs Disability (SEND) local offer has also been considered. Key members of the Coventry Parenting Steering Group are represented on these boards to ensure the parenting strategy aligns with this work.

4. What do we understand about the needs of parents in Coventry?

In order to consider the parenting support required in Coventry, it is essential to understand the current level of need in Coventry.

4.1 Population of Coventry

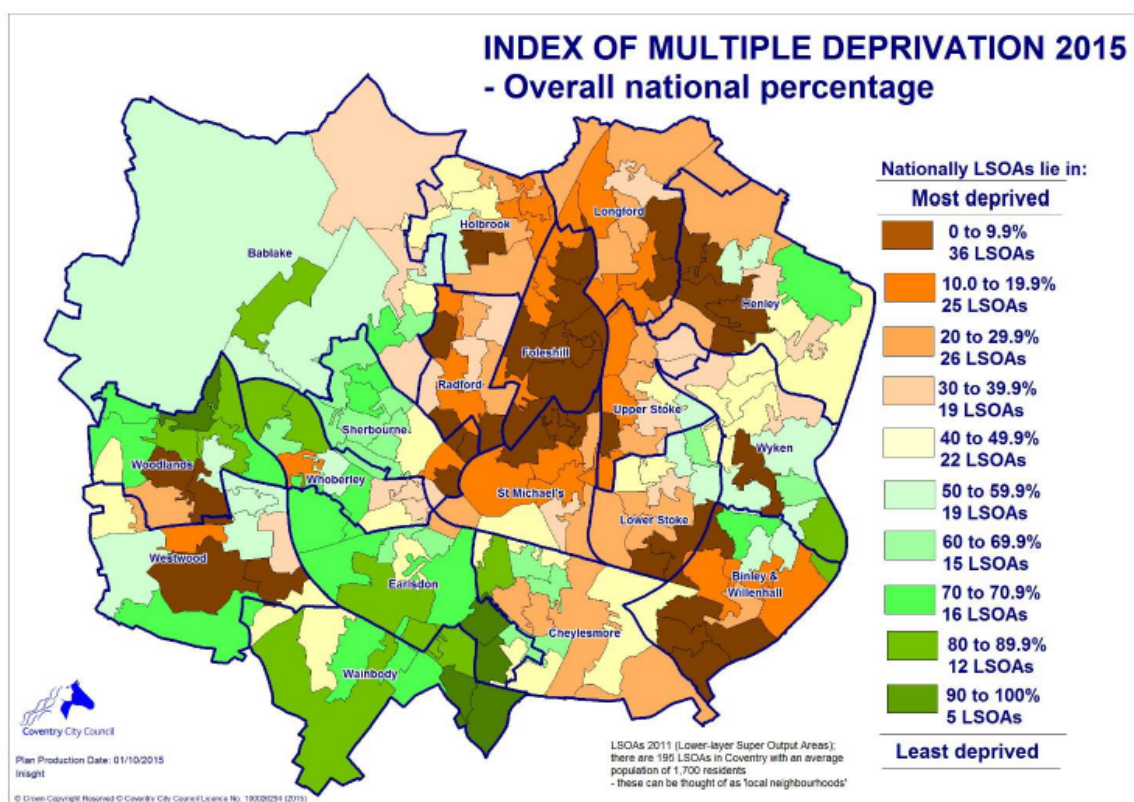
Coventry's population is 352,911 and children and young people make up approximately 25.04% (88,372) of the population²⁴. The future for our young people is not as good as others across the West Midlands and the country as a whole, particularly for our poorest children.

Given the diversity in the city, one size doesn't fit all and the impact of cultural beliefs on parenting also needs to be considered. Coventry has a growing percentage of residents of Black and Minority Ethnic Groups. 46.9% (21,470) of school children are from a minority ethnic group. The Migrant Health Needs Assessment identifies that over 100 languages are spoken in Coventry and 9% of households do not have a single person within the home who speaks English as a first language. This brings challenges but also opportunities to delivering parenting support¹⁵

4.2 Deprivation in Coventry

According to the Indices of Multiple Deprivation (a measure based on income, education, housing, employment, crime, health, access to services and the living environment) Coventry is in the most deprived fifth of all local authorities in England, and some wards in Coventry are among the most deprived in the country. Figure 3 provides a map showing the deprivation across Coventry. Deprivation is linked with poorer outcomes for children and, therefore, the challenge to improve health and wellbeing for children in Coventry is significant. Additionally, the evidence is clear that the first two years of life is a critical period for child development and in Coventry, areas with the highest population levels of 0-2 years correlate with the higher levels of deprivation¹⁶. There are relatively more households with dependent children in Foleshill – and in particular, one in 10 children in that ward are aged under five. Radford, Henley, Holbrook and Longford wards are also noted to have higher populations of children aged under five and the wards with higher populations of under five years tend to be in those wards with higher levels of deprivation¹⁶

Figure 2: Index of Multiple Deprivation across Coventry



4.3 Key risks and outcomes for children and families

Domestic abuse, mental health illness and substance misuse are significant issues for some Coventry parents, which impacts on their children¹⁹.

Approximately 1 in 6 people in Coventry are estimated to be affected by a common mental health condition at any one time. This means many children will grow up with a parent who at some point will experience poor mental health, which can negatively impact on outcomes for children and families. The Mental Health and Wellbeing Assets and Needs Assessment for Coventry and Rugby estimated that there are over 67,000 noted common mental health disorders in the Coventry population in people aged between 16-74 years¹⁵. However, it is expected that the total number of people who are affected by a common mental health condition will be lower as there may be an overlap as it is possible that someone could experience more than one mental health disorder. In 2015/16, the rate of domestic abuse related incidents and crimes recorded by police in Coventry was 23.5 per 1,000, similar to the West Midlands' rate of 23.6 per 1,000, with both higher than the national rate of 22.1 per 1,000¹³. However, the rate of parents in drug treatment per 100,000 children aged 0-15 (11/12) was lower (84.1 per 100,000) than the regional (109.8 per 100,000) and national rate (110.4 per 100,000).

In terms of under 18 conceptions, Coventry has a higher rate than the national average and West Midlands figure. When comparing Coventry to its statistical neighbours (Chartered Institute of Public Finance and Accounting (CIPFA) nearest neighbours*), Coventry has a higher rate of teenage parents compared to many other local authorities with similar

characteristics. Teenage parents are more likely to experience poor antenatal health, lower birth weight babies and higher infant mortality rates. Their health, and that of their children, is likely to be worse than average, therefore, the needs of teenage parents need to be considered¹⁶.

When considering Looked After Children (LAC) per 10,000 in under 18 population, Coventry is ranked 7th highest (77.2) out of 16 statistical neighbours where the highest is 112.2 and the lowest is 45.8, the national average is 60.6 per 10,000 <18 population. In terms of Child Protection plans per 10,000 in under 18 population, Coventry is ranked 4th highest (29.2) compared to 16 statistical neighbours where the highest is 37.9 and the lowest is 11 and the national average is 19.8 per 10,000 <18 population¹⁴. In 2014, there was a higher percentage of children in low income families than the national average and there has been a slight increase over the past few years. With regards to health outcomes, nationally the rate of young people aged 15-19 admitted to hospital as a result of self-harm is increasing, and this is the case for Coventry¹⁴. In Coventry there is a higher percentage of children who are obese at Year 6 (23.1% in Coventry 2015/16 compared to 19.8% for the national average). This has increased over the last few years, with the percentage of obese children at Year 6 in 21.3% back in 2013/14. There are higher rates than many of our statistical neighbours.

In 2016, there was an improvement compared to previous years in the proportion of children aged five at a good level of development with 65.4% of children achieving this level. However, Coventry's performance remains worse than the national average and regional average¹⁴.

Table 1 shows that in general, Coventry's key risks and outcomes indicate a greater challenge than experienced either regionally or nationally. There is a clear need to support parenting across our population and in particular to ensure that the level of support is proportionate to the need; this means ensuring those who are most vulnerable and have higher needs have access to higher, more intensive, levels of support. We should work to maximise the benefits of our resources, ensuring the highest possible level of benefit is provided to our children and families.

Table 1: A comparison of key risks and outcomes for children and families in Coventry compared to national and regional rates¹⁴

| | | Coventry | West Midlands region | National average | Comparison to statistical neighbours* of Coventry 1 = Best 16 = Worse |
|-------------------------|---|----------|----------------------|------------------|---|
| Safeguarding | Rate of children looked after by the local authority (rate per 10,000 u18s) | 77 | 73 | 60 | 10 out of 16 |
| Poverty | Percentage of children in low income families (under 16 years) 2014 | 25.4% | 23.5% | 20.1% | 7 out of 16 |
| Education | Percentage of children achieving a good level of development at the end of reception (2015/16) | 65.4% | 67.1% | 69.3% | 7 out of 16 |
| | Percentage of children with GCSEs achieved (5 A*-C inc. English and Maths) (15/16) | 54.3% | 54.8% | 57.8% | 6 out of 16 |
| Health | Percentage of Year 6 obese children (2015/16) | 23.1% | 22.1% | 19.8% | 11 out of 16 |
| | The rate of young people aged 15-19 admitted to hospital as a result of self-harm per 100,000 15/16 | 861 | 658.9 | 648.8 | 13 out of 16 |
| Domestic abuse | Rate of domestic abuse related incident and crimes recorded by police per 1000 (15/16) | 23.5 | 23.6 | 22.1 | 5 out of 16 (joint fifth) |
| Substance misuse | Parents in drug treatment: rate per 100,000 children aged 0-15 (11/12) | 84.1 | 109.8 | 110.4 | Requires more investigation |
| Teenage parents | Under 18 conception rate per 1,000 females aged 15-17 years (2015) | 29.9 | 23.7 | 20.8 | 13 out of 16 |

* Statistical neighbours refers to the Chartered Institute of Public Finance and Accounting (CIPFA) nearest neighbours. This attempts to relate Local Authorities by their traits, by using descriptive features of the area each authority administers such as population, socioeconomic, household and mortality characteristics, rather than the services it provides - The CIPFA statistical neighbours used for comparison are: Derby, Bolton, Medway, Sheffield, Oldham, Kirklees, Rochdale, Bradford, Peterborough, Walsall, Stockton on Tees, Sandwell, Dudley, Wolverhampton, Swindon.

5. Where are we now?

5.1 Review of parenting support

In July 2017, a range of stakeholders, for example the National Society for the Protection of Cruelty to Children (NSPCC), Child and Family Services (Coventry and Warwickshire Partnership Trust), and Midwifery (University Hospitals Coventry and Warwickshire NHS Trust) were asked to identify the offer of support to parents in Coventry. A total of 21 organisations responded (see hyperlink 1 for further details). The purpose was to understand what was working well and what changes needed to be made to strengthen the parenting provision. The Coventry Parenting Steering Group used this information to decide what the future parenting support should look like. This involved taking into consideration the evidence base for the different parenting support, reviewing the parenting provision on offer from universal through to targeted support and reviewing the needs of local families.

The review has found that there is a variety of evidence-based parenting programmes currently used in Coventry to empower parents in managing their children's behaviour and

promoting their health, education and wellbeing (this includes Triple P, Helping the Non Complaint Child and Incredible Years). A range of parenting support is offered to parents universally such as Health Visiting and School Nursing, as well as online parenting support such as the Solihull Approach and the Baby Box University syllabus. The libraries also offer a range of valuable resources, such as community support and information through the Rhyme time sessions offered to 0-4 year olds. Children are also helped with literacy and language development skills that come from the freely accessible books and intervention schemes such as Book start baby and Book start Treasure.

Stakeholders identified there were many services designed to support parents with specific needs such as The Family Nurse Partnership (FNP) service offering support to teenage parents aged 19 or under who are first time mothers and provides regular visits until the baby is two years old. The Family Nurse Partnership (FNP) service works closely with the iBumps service, which provides support to young parents who are not eligible for, or decline, FNP and work closely with maternity and health visiting services. Stakeholders identified that the Foleshill Women’s Training Centre provided peer support, prevention and intervention to parents through a range of ongoing projects such as MAMTA, a service offered in the antenatal and postnatal period working closely with early years services. In addition, parenting support is offered to families who are asylum seekers in the city. Given the diversity in the city it is crucial to ensure the needs of the communities are met. As part of the Special Educational Needs and Disability (SEND) local offer there are a number of targeted parenting programmes such as support offered by Communication and Interaction (including Autism) Support Service and the EYSS (Early years support service) SEND offering parent/carers of children with complex needs city wide support.

Through the Coventry Parenting Steering Group, 55 different parenting support initiatives were identified. The current total number of practitioners trained to deliver a targeted parenting project is approximately 302 with approximately 163 professionals trained to deliver a universal parenting project. The Coventry Parenting Steering Group recognises that strengthening the parenting offer in the city is vital to improving the outcomes for children and young people. A full breakdown of parenting projects identified by the Coventry Parenting Steering Group can be found at insert hyperlink 1. Table 2 provides a summary of the universal and targeted parenting offer in Coventry.

Table 2: Coventry parenting support offer across 0-19 years

| | Universal parenting support (Level 1) | Targeted support (level 2 -4) |
|------------------------------------|--|--|
| Pregnancy – Antenatal offer | <ul style="list-style-type: none"> • Solihull approach (online) • Baby buddy app - promoted at booking and at intervals during pregnancy • Antenatal classes – Birth Expectations, Hands On • Family links antenatal programme | <ul style="list-style-type: none"> • FNP young parents and iBumps • Domestic abuse programmes surviving violence • Just for me • You and me mum • Coventry mind – befriending |

| | | |
|------------------------|--|--|
| Postnatal offer | <ul style="list-style-type: none"> • Solihull approach(online) • Baby buddy app • Baby box syllabus (online) • Family links nurture programme • infant feeding support groups • Postnatal 0-12 months Book Start Baby | <ul style="list-style-type: none"> • Jigsaw • Let's play carriers of hope • Special Educational Needs and Disability CASS Communication and Interaction (inc Autism) Support Service • Living With Confidence • Women As Protectors • Young Smiles • Adult Education • Triple P Stepping Stones • Parents under pressure NSPCC • MAMTA • Coventry MIND befriending • Baby Bundles • Domestic Abuse programme Surviving Violence • Parents Under Pressure • Just for me • You and Me Mum |
| 0-5 years | <ul style="list-style-type: none"> • Solihull understanding children's behaviour (online) • Infant feeding support groups • OBOL one body one life 2-4 years • One stop shop – health visiting • Strengthening Families Strengthening Communities • Family links nurture programme • Book Start Treasure • Rhymetimes sessions | <ul style="list-style-type: none"> • Special Educational Needs and Disability EYSS (0-5) • Living with confidence • NAS Early bird (0-4) • Women as protectors • Special; Educational Needs and Disability CASS Communication and Interaction (inc Autism) Support Service (0-4) • Jigsaw(0-4) • Young Smiles • Coventry MIND befriending • Adult Education • Triple P Stepping stones 0-12 • Parents under pressures NSPCC • MAMTA • Incredible Years (3-5 years) • Domestic Abuse programme Surviving Violence • Parents Under Pressure • Circles Of Security • Just for Me • You and Me Mum |
| 5-19 years | <ul style="list-style-type: none"> • Solihull Approach understanding children's behaviour (online) • Family links nurture programme | <ul style="list-style-type: none"> • Group Teen 11-16 • Triple P Stepping Stones 0-12 • Triple P Teen 11-16 • Triple P Standard 11-16 • Living With Confidence • Women as protectors • Young Smiles |

| | | |
|--|--|---|
| | | <ul style="list-style-type: none"> • Adult Education • Cyrenians alcohol mediation (13-18 yrs) • One Body One Life (5-14 yrs) • Incredible Years(6-12 years) • Coventry MIND befriending • Domestic Abuse programme Surviving Violence • Relate (5-10 years) • Just for Me • You and Me Mum • Circles of Security |
|--|--|---|

What worked well?

Through the mapping exercise, those who deliver parenting support to parents in Coventry were asked what aspects were currently working well for parenting. Their responses included; evidence based programmes offering tailored support e.g. for teenagers such as Teen Triple P and Stepping Stones, opportunities for peer to peer support, partnership working between agencies and skilling parents to improve their self-esteem.

What did not work well?

We also asked what was not working so well. The findings showed that we need to do more to help break down barriers with certain communities and find ways of encouraging commitment from parents to attend parenting support sessions.

What would make it even better?

We also asked what would make the parenting support even better. Stakeholders said there needed to be more time for follow up with parents, that more staff were needed to deliver sessions and that there needed to be improved communication with partners. Stakeholders also said that having the same venues (including crèche facilities) would be helpful.

Key areas of importance were identified, including: providing a range of parenting support in a timely way to meet parent’s individual needs, promoting positive coping strategies and showing that it was normal to ask for help. Stakeholders also said we needed more joined up approaches from professionals to reduce duplication across the system; stakeholders also said programmes needed to be delivered efficiently, ensuring quality and fidelity.

Through discussions with the Coventry Parenting Steering group the value of enhancing the digital parenting support offer has also been highlighted.

Assessing a family’s journey:

Stakeholders have also made reference to use of the ‘Steps to Change’ evaluation tool which is currently being used by professionals as a model to assess the progress for a child. The tool can be used at the start of the early help or Child and Family (C&F) Assessment (tools used by professionals to achieve a co-ordinated approach to supporting families or to assess the needs of a family) to provide an overview of family needs and assets²². The tool can then be used at the end of the evaluation, when the family has met their targets in order to show the progress made. It also identifies any changes where a higher level of support

may be required which could include referrals to other agencies (including Social Care). The Steps to Change tool focuses on the four assessment areas of early help and Children & Families assessment.

Appendix 2 provides information about the four assessment areas which can be divided into nine areas of family life.

5.2 Findings from consultation with parents

We are committed to listening to service users, encouraging them to contribute and develop the Parenting Strategy with us. During September 2017, parents and the Coventry Parenting Steering Group designed a survey to capture the views of parents and carers in Coventry, to better understand their perspectives and what they would most value from parenting support.

364 responses were received and a full report of findings can be found at ([insert hyperlink 2](#))

Demographics of parents

41% (202/493) of parents said they had children aged 0-4 years, more than a third (35% 171/493) said they had a child aged 5-11 years.

There was a lower percentage of parents with older children- 15% had children between the ages of 15-19 years and 9% had a young person aged 19 or above. Therefore, the sample may not be a truly representative sample. 19% of parents were from an ethnic minority group which is slightly lower than the Coventry population figure of 33%.

The consultation with parents confirmed that access to parenting support needs to be strengthened; further awareness raising is required around the parenting provision. The findings show that a high percentage of parents needed support before or after birth such as preparing for the birth of the baby (75%), breastfeeding (71%), how to care for the baby - e.g. safe sleeping, bathing and feeding (69%) and supporting child behaviour (52%). A smaller proportion of parents reported needing support in areas such as relationship support between adults (32%), dealing with financial responsibilities (32%) or their child being bullied (24%). A summary of the findings is provided in Figure 4.

Didn't need support V Needed Support

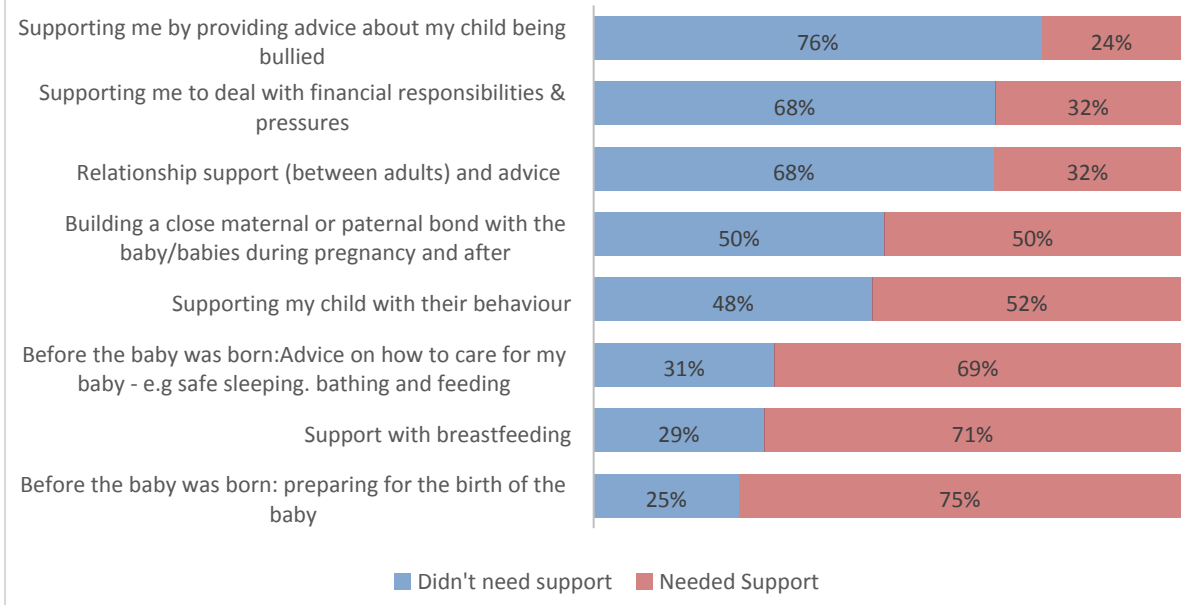
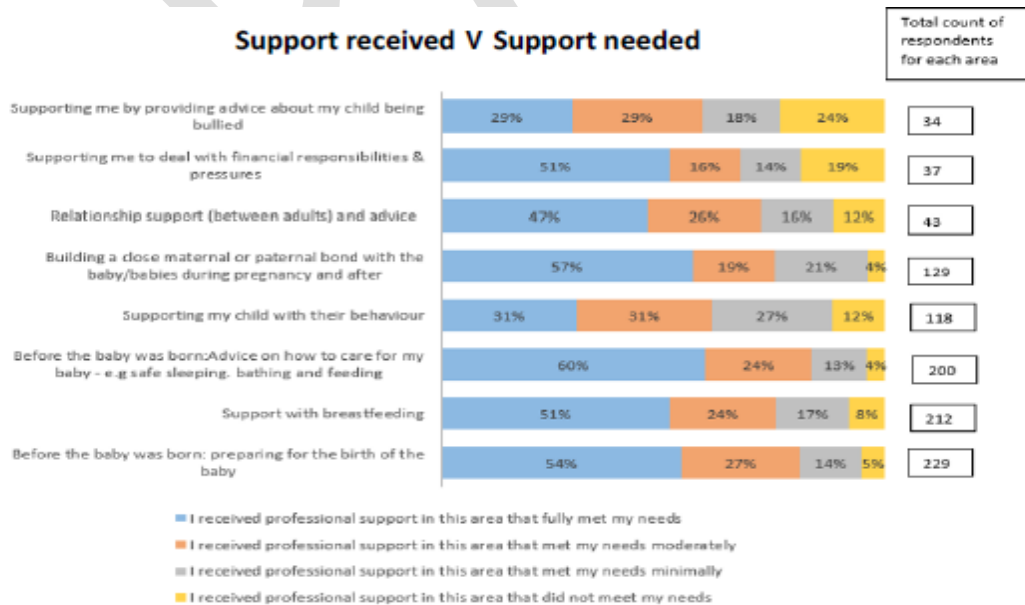


Figure 4: Summary of consultation findings – Didn't need support v Needed support

The findings show that the majority of parents received support that fully met their needs or moderately met their needs. A summary of the results is provided in Figure 5:

Figure 5: Support received by parents versus support needed



How parents would like to receive support

Thinking about the method in which parenting support is offered, 86/272 (32%) said they prefer to receive support one to one. 99 out of 279 (36%) parents said they would like support at home. 74 out of 272 (27%) preferred receiving advice online.

Barriers to receiving support

Stigma

The consultation with parents identified a number of barriers to them accessing help, such as stigma. Some of the comments highlighted included:

“Felt self conscious and failure if I admitted I was struggling” (infant feeding)

“Made to feel that because I am well educated and from a reasonably affluent background and not a young mum, that the support wasn’t for me”

Not knowing how to access parenting support: Access to parenting support needs to be strengthened in the following areas:

- Breastfeeding
- Advice on how to care for my baby - e.g. safe sleeping, bathing and feeding
- Supporting my child with being bullied
- Support around transition points
- Ensuring parents are provided with support around their relationships with their partner

Not knowing that help was available:

The consultation identified that more needs to be done to promote professional support with building a close maternal or paternal bond with the baby during and after pregnancy, support to deal with financial responsibilities and pressures and relationship support (between adults) and advice.

Role of social media:

The survey was promoted online via social media forums during the first six days. Nearly 40% of the total responses received (143 responses) were completed during this time period. It is likely that social media was instrumental in achieving this high response rate and demonstrates the effectiveness of social media providing information to parents in Coventry. Parents were asked how they would like to receive parenting advice; 32% said one to one support was their preferred method, the second most popular answer was online (27%) which shows the importance of using technology as a platform to provide parenting advice.

5.3 Findings from consultation with young people

Defining good parenting:

As part of the consultation with young people, we asked 15 young people how they would define good parenting?

Young people raised a number of interesting points, the main findings are shown below:

- The importance of feeling safe, being cared for, having parents who listen to them (19)
- The vital role of parents in teaching and educating their children (8)
- That good parenting was about putting their child's needs before their own (2)

Support around technology and building parenting capacity:

We asked young people to focus on two areas which were recommendations identified by the steering group; technology and parenting capacity.

Technology:

To strengthen technology and its role in providing parenting support, young people felt the use of a portal providing information on areas such as health, special needs and first aid would be very beneficial. Young people also raised the importance of disseminating information in a range of settings such as libraries, schools, GP surgeries etc. Some comments made reference to the crucial role of social media e.g. Instagram and Facebook in promoting parenting support and the use of online chats to speak to advisors about parenting support.

Building parenting capacity:

In terms of building parenting capacity, young people highlighted the central role professionals play in breaking down the stigma associated with parenting support; they also felt strongly about the need for support groups and buddying up schemes.

Support for Coventry parents in the future:

We then asked young people to think what support they would value if they became parents in the future.

Young people stated the following as essential areas for support:

- Information about finance
- Mother and father support groups
- Being able to access support on emotional health
- Knowing what sources are reliable for parenting advice
- Support for multiple births

6. Where do we want to get to?

6.1 Key recommendations

In order to drive action across Coventry partners to achieve the aims of the Coventry Parenting Strategy, a set of key recommendations have been identified:

Strengthen availability and accessibility of general information and advice to parents:

Our ambition is that agencies and parents will be clear about where they can find information and advice about parenting support. Parents will have access to information in a variety of formats. Parents and agencies will be clear about the type of parenting support on offer.

Harness technology and the developing digital systems across agencies to

strengthen the parenting offer: Our ambition is that parents will feel empowered through peer to peer support and will have access to a range of online support linking parents and communities.

Ensure there is a systematic approach to ensuring the quality and effectiveness of the parenting offer across the whole system: Our ambition is that parenting support will be offered in a way that meets the needs of families, providing those families with more complex needs with more support.

Ensure that this system-wide parenting offer is delivered in a way which progressively provides more support across the social gradient and level of need: Our ambition is that partners delivering parenting support will feel confident in their skills and abilities to drive parenting support universally and targeted at the most vulnerable families

Ensure there is a clear focus on early help and prevention: Our ambition is that support will be provided to families from professionals working with 0-19 years at the earliest possible opportunity to prevent issues from escalating to crisis point.

Improve cohesiveness of parenting support across Coventry: Our ambition is that professionals will work together to share information regularly so parents don't have to keep repeating their stories; clear referral pathways will be in place for both young people and families requiring additional health or social care services, with good communication between all agencies involved

Build parenting capacity in specific areas where gaps have been identified: A robust offer to support parents to build parenting capacity including evidence-based programmes will exist. Parents will be able to access a range of parenting advice available through a variety of methods which are easily accessible. A range of courses, group sessions, online provision, will be available appropriate to the family's needs, this will help improve parents' confidence levels in their parenting abilities. Parents will be supported with wider issues such as employment, housing, income, relationship advice taking a whole family approach. Peer to peer support will exist, encouraging community resilience.

Importantly, Coventry partners represented on the Coventry Parenting Steering Group, have committed to delivery of parenting support as outlined in Table 2 (section 3). This clear continued focus is significant given the financial challenges currently faced by statutory and non-statutory services. Table 3 provides the key recommendations and emerging actions for the parenting strategy:

Table 3: Key recommendations for the Parenting Strategy and emerging actions

| Key recommendations | Emerging actions |
|--|---|
| <p>1. Strengthen availability and accessibility of general information and advice to parents</p> | <ul style="list-style-type: none"> • Ensure all staff are working with families to promote consistent positive messages about parenting support that is on offer with professionals being clear about referral processes. • Strengthen parent leadership forums to support parents • Harness the opportunities to integrate a newly designed parenting portal within current development of digital platforms across partners, providing information and advice to parents |
| <p>2. Harness technology and the developing digital systems across agencies to strengthen the parenting offer</p> | <ul style="list-style-type: none"> • Promote safe use of social media as a route for advertising / awareness raising around parenting support across all partner agencies. • Steps to Change be made available to parents via a protected online portal for parents to control. • Support access to online services via community centres linking in with other digital offers. Consider Youtube as a tool for communicating parenting information to parents who struggle with resources written in English. |
| <p>3. Ensure there is a systematic approach to ensuring the quality and effectiveness of the parenting offer across the whole system</p> | <ul style="list-style-type: none"> • Offer a wide range of formal and informal support for parents that is accessible, reflecting the diverse needs of parents of Coventry such as support at transition points or parents who are asylum seekers. • Train staff and offer ongoing peer support, particularly in steps to change and signs of safety to adopt a collaborative approach. This must be offered to voluntary, private and partner agencies and schools. There is an expectation that all partner agencies will use these tools in part or whole. • Ensure parenting support includes face to face and one to one services alongside online provision • A continual process of assessment and improvement to ensure it meets the needs of Coventry parents into the future. |
| <p>4. Ensure that this system-wide parenting offer is delivered in a way which progressively provides more support across the social gradient and level of need</p> | <ul style="list-style-type: none"> • Early help managers to complete asset mapping for local needs and resources in their communities. • Strengthen the intelligence that is shared between partners to help them make informed decisions about resources • Strengthen delivery in areas where the resource currently does not meet the demands of the population(further in-depth analysis is needed considering each parenting projects impact in relation to resource) |

| | |
|---|---|
| <p>5. Ensure there is a clear focus on early help and prevention</p> | <ul style="list-style-type: none"> • Strengthen antenatal parenting support – availability of antenatal classes e.g. birth expectation classes and antenatal support groups is increased. • Improve continuity and consistency throughout important transition periods e.g. starting school particularly for vulnerable families. • Early years’ staff (including maternity, health visiting, voluntary agencies, children services) to promote closeness and sensitive parenting, by training staff in parent infant attachment and improve their ability to identify attachment disorders early. • Equip the workforce to be better placed to work together, identify problems early and share information with professionals. |
| <p>6. Improve cohesiveness of parenting support across Coventry</p> | <ul style="list-style-type: none"> • Working with partners to build training models which offer sustainability long terms e.g. train the trainer models • Identify workforce development needs and train key partners including Family Hub staff • Build knowledge, confidence and trust between professional disciplines (e.g. through the Family Hubs) to ensure parents are provided with consistent advice around parenting offer. • Improve relationships between those providing parenting programmes, whilst encouraging signposting and referral pathways between services • Professionals delivering parenting support to develop constructive relationships with parents with effective communication systems between the school and the family. • Professionals working with families will have face to face multiagency meetings to discuss concerns about families with unmet needs. • Align the Parenting Strategy implementation with the Special Educational Needs and Disability (SEND) local offer |
| <p>7. Build parenting capacity in specific areas where gaps have been identified</p> | <ul style="list-style-type: none"> • Build parenting capacity and help normalise parenting support in local communities • Wherever possible involve families in decision-making in respect of services that they benefit from • Strengthen parent relationship advice - This should include brief targeted interventions for more vulnerable families where there is increased parental conflict and universal support during the antenatal and postnatal phase to prepare parents to transition into parenthood • Train staff to support fathers more confidently. |

- | | |
|--|--|
| | <ul style="list-style-type: none"> • Strengthen parenting provision universally for school aged children (5-19 years) • Strengthen support for parents with a learning disability |
|--|--|

6.2 Next steps:

A crucial part of the implementation of this strategy will be the development of a clear action plan owned by partners and managed within a governance structure which provides robust processes to assess progress. The action plan will be developed to set targets, identify organisational leads and individuals.

Multi-agency task and finish groups have been set up to take forward the first four recommendations, with the remaining recommendations acting as cross-cutting themes. Key partners have signed up to lead the task finish groups such as Grapevine and those responsible for parenting in the council. A detailed delivery plan for each of the work streams will be developed in partnership with key stakeholders.

The Parenting Strategy Steering Group will oversee the task and finish groups in developing action plans for each key area of development. The Coventry Parenting Steering Group will be responsible for monitoring the progress against the general and specific action plans and measuring the outcomes of the strategy (see below).

7. How will we know we have got there?

In order to ascertain if delivery of the key recommendations above is having a positive impact on Coventry parents it is necessary to identify a range of information/data that can be used to indicate positive progress. Drawing on a range of outcomes/data already collected, or due to be collected, will ensure there is a co-ordinated and consistent approach across the city to measuring impact on families.

7.1 Expected outcomes

Parenting will also be strengthened in the future through the Family Hubs. The Family Hubs outcome metrics and Children and Young Peoples Plan will be used to measure the impact of positive parenting support on children and families' outcomes in Coventry. In terms of measuring the child's and family's journey, the Parenting Strategy identifies that the 'Steps to Change' model is a key evaluation tool measuring the family's journey over a period of time to show the progress they are making. This includes impact in areas such as the child's health, education, relationship with parents and family life. Appendix 2 provides the 'Steps to Change' model which has many areas it measures for family life. Also, questionnaires will continue to be used pre and post parenting support to measure the impact of the support.

8. Conclusion

There is strong evidence that supporting parents to develop good parenting skills will have significant impact on children's lives as they grow up. Coventry is a young, diverse city, therefore, investing in our children and young people and their parents benefits everyone in Coventry. We are using many evidence based parenting programmes in Coventry which are embedded into practice and we have good data showing significant impact. Delivering the

parenting support will require creative thinking around how resources will be used most effectively across the deprivation gradient, to improve family wellbeing and build resilience within our communities and encourage early intervention and prevention. We need to look at the way we support families, with professionals spending time developing trusting relationships with children and families, building community capacity. We must strengthen our efforts to work with partners, parents, children and young people, tapping into the city's future ambition for its children and young people.

8. Acknowledgements and contributions

This strategy relies on the time and talent of colleagues whose contributions and comments are acknowledged with grateful thanks. These include stakeholders, partners, providers and members of the Coventry Parenting Steering Group.

DRAFT

10. Appendices

Appendix 1: Membership of the Coventry parenting steering group:

1. Sue Frossell, Public Health (Consultant in Public Health)
2. Harbir Nagra, Public Health (Programme Officer)
3. Angela Harley Coventry City Council, (Early Help Manager West)
4. Pat Grainger (Lyng Hall School)
5. Sarah Tambling (Police)
6. Sheila Bates, Coventry City Council (Children's Champion)
7. (Alan Butler, Coventry City Council (Joint Commissioning Manager Childrens joint commissioning team)
8. Mary Haidar, Health Visiting Service Manager (Coventry and Warkwicksire partnership trust)
9. Taffy Nyatanga (Out reach Acts)
10. Sue Sampson (Carriers of Hope)
11. Tim Jacques (Wild Earth)
12. Dawn Nicholls (Parent leader)
13. Hamida Khalifa (Family Hub Youth Worker, Coventry City Council)
14. Nicky Murphy (Family Nurse Partnership, FNP Supervisor)
15. Emma Beckett (Senior Practitioner, Coventry City Council)
16. Katie Mcginty/Tracy Standbridge Boyle (Midwifery iBumps)
17. Head of SEND (Chris Firth: Coventry City Council)
18. Andrea Mbarushimana (Grapevine)
19. Gillian Broomfield (Parenting, Coventry City Council)
20. Vicki Finlay (Parenting Coventry City Council)
21. Lesley Cleaver/ Carmen Baskerville (Health Visiting)

Appendix 2: Steps to Change evaluation tool ²³

| <i>Assessment Area</i> | <i>Building Blocks</i> |
|----------------------------|--|
| ① Health | 1 Children's physical wellbeing |
| | 2 Children's mental health and emotional wellbeing |
| ② Learning | 3 Achievement, attainment, attendance and aspiration |
| ③ Parents and Carers | 4 Safety and security |
| | 5 Family attachment and relationships |
| | 6 Guidance behaviour and positive role modelling |
| ④ Family and Environmental | 7 Family life |
| | 8 Accommodation and money |
| | 9 Parental mental health and physical wellbeing |

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18. Health and wellbeing strategy www.coventry.gov.uk/info/190/health_and_wellbeing/2864/coventry_health_and_wellbeing_strategy
19. Coventry Early Help Strategy 2016
20. Coventry's Children and Young People's Plan 2016 http://www.coventry.gov.uk/downloads/file/20935/coventry_children_and_young_people_plan
21. Healthy child programme; pregnancy to first five years of life 2009 DOH
www.gov.uk/government/publications/healthychild-programme-pregnancy-and-the-first-5-years-of-life
22. Coventry Corporate Parenting Strategy https://coventrycc.sharepoint.com/:w:/r/_layouts/15/WopiFrame.aspx?sourcedoc=%7BAE5A0706-97F1-4C4D-94E21AABFF46BAEA%7D&file=Corporate%20Parenting%20Strategy%202016-2019.docx&action=default&DefaultItemOpen=1
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Parenting Strategy 2018 – 2023 (summary for parents and carers)

Supporting parents and carers to develop good parenting skills is important so that children can reach their potential. Coventry has a number of parenting projects offering parents support in a variety of formats. A new parenting strategy has been created in Coventry. This has been developed with parents and staff in the city.

Our vision

Coventry's vision for parenting is to have "More Coventry Children and Young People grow up within supportive families and communities"

Strategy aims

The strategy aims to make sure:

1. Professionals talk to each other and share information, knowledge and experience to improve the health and wellbeing of children and families
2. Professionals raise awareness of what is available in Coventry to support parents
3. Professionals provide ongoing support and advice to parents, carers and families about parenting
4. We review current parenting support offered and what recommendations need to be made about future delivery of parenting support making sure we make the best possible use of our limited resources

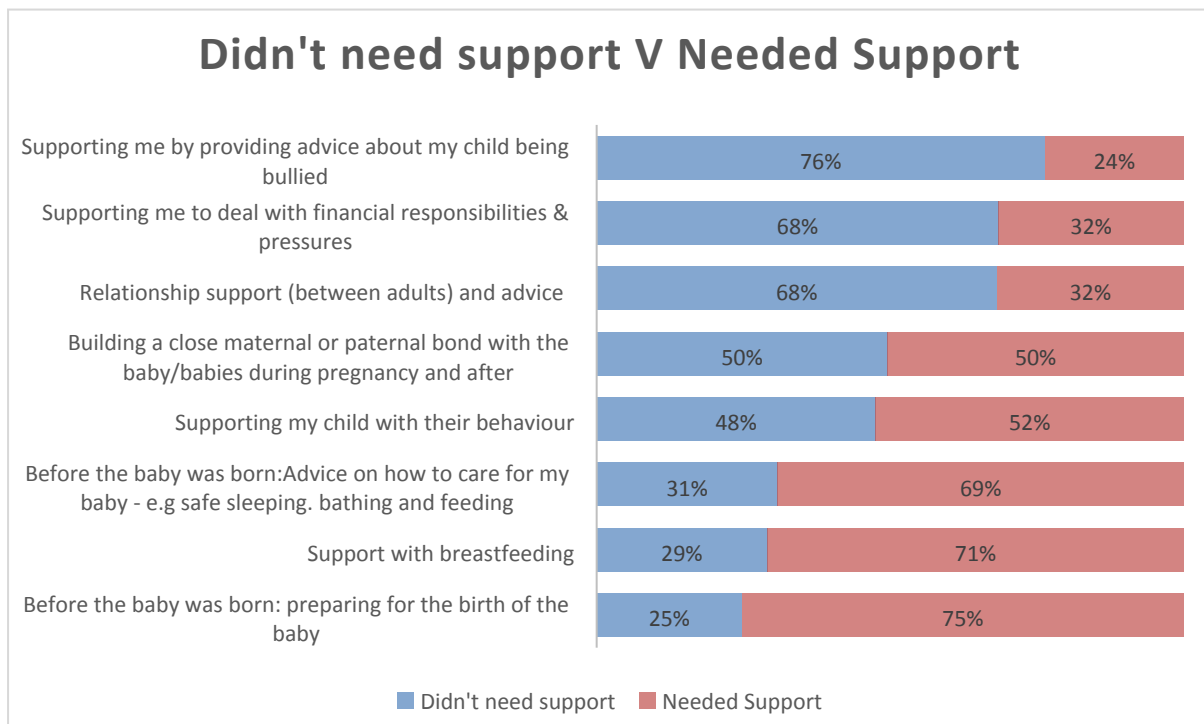
How the strategy was developed

A consultation process was a key part of the development of this strategy. The steering group mapped out and reviewed the current parenting support which showed that Coventry has a large number of evidence based parenting programmes and services on offer. There are also a number of locally grown programmes which help meet the diverse needs of the city.

Feedback from parents

The consultation with parents confirmed that access to parenting support needs to be strengthened; further awareness raising is required around the parenting provision. The findings show that the majority of parents received support that fully met their needs or moderately met their needs. The findings show that a high percentage of parents needed support before or after birth such as preparing for the birth of the baby (75%), breastfeeding (71%), how to care for the baby - e.g. safe sleeping, bathing and feeding (69%) and supporting child behaviour (52%). A smaller proportion of parents reported needing support in areas such as relationship support between adults (32%) and dealing with financial responsibilities (32%).

A summary of the findings is shown in Figure 1:



The consultation with parents identified a number of barriers to them accessing help, such as stigma. Some of the comments highlighted are included:

“Felt self conscious and failure if I admitted I was struggling” (infant feeding)

“Made to feel that because I am well educated and from a reasonably affluent background and not a young mum, that the support wasn't for me”

Key Recommendations

Areas for improvements and key recommendations have been identified, bringing together the views of parents, stakeholders and the evidence. A detailed action plan will be created to achieve these recommendations. Key recommendations are to:

1. Strengthen availability and accessibility of general information and advice to parents
2. Harness technology and the development of digital systems across agencies to strengthen the parenting offer
3. Ensure there is a systematic approach to achieving quality and effectiveness of the parenting offer across the whole system
4. Ensure that this system-wide parenting offer is delivered in a way which progressively provides more support across the social gradient and level of need.
5. Ensure there is a clear focus on early help and prevention
6. Improve cohesiveness of parenting support across Coventry
7. Build parenting capacity in specific areas where gaps have been identified

There are a number of parenting projects to support parents in Coventry. There is support available to everyone and support which is for parents who are most in need of help or face certain challenges. Table 1 provides a summary of the universal and targeted parenting offer in Coventry.

Table 1: Coventry parenting support offer 0-19 years.

| | Universal parenting support (Level 1) | Targeted support (level 2 -4) |
|------------------------------------|--|--|
| Pregnancy – Antenatal offer | <ul style="list-style-type: none"> • Solihull approach (online) • Baby buddy app - promoted at booking and at intervals during pregnancy • Antenatal classes – Birth Expectations, Hands On • Family links antenatal programme | <ul style="list-style-type: none"> • FNP teen parents and iBumps • Domestic abuse programmes surviving violence • Just for me • You and me mum • Coventry mind – befriending |
| Postnatal offer | <ul style="list-style-type: none"> • Solihull approach(online) • Baby buddy app • Baby box syllabus (online) • Family links nurture programme • infant feeding support groups • Postnatal 0-12 months Book Start Baby | <ul style="list-style-type: none"> • Jigsaw • Lets play carriers of hope • SEND CASS Communication and Interaction (inc Autism) Support Service • Living With Confidence • Women As Protectors • Young Smiles • Adult Education • Triple P Stepping Stones • Parents under pressure NSPCC • MAMTA • Coventry MIND befriending • Baby Bundles • Domestic Abuse programme Surviving Violence • Parents Under Pressure • Just for me • You and me mum |
| 0-5 years | <ul style="list-style-type: none"> • Solihull understanding children’s behaviour (online) • Infant feeding support groups • OBOL one body one life 2-4 years • One stop shop – health visiting • Strengthening Families Strengthening Communities • Family links nurture programme • Book Start Treasure • Rhymetimes sessions | <ul style="list-style-type: none"> • SEND EYSS (0-5) • Living with confidence • NAS Early bird (0-4) • Women as protectors • SEND CASS Communication and Interaction (inc Autism) Support Service (0-4) • Jigsaw(0-4) • Young Smiles • Coventry MIND befriending • Adult Education • Triple P Stepping stones 0-12 • Parents under pressures NSPCC • MAMTA • Incredible Years (3-5 years) • Domestic Abuse programme Surviving Violence • Parents Under Pressure • Circles Of Security |

| | | |
|------------|---|--|
| | | <ul style="list-style-type: none"> • Just for me • You and me mum |
| 5-19 years | <ul style="list-style-type: none"> • Solihull Approach understanding children's behaviour (online) • Family links nurture programme | <ul style="list-style-type: none"> • Group Teen 11-16 • Triple P Stepping Stones 0-12 • Triple P Teen 11-16 • Triple P standard 11-16 • Living With Confidence • Women as protectors • Young Smiles • Adult Education • Cyreninans alcohol mediation (13-18 yrs) • One Body One Life (5-14 yrs) • Incredible Years(6-12 years) • Coventry MIND befriending • Domestic Abuse programme Surviving Violence • Relate (5-10 years) • Just for me • You and me mum • Circles of security |

* Steps to Change is an evaluation tool used by professionals to monitor the progress of a child.

The full parenting strategy can be found at the following link xxxx

Hyperlink 1: Coventry Parenting Steering Group mapping exercise

July 2017

This report analyses the results from an exercise completed to map out current parenting interventions/programmes and general support provided in Coventry through the Coventry Parenting Steering Group.

Number of responses:

Responses were received from 21 partner agencies:

1. Social care
2. Positive parenting team
3. CRASAC
4. NSPCC
5. Carriers of Hope
6. Three secondary schools in the North East Cluster
7. Adult education service
8. FNP (Family Nurse Partnership)
9. iBumps
10. Midwifery
11. Health visiting
12. SEND
13. Youth services
14. Neurodevelopmental Service
15. Children and families first
16. Cyrenians Alcohol Mediation
17. One body one life
18. Child and Family Services (CWPT)
19. Coventry Haven
20. The Coventry parenting steering group
21. Coventry Libraries

Table 1 and 2 provide a breakdown of the parenting programmes identified as part of the mapping work.

Table 1: Coventry universal parenting support - Where are we now?

| Age group | Name of parenting programme/support | Description | Lead |
|--------------------------|---|--|--|
| ANTENATAL | | | |
| Antenatal | Birth expectation classes | Antenatal support group for all expectant mothers It concentrates on care in labour, pain relief options , care after your birth , care at home , breast feeding , safe sleeping | Midwifery |
| Antenatal | Hands On | Antenatal support group for all expectant mothers More practical approach, changing, feeding, bathing, safe sleep , again varies according to what the group wish to discuss | Midwifery |
| Antenatal 16 to 20 weeks | Family links antenatal programme | The focus of the course is to support parents with bonding, attachment and attunement with the new baby and getting them prepared for family life with a new baby. We also have practical tasks as part of the course – nappies, bathing the baby etc. | Trained staff include: 5 Children centre workers 1 CFF worker 1 Health visitor 1 maternity support worker 1 Positive Parenting Outreach Worker 4 community nursery nurses 1 Senior Parenting Practitioner |
| Antenatal | Solihull approach Antenatal (online course) | This Solihull Approach antenatal online course gives parents practical information about pregnancy and birth, whilst at the same time introducing them to their baby. | Promoted by Midwifery Promoted by Health Visiting |
| Antenatal and postnatal | Best beginnings app | Nationally developed app- available for free download - developing practical, simple, educational and interactive tools to support parents-to-be and new parents – includes antenatal, postnatal, breastfeeding and mental health support | Promoted by Midwifery at the booking visit , and at intervals during the pregnancy. |

| ANTENATAL/ POSTNATAL | | | |
|----------------------------|--|--|---|
| Antenatal /postnatal | Baby box university syllabus | Online local videos - syllabus includes breastfeeding advice, safe sleeping advice. | Promoted by Midwifery and Health visiting |
| 0 – 6 months | Weaning advice | Health visiting advice | Health Visiting |
| Aged 6 months to 18 years. | Understanding your child - Solihull approach online course | Online course include modules such as how your child develops, understanding how your child is feeling, Responding to how your child is feeling, different styles of parenting | Promoted by health visiting |
| 0-12 months | Book Start baby | Bookstart Baby is for children between 0 and 12 months, which is given by a health visitor at the infants six to eight week health check | Health Visiting |
| 0-5 YEARS | | | |
| 0-4 | Rhyme Times – Coventry Libraries | Rhymetime sessions are a great place for toddlers to use language in a fun and engaging way. The library service also works with health partners who sometimes attend rhymetime sessions with useful health and wellbeing advice for children | Coventry City Council and health partners |
| 0-5 | One stop shop HV | Promote healthy lifestyle obesity reduction | Health visiting |
| 0-5 | Healthy child programme developmental checks | Health visiting mandated checks | Health visiting |
| 0-5 | Infant feeding support (drop in clinics and helpline) | Promote breastfeeding and skin to skin Promote emotional attachment and bonding, understanding of responsive feeding | Health visiting and infant feeding service |
| 0-5 | Family Links (nurture programme) | The Nurturing Programme aims to help adults understand and manage feelings and behaviour and become more positive and nurturing in their relationships with children and each other. It encourages an approach to relationships that gives children and adults an emotionally healthy start for their lives and learning | 5 children centre workers 7 children and families first workers 1 senior positive parenting practitioner Occasional delivery: 1 children and families assessor, 1 children centre worker, 1 children and families worker |
| | | | |

| | | | |
|---------|--|--|---|
| 0-5 | Bookstart Treasure | Bookstart Treasure is for pre-school children which are given out at early years settings such as playgroups and nurseries in the child(ren)'s pre-school year | Playgroups and nurseries |
| 2-4 | One Body One Life 2-4 yrs (OBOL 2-4) | One Body One Life (OBOL) is a community based weight management programme for families and individuals who want to lead a healthier lifestyle. The programme meets the NICE recommendations. It's a FREE 8 - 10 week programme across Coventry aimed at helping people to make real changes to their lives by looking at their eating and exercise habits. | Be Active Be Healthy Team |
| 5-11 | | | |
| 5-11 | Family Links (Nurture programme) | A universal, group-based programme for parents with children between the ages of 0 and 18. | 5 children centre workers 7 children and families first workers 1 senior positive parenting practitioner Occasional delivery: 1 children and families assessor, 1 children centre worker, 1 children and families worker |
| 5-11 | Strengthening families strengthening communities | 13 week group evidence-based parenting programme, designed to promote protective factors which are associated with good parenting and better outcomes for children. | Children centre – hillfields |
| 5-11 | Solihull approach - Understanding children's behaviour | Online course include modules such as how your child develops, understanding how your child is feeling, Responding to how your child is feeling, different styles of parenting | Promoted by Health visiting |
| 11 PLUS | | | |
| 11-17 | Raising Responsible Teenagers | Free 90 minute Triple P Seminars for Parents, Carers, Foster Carers, Special Guardians and Connected Persons of children and teenagers aged 10 – 16. | 1 learning mentor 4 senior parenting practitioner 3 CFF |
| 11-17 | Triple P teen group | | 34- school/CFF/children centre/parenting |

| | | | |
|-------|--|--|---|
| 11-18 | Family links (Nurture programme) | A universal, group-based programme for parents with children between the ages of 0 and 18. | 5 children centre workers 7 children and families first workers 1 senior positive parenting practitioner Occasional delivery: 1 children and families assessor, 1 children centre worker, 1 children and families worker |
| 11-18 | Solihull approach understanding children's behaviour | The Solihull Approach Understanding Your Child's Behaviour is the core universal parenting programme suitable for parents and carers of children aged 0-19 years. Includes self regulation and anger, different parenting styles and how a child develops. | Promoted by Health visiting |
| OTHER | | | |
| All | Online information – e.g. net mums | | |
| 0-18 | The Family Links 10-Week Nurturing Programme (FLNP) | A universal, group-based programme for parents with children between the ages of 0 and 18. | 5 children centre workers 7 children and families first workers 1 senior positive parenting practitioner Occasional delivery: 1 children and families assessor, 1 children centre worker, 1 children and families worker |
| 0-12 | Triple P seminars Primary Care | Free 90 minute Power Point Presentation – To give Parents basic information about Positive Parenting strategies. | Seminar primary trained: deliver occasionally 1 Home School Liaison Officer 2 Children and Families Worker 1 outreach worker , 1 children centre worker Deliver occasionally: 1 Children and families first |

Coventry Targeted parenting support –where are we now?**Targeted support for vulnerable families**

There are a number of vulnerable groups who require more targeted parenting support this includes:

- Teenage parents
- Parents from BME community / parents who are asylum seekers
- Parents of children with special education needs
- Parents of children with substance misuse issues
- Parents with mental health conditions
- Parents experiencing relationship issues
- Parents experiencing domestic abuse issues
- Parents/children with weight management issues

Table 2 the targeted support offered in the city from 0 – 19 years.

| Age group | Name of parenting programme/support | Description | Lead | Target group |
|----------------------------|---|--|--|--|
| ANTENATAL | | | | |
| Antenatal | Family Links (antenatal) programme 16 to 20 weeks | The focus of the course is to support parents with bonding, attachment and attunement with the new baby and getting them prepared for family life with a new baby. We also have practical tasks as part of the course – nappies, bathing the baby etc. | Trained staff include: 5 Children centre workers 1 CFF worker 1 Health visitor 1 maternity support worker 1 Positive Parenting Outreach Worker 4 community nursery nurses 1 Senior Parenting Practitioner | |
| ANTENATAL/POSTNATAL | | | | |
| Pre birth to 3 months | Carriers Of Hope (Baby Bundles) | Targeted at asylum seekers, refugees and EU Migrants – resources for parents? | Carriers of hope | Asylum seekers, refugees and EU migrants |
| 3 -6 months | | | | |
| Up to 2 years | Family Nurse Partnership (FNP) | It is for first time parents aged 19 and under at booking with the CMW with a gestation below 28 weeks. specially trained family nurse visits the young mum regularly, from the early stages of pregnancy until their child is two | FNP nurse | Teen parents first time |
| Antenatal/Postnatal | MAMTA | MAMTA staff support antenatal clinics; postnatal clinics; Parentcraft sessions at FWT; and work in partnership with midwives, health visiting teams and other | Mamta staff | For BME communities |

| | | | | |
|-----|--|---|---|--|
| | | health professionals in educating women on key health messages. | | |
| | | 0-4 YEARS | | |
| 0-2 | iBumps | Service for teen parents including parent craft - Teenage parents support is offered by midwifery for those who are not eligible for FNP | iBumps Midwives | Teen parents |
| 0-4 | Communication and Interaction (inc Autism) Support Service NAS EarlyBird | A service offering advice and guidance on strategies and approaches for dealing with young autistic children | Communisation and interaction support service | Parents of children with ASD autistic spectrum disorder |
| 0-4 | Jigsaw | Targeted group including a team of Specialist Teachers, Portage Home Visitors, Inclusion Support Development Officers and Area SENCOs who provide support at home, in early years' settings and school nurseries for young children who are experiencing difficulties with their development. The service offer support, guidance and training to staff of early Years settings | Neurodevelopmental team | Parents of children with ASD autistic spectrum disorder |
| 0-4 | Early Years Group parenting sessions SEND | | SEND | Parents of children with SEND special educational needs and disability |
| 0-4 | Carriers of hope lets play | Targeted at asylum seekers, refugees and EU Migrants | Carriers of hope | Targeted at asylum seekers, refugees and EU Migrants |
| | | 0-5 YEARS | | |
| 0-5 | Sleep advice group - | Safe sleeping | Health visiting team | |

| | | | | |
|-------------|--------------------------------------|--|-------------------------|--|
| 0-5 | SEND EYSS | Targeted group experience group Team of Specialist Teachers, Portage Home Visitors, Inclusion Support Development Officers and Area SENCOs who provide support at home, in early years' settings and school nurseries for young children who are experiencing difficulties with their development. We offer support, guidance and training to staff of early Years settings | SEND | Parents of children with special educational needs and disability |
| 4-5 | School readiness | Health visiting school readiness | Health visiting | School readiness issues |
| 3-6 | Incredible Years Parenting programme | Parents attend 18 to 20 weekly group sessions where they learn strategies for interacting and communicating positively with their child, promoting optimal social and emotional development and discouraging unwanted child behaviour | CAMHS | Dealing with anti-social behaviour |
| 0-8 | NSPCC Parents Under Pressure | Aims to support parents who are on a drug or alcohol treatment programme. It can help them keep their recovery on track. | NSPCC | Parents with substance misuse issues |
| 1-5 | Circles Of Security | Circle of security is designed to help parents who have attachment difficulties and can be used to help children who are looked after it also helps professionals develop a universal therapeutic language and skills to help parents | CAMHS Psychologist | Increase attachment security among socially disadvantaged children |
| 5 -11 YEARS | | | | |
| 0-12 | Triple P Stepping Stones | 10 weeks (7 weeks at the venue and 3 telephone calls) 10 week programme to support Parents of children with a diagnosed disability to develop a positive relationship with their children and to use Positive Parenting strategies to manage their children's behaviour | Positive parenting team | Parents of children with a diagnosed disability |

| | | | | |
|----------------|---|---|---------------------------|--|
| 6 – 10 | Helping the Non compliant Child | This is an evidence based intervention that is delivered to parents of children who are difficult to manage and have oppositional behaviours The programme is a taught with the parent and child together, there are handouts and set homework tasks to follow. | CAMHS | Delivered to parents of children who are experiencing difficulty in managing their child's behaviour |
| 5-7 | Targeted support within Neurodevelopmental service. | It is delivered across Coventry with an open referral to the Neurodevelopmental service | Neurodevelopmental team | |
| 5-10 | Relate | Counselling training / Relate specific trainer training The counsellors have key skills in supporting bereavement and divorce/ separation/ family change. | Relate | Parents experiencing relationship issues between adults |
| 6 – 12 | Incredible Years | The incredible years managing the behaviour of a child between the ages of three and six. Parents attend 18 to 20 weekly group sessions where they learn strategies for interacting and communicating positively with their child, promoting optimal social and emotional development and discouraging unwanted child behaviour | CAMHS | Child behaviour management issues |
| 5-14 | OBOL (one body one life) | OBOL Child age group is 5 – 14 years family weight management support | Be active be healthy team | Targeted towards families where one family member is overweight or obese. |
| 11 PLUS | | | | |
| 5-14 | OBOL (one body one life) | OBOL Child age group is 5 – 14 years family weight management support | Be active be healthy team | Targeted towards families where one family member is |

| | | | | |
|--------------|--|---|--|--|
| | | | | overweight or obese. |
| 11-16 | Triple P Primary Care Teen practitioner (one to one) | Intervention to support specific behaviour over a 4-6 week period | Positive parenting team 6 children and family workers 1 senior parenting practitioner 1 senior youth worker | |
| 11-17 | Triple P Teen Group | 9 weeks (6 weeks at the venue and 3 telephone calls) Parents may be interested in promoting their teenagers development and potential or they may have concerns about their teenager's behaviour that they want to change. | Positive parenting team 1 learning mentor 3 senior parenting practitioners 3 children and family workers | |
| 13 – 18 | Cyrenians Alcohol Mediation Service - | Involves mediation and holistic support of needs and issues. Utilises Cyrenians services overall | Cyrenians alcohol service | |
| OTHER | | | | |
| 0-12 | Triple P Parenting Plus | Support Parents to develop a positive relationship with their children and to use Positive Parenting strategies to manage their children's behaviour | Positive parenting team | |
| 0-12 | Triple P Stepping Stones | 10 weeks (7 weeks at the venue and 3 telephone calls) 10 week programme to support Parents of children with a diagnosed disability to develop a positive relationship with their children and to use Positive Parenting strategies to manage their children's behaviour | Positive parenting team | To support parents with a child who has a disability |
| 0-16 | Circle of Security (0-16 years) group programme | The Circle of Security approach to treatment is built upon the rich foundation | CAMHS | |

| | | | | |
|------|---|--|--|---|
| | | of psychoanalytic/object relations theory. Inherent in this theoretical tradition is the recognition that each of us defend against the inherent pain of attachment ruptures that went without repair in our early years | | |
| 0-18 | Family support services | Family Support Services – Family Support Workers and Family Assistants | Senior social care practitioners | Safeguarding |
| 0-18 | Social care Graded care profiles. | Targeted to address neglect and support children who are vulnerable to neglect. The work is completed with the parents. | Senior social care practitioners | Safeguarding |
| 0-18 | Domestic Abuse Programme – Surviving Violence | Aimed at parents who have children either in their care or seeking to have them returned to their care. (only delivered in the north west) | Senior social care practitioners | Parents experiencing domestic abuse |
| All | Adult education ESOL | Adult Education Courses Adult Education Essential Skills / ESOL classes are targeted in the areas of greatest deprivation in Coventry. | Adult education | |
| All | Adult education | Parenting Plus Courses – adult education | Adult education | |
| All | NSPCC Women as protectors | Women as Protectors helps mums and carers who are in contact with a man who poses a risk of sexual harm to children | NSPCC | Safeguarding |
| All | Living with confidence | Women Only Group – 9 weeks9 week programme to improve the confidence of women. | Positive parenting team | Parents experiencing domestic abuse |
| All | Young Smiles | Help support children who live with parents with mental health issues | NSPCC | Support for parents with mental health issues |
| Any | Triple P 1:1 | Primary care practitioners triple p 1:1 Intervention to support specific behaviour over a 4-6 week period | Positive parenting team 1 family support worker 8 children and families workers 1 learning mentor | |

| | | | | |
|-----|-----------------------------|---|---|--|
| | | | 2 Adolescent support worker 4 senior parenting practitioners | |
| All | Coventry Haven | Just4Me sessions term time only is targeted mainly at parents (mothers) who are victims or survivors of any type of abuse or violence. | 2 facilitators | Parents(mothers) who are victims of abuse/violence |
| All | Coventry Haven | Peer Support/DVA training | 2 facilitators | Parents experiencing domestic abuse |
| All | Coventry Haven | “You and Me Mum” training 10 week programme for mothers who have experienced domestic & sexual abuse. It aims to empower and support survivors in furthering their understanding of their role as mothers and in addressing the needs of children & young people who have lived with domestic abuse. | 2 facilitators | Parents experiencing domestic abuse |
| All | CRASAC - Parent/Carer Group | Targeted at females safe parent/carers of children who have experienced sexual abuse or violence | 2 Practitioners | Offering parents safe space to explore their own feelings about their child’s abuse. |

Stakeholders were asked the following questions:

What worked well?

Thinking about what works well across the programme, the following areas were highlighted:

- Positive outcomes pre and post feedback(6)
- Opportunities for Peer to peer support (6)
- Evidence based programme e.g. for teens such as teen triple p, stepping stones, skilled based activities used (5)
- Partnership working (4)
- Skilling parents e.g. to support mental health of children self esteem building making them feel empowered (4)
- Passionate staff and knowledgeable (2)
- Good advertising (2)

What was working not so well?

Thinking about what is working less well the following areas were highlighted:

- Parental attendance rates (seminar primary and teen) referrals for Parents under pressures (5)
- High demand for session e.g. birth expectation classes and hands on (2)
- Limited staff (5)
- Difficult breaking down barriers with roma community and getting commitment from parents, parental engagement schools (3)
- Staff commitment (3)

What would make it even better?

Thinking about what would make parenting support even better the following were highlighted:

- More staff delivering (4)
- Time and resource for follow up (3)
- Improved communication with partners (2)
- Booking the same venues /crèche facilities (2)

Areas of focus for the strategy:

Stakeholders were asked to highlight the top five priorities for the strategy the following results were received:

| | Theme | Quotes | Which TAF does this feed into |
|------------|--|---|---|
| Priority 1 | Offering targeted support tailored to needs (12) Structured and unstructured offering (10) | <i>Providing a range of Parenting interventions in a timely way to meet parents individual needs.</i> <i>Services need to reach out into the community to contact difficult to reach families</i> <i>To encourage the development of a range of services and interventions that would meet the needs of a broad range of parents.</i> | <i>Information and advice</i> <i>Parenting support offered across a gradient of need</i> |
| Priority 2 | Parents promoting positive coping strategies and asking for help is OK (17) Peer support and reducing isolation for parents (6) | <i>Parents being able to promote positive coping strategies in their children</i> <i>Providing Peer Support regularly and on an individual basis.</i> <i>Connect communities</i> | <i>Use of technology and reduce parent isolation</i> <i>Build parenting capability</i> |
| Priority 4 | More joined up approach from professionals - reduce duplication (9) | <i>Strong partnership working to support parenting provision</i> <i>Partnership work is essential as we cannot afford to duplicate services</i> | <i>Improve partnership working 0-19 services</i> <i>Early help and prevention</i> |
| Priority 5 | Delivery Programmes with efficacy and ensuring quality and fidelity (5) | <i>showing empathy and offering emotional support</i> <i>To actively encourage all case holders to refer families to a parenting group and then actively support them to attend.</i> | <i>Quality and effectiveness of parenting support</i> |

| | | | |
|--|--|--|--|
| | | <i>Delivery Programmes with efficacy and ensuring quality and fidelity</i> | |
|--|--|--|--|

Other responses

Some partners (e.g. schools) do not deliver programmes, however, they refer into other parenting programmes. We have not been able to obtain responses from all schools however, a cohort of schools have fed back responses - Lyng Hall school mentioned referring into Primary Mental Health enhanced schools programme, they also mentioned awareness sessions for parents of all children aged 11 – 18 which is being piloted at the school. The school also refer into Citizen Advice Bureau, and also run a session on British Values. Another school in the city (Cardinal Wiseman) said they refer into a range of parenting project such as Triple P (universal seminar), Living With Confidence, Teenage Triple P, ESOL Maths and English classes. The school has also held a CSE (child sexual exploitation) prevention awareness workshop recently for parents. Other schools in the city (such as Grace Academy) fed back that they refer to the Cygnet course for parents who have children with ASD (Autistic Spectrum Disorders), REACH adult course, Living with Confidence, Triple P, Grapevine, and the Young Smiles programme (NSPCC).

Future programmes

Future programmes which are to be launched include the following:

Wild earth: This is a targeted intervention for families who are receiving support from Family Hubs and Social care. The programme is initially aimed at children under 5 years old and is a City wide initiative, delivered by 2 staff members.

Hyperlink 2: Consultation with Parents: Summary report

September 2017

As part of the development of the parenting strategy for Coventry, a consultation with parents ran from Friday 1st September to Wednesday 20th September 2017 to capture the views of parents and carers in the city. This was to help identify the needs of parents and where the potential gaps were in the current parenting provision.

The methods used to capture the views included:

- An online survey for members of the public was completed between 20th January and Feb 20th 2017
- A paper based version of the survey was also made available to users as and when needed and used in Foleshill Women Training Centre and Foleshill Children Centre. Both versions of the survey asked identical questions.
- A consultation event was held in central library in Coventry to capture views of parents /carers.

364 responses were received from the questionnaire.

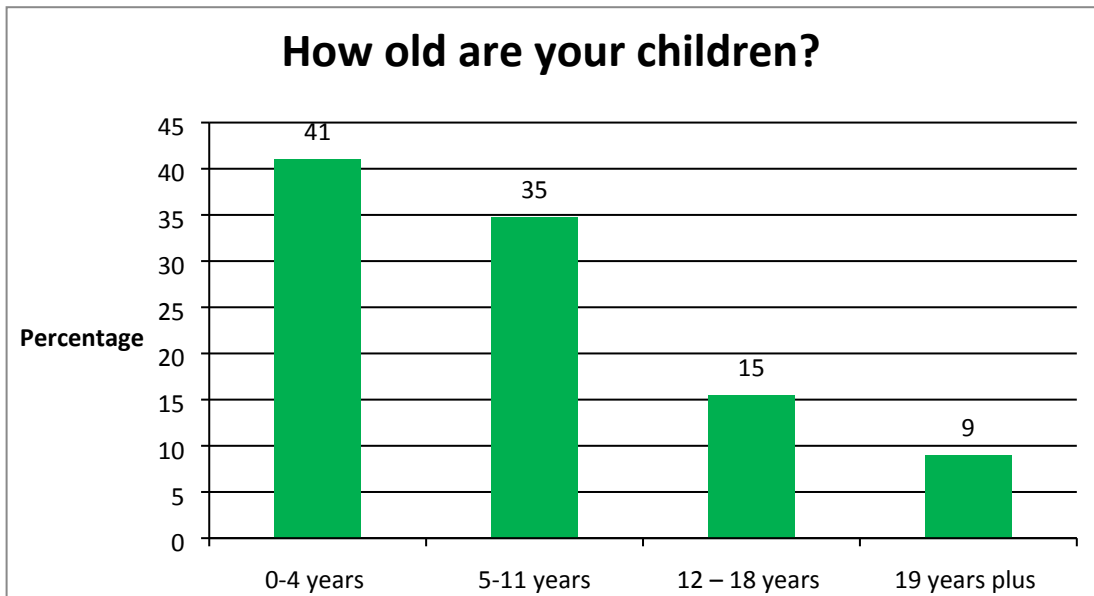
Respondents were asked how many children they had. The most popular answer was parents with two children 43% (166/380), more than a quarter (29%) (109/380) of the respondents said they had one child. A full breakdown of responses is shown in Table 1 below:

Table 1: Responses from parents - How many children do you have?

| Answer | Number | Percent |
|----------|--------|---------|
| Pregnant | 16 | 4 |
| One | 109 | 29 |
| Two | 166 | 44 |
| Three | 59 | 16 |
| Four | 16 | 4 |
| Five | 12 | 3 |
| Six plus | 2 | 1 |

Respondents were then asked how old their children were. 41% (202/493) said they had children aged 0-4 years, more than a third (35% 171/493) said they had a child aged 5-11 years. 15% had children between the ages of 15-19 years and 9% had a young person aged 19 or above.

Figure 1: Responses from parents – how old are your children?

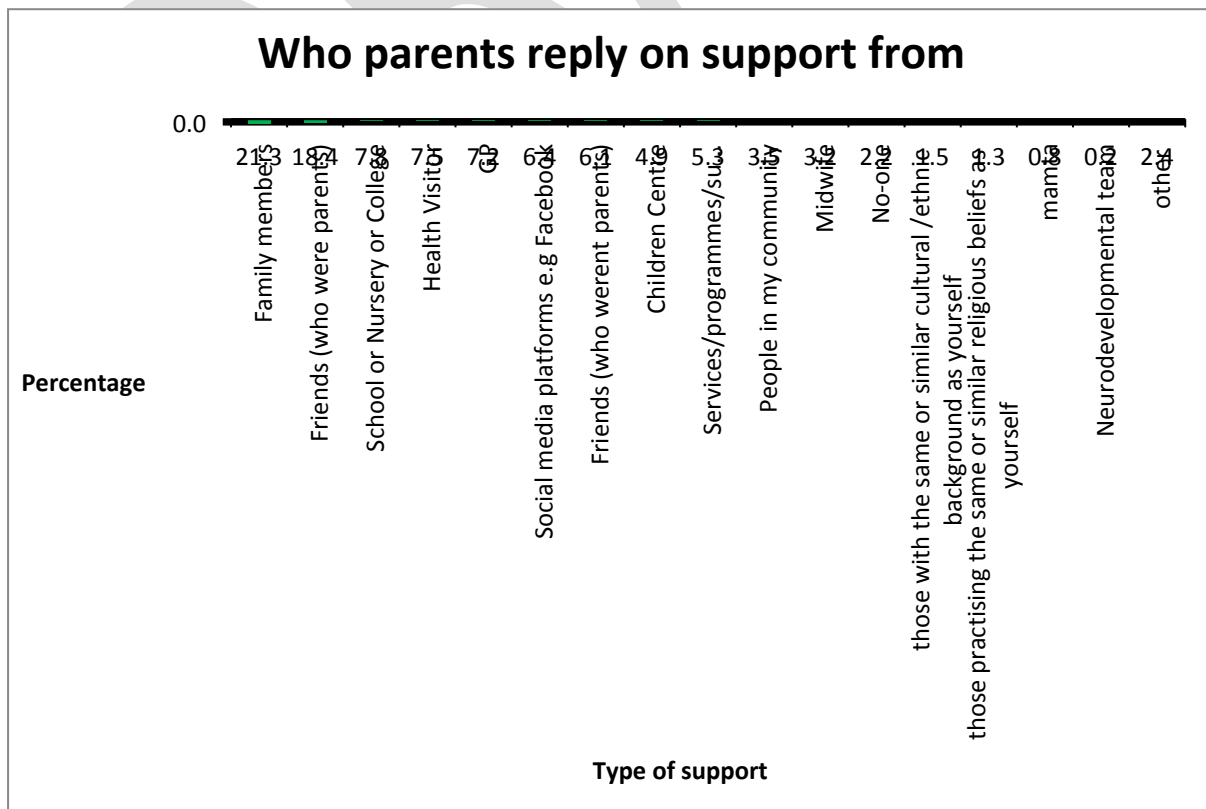


Respondents were then asked if they had a child with a disability. 24% (86) respondents said yes 76% (267) said No.

Respondents were then asked to comment on who they rely on for support in good times and bad times.

Almost a quarter 21% (263/ 1237) of respondents said they relied on family members, with 18% (228/1237) of respondents reporting they rely on friends who were parents. A full breakdown of responses is shown in Figure 2 below

Figure 2: responses from parents – who do they rely on support from?

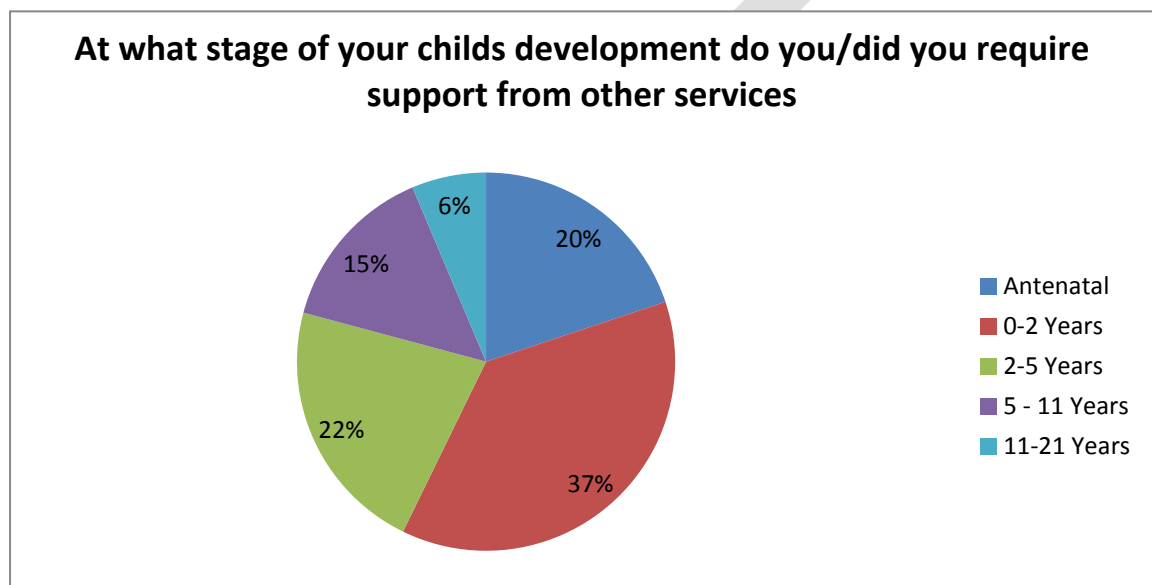


Other support groups/individuals reported included – infant feeding/breastfeeding team (3) social workers (2) education - books (1) toddler groups (2) online forums mums net (1)

Respondents were then asked at what stage do they or did they need support from other services. 37% (125/629) said that 0-2 years was the stage at which they needed/need support from other services. Fewer responses were received with regards to support at 11 -21 years (6% 40/629)

Figure 3 shows the full results.

Figure 3: Responses from parents – At what stage of the child’s development do you/did you require support?

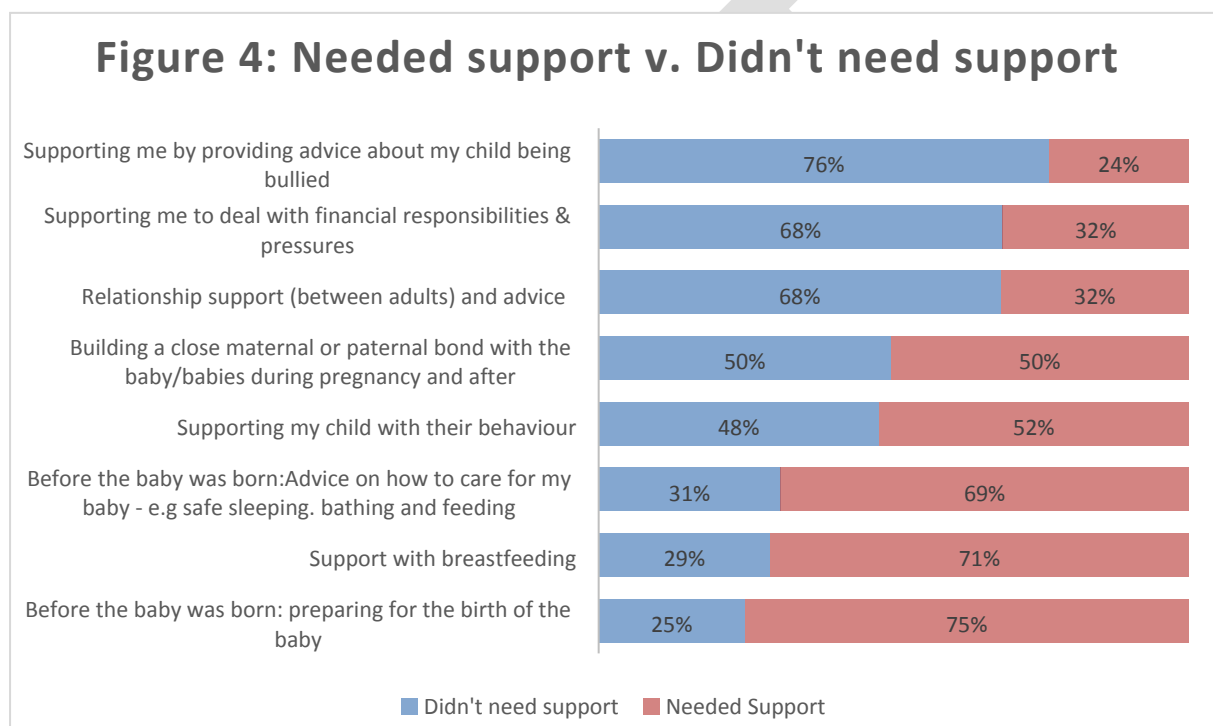


Respondents were then asked a series of questions which looked at how well supported they were in relation to:

- Breastfeeding
- Preparing for the birth of the baby
- Advice on how to care for my baby - e.g. safe sleeping, bathing and feeding
- professional support with building a close maternal or paternal bond with the baby during and after pregnancy
- Supporting child behaviour
- Support around transition points
- Supporting about my child being bullied
- Support to deal with financial responsibilities & pressures
- Relationship support (between adults) and advice

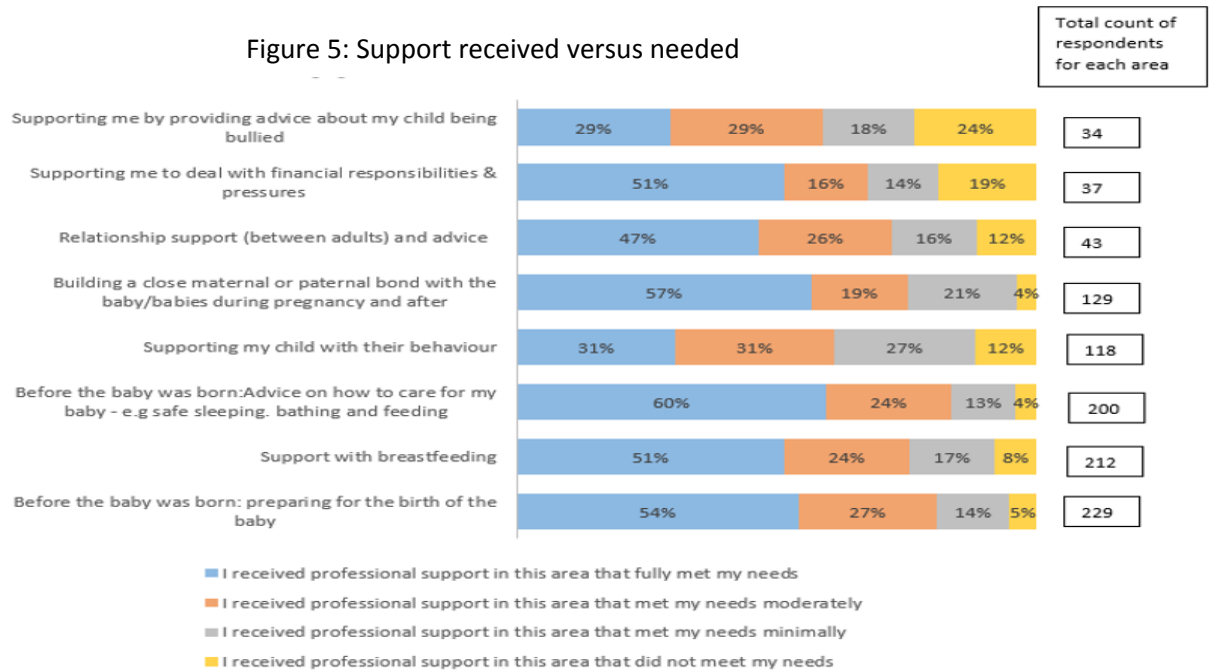
Respondents were also asked a follow up question if they would have liked professional support but didn't receive it, they were asked to comment on why they didn't receive any support.

The findings Figure 4 below show that the highest level of need was in areas such as before or after birth such as preparing for the birth of the baby (75%), breastfeeding (71%), how to care for the baby - e.g. safe sleeping, bathing and feeding (69%). Therefore investing in support in these areas is crucial to improving health and wellbeing for children and families. A smaller proportion of parents reported needing support in areas such as relationship support between adults, dealing with financial responsibilities and pressures and support around their child being bullied.



The Figure 5 below shows where support was received and where it was most needed.

Figure 5: Support received versus needed



Areas which scored the highest where respondents felt they had received support that fully met their needs included:

- Before the baby was born: Advice on how to care for my baby - e.g. safe sleeping, bathing and feeding (60%)
- Building a close maternal or paternal bond with the baby/babies during pregnancy and after (57%)
- Before the baby was born: preparing for the birth of the baby (54%)

The majority of parents received support that fully met their needs or moderately met their needs. A small proportion of parents said they received support which didn't meet their needs this was in relation to managing their child being bullied (24%) and dealing with financial responsibilities and pressures (19%).

Parents reported the following as barriers to them accessing help:

Stigma

"Felt self-conscious and failure if I admitted I was struggling" (breastfeeding)

"Made to feel that because I am well educated and from a reasonably affluent background and not a young mum, that the support wasn't for me"

Not knowing how to access parenting support:

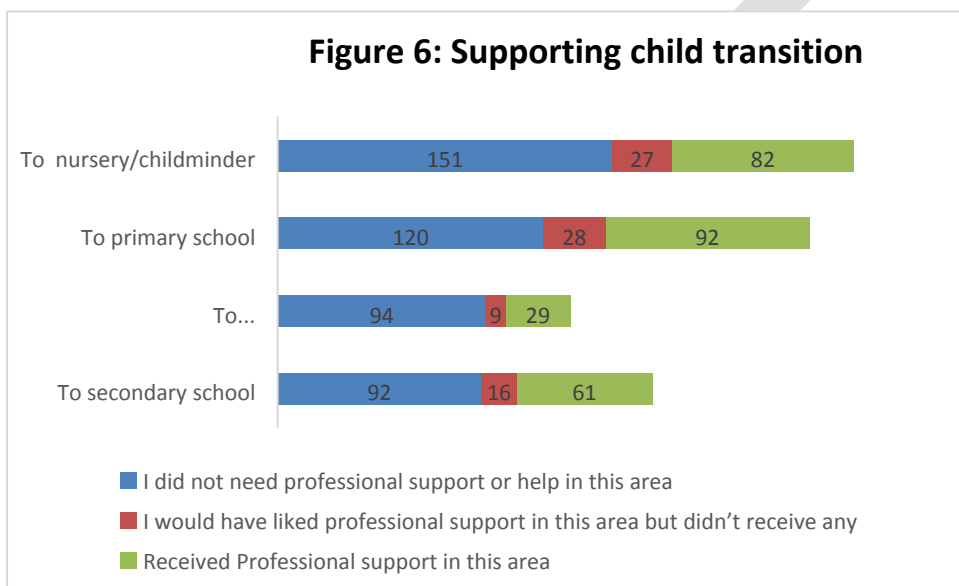
Access to parenting support needs to be strengthened in the following areas:

- Breastfeeding (8;29%)

- Supporting my child with being bullied (7;24%)
- Advice on how to care for my baby - e.g. safe sleeping, bathing and feeding (6;19%)

Not knowing that help was available:

- Support to deal with financial responsibilities & pressures (39;81%)
- Relationship support (between adults) and advice (31;76%)
- Professional support with building a close maternal or paternal bond with the baby during and after pregnancy (25;71%)

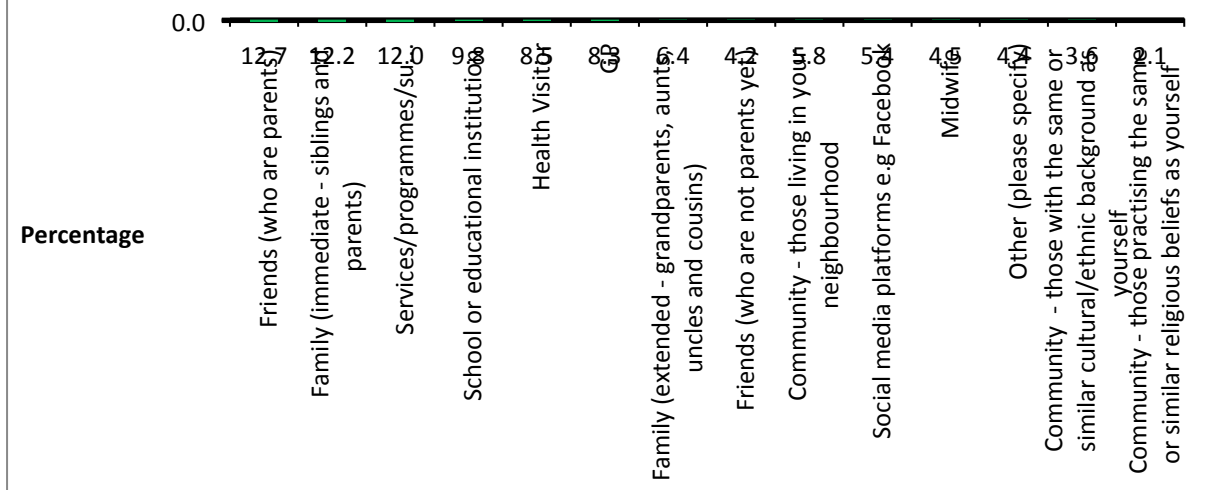


In terms of support in child transition, Figure 6 shows that the majority of responses from parents/carers indicate that they didn't need support. A higher proportion of parents said they did need support in the transition to nursery/childminder and to primary school compared to secondary school and sixth form. Responses are relatively low in the areas of transition to sixth form and to secondary school, which reflects the number of respondents from the sample who have children in this age bracket.

Respondents were then asked to think about support in the future and who they would like to receive it from.

Figure 7 below shows the results. The most popular answer was friends who are parents

Figure 7: Who would you like to have parenting support from in the future?



Respondents were then asked if they had any other comments:

Comments were made about the positive experiences respondents had with professionals (13)

“Mamta is very co-operative and helpful. Very knowledgeable to training courses and also parenting support”

“been a first time parent was nervous but receiving help from midwives”

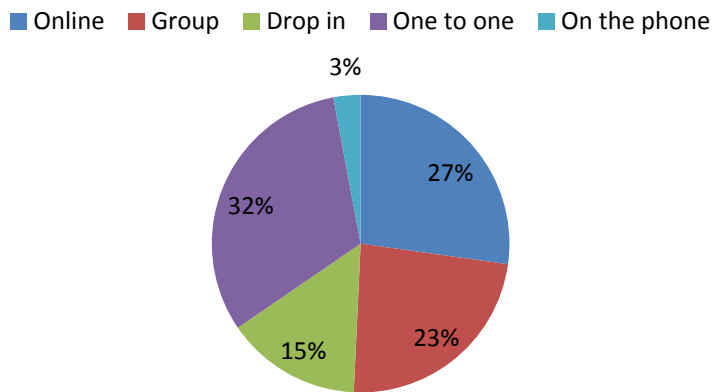
Comments were made about the important role of peer to peer support (4)

“The support I have received has been invaluable not just in the direct help and advice, but indirectly by helping me meet other parents and build friendships and support networks through groups, i.e. feeding group. [Joining] something regular to go to has also helped get me and baby out of the house and forge a routine”

“The community needs to stop relying on agencies to fix our problems. If we just cared about each other more.. The world might be a better place”

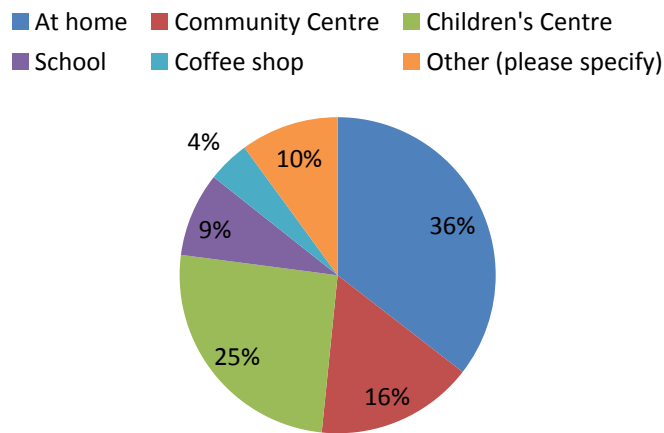
Respondents were then asked how they would like to receive parenting advice: 86;32% said one to one support was their preferred method, the second most popular answer was online (74;27%) and the least popular answer was on the phone (8;3%)

Figure 8: How would you prefer to receive parenting advice and support



Respondents were then asked where they would like to meet professionals. 36% said at home and 25% said in the children centre. the least popular answer was at a coffee shop (4%)

Figure 9: Where are you most comfortable meeting professionals



Demographics:

There were 11 males (4%) and 261 (95%) females

Ethnicity:

43% (118) respondents were white. 29% (80) English/Welsh/Scottish/Northern Irish/British 23 19% (68/364) of parents were from an ethnic minority group *

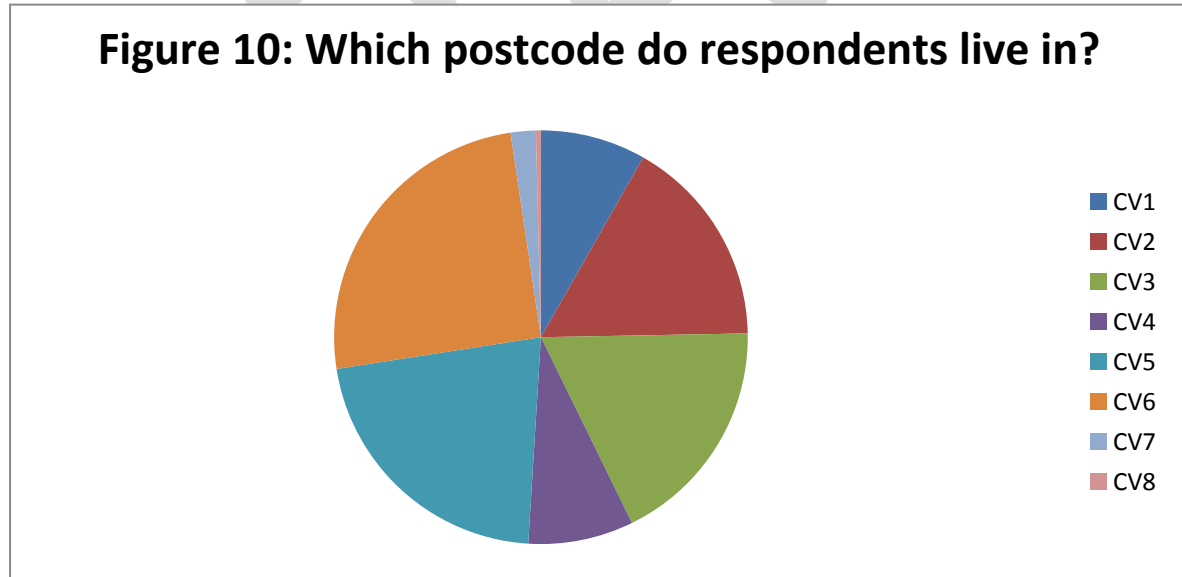
- Ethnic minority group in this report refers to the following ethnic groups- mixed multiple groups, white and Black Caribbean, White and Black African, white and Asian, Asian British, Bangladeshi, Pakistani, Indian, Chinese, Asian other, Black African, Black Caribbean, any other Black background, Arab, other ethnic background.

The age of the respondents is provided in the Table 2 below:

| Age | Percent | Number |
|----------|---------|--------|
| Under 16 | 0.00% | 0 |
| 16 to 24 | 3.31% | 9 |
| 25 to 34 | 41.54% | 113 |
| 35 to 44 | 39.34% | 107 |
| 45 to 54 | 12.87% | 35 |
| 55 to 64 | 2.57% | 7 |
| 65 to 74 | 0.00% | 0 |

When asked if respondents considered themselves to be a disabled person, 7 answered yes and 263 said no.

Figure 10 below provides the postcodes for where parents live.



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Coventry City Council

Briefing note

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

Date: 1st March 2018

Subject: Children's Services Redesign – Progress Report

1 Purpose of the Note

- 1.1 To provide an overview of the progress made on the redesign of Children's Services following an item the Board received at their meeting on 14th September 2017.s

2 Recommendations

- 2.1 The Education and Children's Services Scrutiny Board are recommended to:
- 1) Consider the progress 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 14th September 2017, members of the Board received a report on the re-design of Children's Services. As a follow up to this item, Members requested a further progress report following implementation.
- 3.2 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
- 3.3 The re-design was implemented in September 2017. The changes reflect the requirements of and underpins the successful Improvement Plan as well as the learning from the Ofsted inspection in March 2017.

Appendix 1 – Presentation John Gregg

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

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Children's Services Redesign



1 March 2018

Education and Children's Services Scrutiny Board

Presented by:

John Gregg – Director of Children's Services

Children's Services Redesign



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.

Headlines what Ofsted said ...

“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.”

What Ofsted said about Leadership, management, governance



- 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

Ofsted focussed visit - January 2018

Two inspectors spent time at MASH & 2 Area Offices > important feedback

The MASH - reviewed our front door service and talked to social workers and partners

- Improvements in the MASH since their last inspection
- Still work to do to ensure our children get the very best outcomes - this, of course, is what drives us each and every day

Two area offices - reviewed Child in Need cases

- Quality of Children in Need Plans is variable - improve the quality of assessments is a priority to improve 'children's journeys' through our system

Positive feedback received & recognition of:

- Steady progress overall
- Leaders understanding the service well
- Strong quality assurance framework in place

Ofsted focussed visit - January 2018

Overall > moving in the right direction on **our journey to good**

Ofsted confirmed > **we are taking the right steps**

Our Improvement Plan > **remains valid**

Remains lots to do with **tight timelines** to do it in

Essential that we harness effort across **'whole system'**:

- Children & Families (our service users as well as Foster Carers)
- Council's Children's & Support Services leadership, management and staff
- MASH & Early Help Boards
- Children's Improvement and the Local Safeguarding Children's Boards
- Improvement Board Implementation Group
- Children's Services Transformation Board





Children's Services Transformational Design Principles



| | | | | | |
|---|---|--|---|--|---|
|  1 |  2 |  3 |  4 |  5 |  6 |
| <p>Put our children and young people at the heart of everything we do</p>  | <p>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</p> | <p>Reduce drift, delay, handoffs and duplication to ensure purposeful progress and strengthen outcomes for children</p>  | <p>Create an organisational environment that prioritises and allows quality practice, with direct working skills, to flourish</p>  | <p>Establish Coventry as a leader of children's services nationally and regionally</p>  | <p>Provide easily accessible innovative support including enabling children, parents and families to help themselves reducing future dependency on our services</p> |
|  7 |  8 |  9 |  10 |  11 |  12 |
| <p>Promote the principles of Kickstart and agile working whilst ensuring that they support the work of our staff and partners</p>  | <p>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</p> | <p>Maximises the quality of outcomes for vulnerable populations in order to safely take money out of the system</p>  | <p>Provide strengthened accountability and leadership at all levels within the Children's Services organisational structure</p> | <p>Develop a work environment which is a key factor in recruiting and retaining a well trained workforce that provides</p>  | <p>Design locality based service provision unless central provision is evidently more effective and efficient</p>  |

Early Help Operating Model

| Reported Sept 17 | Update March 18 |
|--|--|
| Family Hubs integrating Early Help Services across a 0 – 19 age range, with multi-agency, multi-disciplinary teams | 8 Family Hubs implemented with effect from Oct 17 with work underway to ensure that effective partnership working realises full potential by 21/22 |
| Opening up untapped resources | Partnership offer being developed |
| Improving outcomes for children whilst reducing the demand on social care | Activity measures in place |
| Substantial savings by delivering efficiencies, across the Council and partners | Start to be realised in 20/21 & more fully in 21/22 as a result of reduced demand |



Redesigned Workflow – Early Help

| Reported Sept 17 | Update March 18 |
|--|--|
| Referrals will come in via the Initial Contact Team and MASH – a threshold decision will be made depending on level of need | The Initial Contact Team has been subsumed into Children’s Services Front Door (MASH) - business process work to continue to ensure effectiveness |
| 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. 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 | Referral and Assessment Team (RAS) has been disbanded – with all of the Social Workers who were previously part of RAS now working within the 4 Area Teams now in place to manage cases directly |
| This will result in Children and their families having less changes in Social Worker and is a Community based model | Now a two way relationship between Early Help partners and Family Hubs/MASH |



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

| Reported Sept 17 | Update March 18 |
|---|---|
| <p>Support us in responding earlier to children’s and parents needs and targeting vulnerable and potentially vulnerable children</p> <p>Create more opportunities for partner agencies and professionals to integrate services with the Council’s around the needs of children, young people and families</p> | <p>The Early Help partnership is currently focussing effort on establishing an effective partnership model by end of 19/20 - Currently defining activity required to achieve this</p> |
| <p>Reduce the number of repeat assessments, hand-offs or changes in worker that children and families currently experience</p> <p>Enable single assessment or support plans to be created and sustained through a child’s service journey</p> | <p>‘Do it once, do it right’ philosophy which will improve experiences of children and families as well save staff time</p> |



Edge of Care Project

| Reported Sept 17 | Update March 18 |
|--|--|
| Reduce the number of young people entering care | Showing some impact but cost avoidance is yet to be fully understood |
| 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

| Reported Sept 17 | Update March 18 |
|--|--|
| 100 more foster care placements by March 2018 (total 250) | Target will be achieved by Oct 18 with a further stretched target of 265 by Mar 19 |
| Re-engineered and stronger process for dealing with enquiries | Bottlenecks been identified in current process, re-engineering to occur, establishing new process measures thereafter |
| Foster carer retention | Work being planned to enhance capability/willingness of foster carers (existing & new) to take a wider variety of young people |
| Enhance training, development and support for carers | |
| Increased scheme of allowance and fees | Planning currently underway |
| Make placements which do not disrupt education or healthcare & have proximity to social work support | Make best use of local foster care placements |



Residential Redesign

| Reported Sept 17 | Update March 18 |
|---|---|
| Mix of council, private and voluntary sector | Adopting a strategic commissioning approach to provision ('make or buy') |
| Best quality care – no matter who provides | Council setting common standards for all provision |
| Our current in-house residential service assessed as not being entirely fit for purpose | Make/deliver ourselves: Previous 2 buildings closed, one refurbished, one in disposal. |
| Less institutional in nature | 2 new buildings in place, 3 rd being purchased. Total 4 with 16 places provided. |
| More easily identified as homes for children and more like family life | Being established as 'homely' for a more normal living environment. Staff to be involved in workforce re-design. |



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

| | |
|--|---|
| Reported Sept 17 | Update March 18 |
| Reorganising our structures and service so we: | |
| <p>Deliver on our Improvement Plan Reflects the interdependence between our Early Help Strategy, the Children's Improvement Plan and the benefits for children, young people and families</p> | <p>To expedite progress of some of the improvement required, the transformation programme has been re-defined & synergised with with the Improvement Plan and early help developing operating model</p> |
| <p>Transform and improve outcomes for the children, young people and their families living across the city</p> | <p>The transformation programme incorporates both financial savings and children's outcomes to benefits being delivered</p> |
| <p>Reflect how children move through our services</p> | <p>Child centred journeys through our services are being integrated much more strongly to business process</p> |
| <p>Focus on frontline delivery</p> | <p>A children's workforce transformation project is currently being defined and cross referenced to the existing delivery of the Workforce Board</p> |
| <p>Have a stable, skilled and motivated workforce who can make decisions in the best interests of the child</p> | |



External Residential Care Project

| | |
|---|---|
| Reported Sept 17 | Update March 18 |
| Start a commissioning exercise to create a mixed economy of residential provision in Coventry | Buy provision (external to Council) |
| More diverse service, give more options for matching service to need | Commissioning cycle will establish children's needs as well as market / service availability and develop the market accordingly |
| Help create a better risk profile to the local authority | Spread the risk to reduce exposure to the local authority |
| Reduce the number of children and young people in residential care to approximately 10% | Reduce the number of children and young people in residential care to approximately 9% and 8% by Mar 20 |



Supported Accommodation Project

| Reported Sept 17 | Update March 18 |
|---|---|
| Planning and rationalising provision to form a clear, coherent service | Clarify requirements of provision and relationship with young people's journeys through care |
| Prioritise Looked After Children, Children in Need and those leaving care who still need supported accommodation before taking their own tenancy. | Established clear start and end points for young people inc. ensuring 'readiness' at both ends Work with Housing on joint commissioning |
| Seek to disaggregate the service into separate provision for children and young people and adults | |
| Provision for preparation for independence and/or training | Setting up a 'leaving care' project to respond to: <ul style="list-style-type: none"> • our new statutory obligation for the Council-wide leaving care 'Offer' (published by end Sep 18) • ensuring young people are 'ready' to leave supported accommodation and fulfil full and active lives by enhancing development activity 'upstream' |
| Plan provision for move-on and the process for assuming tenancies | |



Business Process and Workflow

| Reported Sept 17 | Update March 18 |
|--|--|
| High quality, child centred effective help and support to children and young people, their parents/carers and family | Project is enhancing the focus on specific parts of the 'whole system' |
| Providing the right intervention at the right time and in the right way | |
| Robust relationships with families and to build on their strengths | |
| Reviewing activity, demand, data and business processes | Finance have designed a 'scorecard' to monitor activity in certain areas deemed likely to save staff time |
| Practice framework for evidence based interventions | In process of prioritising particular processes to identify bottlenecks / performance issues and deliver remedial actions (supporting above) |
| Approved, consistent and systematic social work practice models and core tools | |



Workforce Redesign

Reported Sept 17

Update March 18

Re-organising our structures and service so we:

Reflect how children move through our services

Established a 'whole system' approach to new service structure to avoid multiple handling / handovers wherever possible.
To be integrating 'children & family' focused journeys through our services

Focus on frontline delivery

Planning currently underway to ascertain workforce transformation requirements, which will then be delivered

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

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 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



Outcomes remain the same

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?





Coventry City Council

Briefing note

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

Date: 14th February 2018

Subject: Progress on Ofsted Recommendations and Improvement Board

1 Purpose of the Note

- 1.1 To inform the Education and Children's Services Scrutiny Board (2) of the progress with the Children's Services Improvement Plan reported to the Children's Services Improvement Board on 10 January 2018. The report is based on data from December 2017, unless stated otherwise. The next Improvement Board will be held on 11 April 2018.
- 1.2 The report also covers progress made against the Ofsted recommendations arising from the last inspection in March 2017 where Coventry Children's Services were judged to be "requires improvement".

2 Recommendations

- 2.1 The Education and Children's Scrutiny Board (2) are recommended to:
 - 1) To note progress made against the Ofsted recommendations
 - 2) Receive regular updates from the Children's Services Improvement Board that will include further progress relating to the children's services improvement plan
 - 3) Identify any further recommendations for the appropriate Cabinet Member

3 Information/Background

- 3.1 The Ofsted Inspection of Coventry's Children's Services and the review of the Local Safeguarding Children Board (LSCB), published in March 2014, judged services and the LSCB to be inadequate. AS a result the Department for Education issued an Improvement Notice on 30th June 2014. The two year review was held on 30th November 2016 and focused on quality of practice; the effectiveness of the children's services system and partnership working. Ofsted re-inspected Children's Services on 6th -30th March 2017, the outcome of the inspection was published on 13th June 2017, Children's Services were judged as "requires improvement to be good". Services for Children are no longer inadequate.
- 3.2 The Department for Education (DfE) removed Children's Services from intervention on 13 June 2017, the service is no longer subject to an improvement notice. Supervision and support will be provided by the DfE for the next 12 months, which will include two reviews. The first six month DfE review was held on 23 January 2018, followed by a further review in June/July 2018.
- 3.3 To oversee the improvement journey and as a response to the inadequate rating a Children's Service Improvement Board was established. An experienced Improvement consultant and retired Her Majesty Inspector (HMI), chairs the Children's Services Improvement Board. The Board includes elected Members, Council representatives and representatives from partner agencies in the City as well as a representative from the

Department for Education. Progress is reported to the Improvement Board every twelve weeks.

- 3.4 The Leader of the Council and the Chief Executive have both given public commitment that Children's Services remains a key priority for the Council. This includes prioritising funding for Children's Services to maintain its capacity to improve. The Council, alongside partner organisations continue a relentless focus on securing improvements in services for children, young people and families to ensure they are safeguarded and achieve positive outcomes.

4 Progress against the Ofsted Recommendations

- 4.1 The re-inspection of Children's Services highlighted nine recommendations in the Inspection report published 13 June 2017. A summary of progress against the recommendations is highlighted below:

5 Recommendation 1: Continue to monitor and develop services through the work of the Improvement Board so that all children in Coventry receive the help and support that they need and their outcomes improve.

- 5.1 An Improvement Board has been in place for some time and following the March 2017 inspection was reviewed in terms of its membership and remit. The Improvement Plan is rigorously monitored and partners are responsible for providing highlight reports of progress and impact on outcomes for children and young people. The Improvement Board is chaired by an Independent Chair and includes representation from senior leaders across the city. The overall objective is to ensure that the Improvement Board drives improvement with pace and holds partners to account by monitoring progress and impact through the Children's Services Improvement Plan.

6 Recommendation 2: Ensure that the Local Safeguarding Children Board supports partners to understand and consistently apply appropriate thresholds to levels of need at every stage of the child's journey, including the early help pathway.

- 6.1 A number of initiatives are underway with partners to enable better threshold application and create a more effective 'referral making' and 'referral taking' system in Coventry. The threshold document is being refreshed and will have greater clarity about levels of need and a stronger focus on how and where to source early help support and guidance. A review of the current Common Assessment Framework (CAF) has resulted in plans to develop a new early help assessment based on signs of safety methodology.
- 6.2 A number of reviews and quality assurance audit activity undertaken recently has surfaced a range of other system and cultural changes that will strengthen both the social care and partnership responses at the front door. These changes are underway and captured in a MASH Implementation Plan. The overall objective is to ensure that partners play their part in identifying and addressing need before problems escalate through early help support and make the right referrals to social care. This work will be further supported by the development of the Family Hubs.

7 Recommendation 3: Ensure that the introduction of the risk management methodology across the authority includes partners and the authority at all stages.

- 7.1 Partners in Coventry have agreed to adopt signs of safety methodology as the preferred approach in Coventry. All the forms being used in Coventry are under review so that they support this methodology, including the early help assessment that will replace the current CAF. A training plan for practitioners across the partnership to be trained in this approach is being scoped with some training already underway. To support this development a signs of safety Implementation Manager has been appointed to lead this work in conjunction with the Principal Social Worker. The objective is to ensure that the signs of safety methodology is understood and used across Coventry to support children and families.

- 8 Recommendation 4: Improve the quality of chronologies to ensure they provide relevant detail relating to children’s histories and the impact of previous interventions.**
- 8.1 Quality assurance activity shows that chronologies are an area for development. Practitioners and managers understand the importance of ensuring that chronologies are up to date and of good quality. A range of initiatives have been introduced, including; workshops about good practice led by team managers and the Principal Social Worker, bespoke training as part of the learning and development offer, guidance on how to write a good chronology, and a reporting mechanism for managers to check cases that have not had a chronology in the last 3 months. First line managers have developed team action plans that set out specific actions that they are taking within their teams to strengthen this area of practice and embed this as part of core recording activity by practitioners.
- 8.2 Additional rigour has been introduced in the monthly quality assurance audit programme to report on the impact of these initiatives. This will be reported on within the monthly audit reports from February 2018. The overall objective is to ensure that practitioners develop chronologies that take account of the importance of the full history of the family and significant events, and use this to inform purposeful interventions.
- 9 Recommendation 5: Improve the quality of children’s assessments and the focus of plans, so that all children at every stage of their journeys have their needs fully recognised and met.**
- 9.1 The quality of children’s assessments and SMART (specific, measurable, agreed upon, realistic and time-based) planning are themes for learning in recent audit activity. From October 2017, child protection chairs have been focusing on timely and effective planning at the second review. They are providing challenge where there is drift and delay in progressing child protection plans and where necessary raising formal alerts to managers. The response to resolving alerts is being monitored using a dashboard. In child in need cases, a pilot is underway where child in need reviews are being chaired by managers to ensure that case progression is timely and effective, and those cases stepped down from a child protection to a child in need plan is reviewed by a child protection chair at the first review. The overall objective is to ensure that all children and young people at every stage of their journey have their needs fully recognised and met, through good quality assessments and plans.
- 10 Recommendation 6: Ensure that managers, chairs of child protection conferences and IRO’s improve their practice, by robustly chairing children’s meetings and challenging any delays in their plans being progressed.**
- 10.1 Intensive coaching and observation of child protection chairs has been taking place since September 2017 to centre the focus of the child protection system on the child and ensure that plans are purposeful and address need. Child protection chairs are trained in signs of safety methodology and expected to apply this in a consistent way. Feedback is provided on a one to one and team basis so that the learning is shared across the team. The overall objective is to ensure that managers and chairs robustly challenge any drift and delay that impacts on outcomes for children, including through formal escalation processes
- 11 Recommendation 7: Review the authority’s arrangements for privately fostered children and ensure that those arrangements and associated practice comply with statutory guidance.**
- 11.1 One of the newly appointed Operational Leads has been identified as the new private fostering lead in social care to provide advice, support and additional oversight of private fostering cases across all teams. The brief includes reviewing assessments of private fostering cases to ensure that they meet the requirements set out in the National Minimum Standards for Private Fostering. All 11 private fostering cases (as at January 2018) were reviewed and actions identified to bring case files up to standard. The quality

of private fostering cases is included as a theme in the February 2018 monthly audit programme.

- 11.2 The private fostering procedures were updated in September 2017, and training is available as part of the training and development plan for local authority staff. Awareness about private fostering is raised in multi-agency training level 1 courses.
- 11.3 The LSCB issued communication about private fostering in its August 2017 newsletter. A communication plan to raise awareness has been produced with the engagement of partner agencies as well as an accompanying leaflet that explains what private fostering means and how to refer cases to children's social care for follow up. A letter was included in the monthly bulletin to all schools in December 2017 reminding them of their responsibility with regard to private fostering. The overall objective is to ensure that children who are living in private fostering arrangements are known to the local authority and are cared for safely..

12 Recommendation 8: Strengthen arrangements to ensure that the management of allegations of professional abuse is robust and effectively safeguards children.

- 12.1 A new Risk Management Co-ordinator that incorporates the Local Authority Designated Officer (LADO) function has been appointed and takes up post in March 2018. A manual data base is in place to track cases that are reported to the LADO and a project to build a dashboard on Protocol is underway. An audit of the quality of LADO casework took place in December 2018 and learning from this being taken forward by the Operational Lead. The audit found that thresholds for referrals to the LADO were appropriate and timeliness was generally appropriate. The overall objective is to ensure that allegations against professionals are addressed swiftly to protect children from harm.

13 Recommendation 9: Ensure that the progress of prospective adopters is tracked effectively so that the potential for children to be placed without delay is minimised.

- 13.1 The Regional Adoption Agency (ACE) is using 'Coram I' to track adoption applications and the progress of children's permanence plans to make sure matching takes place at the earliest opportunity. All adopters who had been waiting in excess of a year have been reviewed for learning and next steps for their progression as adopters.
- 13.2 Adopter training has been reviewed and includes information on making successful matches and placements. Lessons from disruptions are included with an emphasis on maintaining attachments for children with their new parents. Adoption disruptions are reviewed and learning is presented to the Adoption Panel and rolled out across the service. The timeframes of reports being completed in 1 month and presented to the adoption panel 1 month later has been challenging. There have been no disruptions since April 2017. The overall objective is to ensure that there are no delays in the adoption process with a particular focus on improving the learning and development offer for adopters, ensuring that all children and young people benefit from early preparation for permanence and learning from adoption breakdowns

14 Review of the Children's Services Improvement Board

- 14.1 The Independent Chair of the Improvement Board recommendations were accepted by Board members and have been implemented.
- 14.2 The changes included reviewing the Improvement board membership. The LSCB Chair, West Midlands Police, Coventry and Rugby Clinical Commissioning Group, University Hospital Coventry and Warwickshire, Schools, Voluntary Action and Coventry and Warwickshire Partnership Trust and Schools will remain as a board member. NHS England have written to relinquish their current membership as the work on the Board is focussed on identifying and prioritising areas for improvement and on monitoring delivery of the Improvement Plan. Coventry and Rugby Clinical Commissioning Group are better placed to support and assure the health service contribution to service improvement and are represented on the Board.

14.3 The Implementation Group has been strengthened to hold members of the group to account for delivering the improvement plan and reporting up to the Improvement board on issues that need strategic direction. The Implementation Group meet every six weeks to review progress and agree Highlight reports submitted to Improvement Board.

15 Improvement Plan Progress

15.1 Highlight reports confirming actions in the Improvement Plan that have been fully completed and embedded within the service were submitted to Improvement Board on 10 January 2018. Board members signed off the following actions as completed:

- Multi-Agency FGM Audit
- Review of adopters waiting in excess of a year
- Review of CAF system
- Development of the Advocacy Service
- Recruitment and Retention Plan

15.2 The Implementation Group will meet in February and March to sign off Highlight reports for the next Improvement Board in April 2018.

15.3 At the last Improvement Board in October, some changes to completion dates were highlighted. It was agreed by Board members that this is further reviewed to reflect accurate completion dates. Strategic Leads and partners have completed this review and new timescales have been agreed and will be published in the Children's Services Strategic Plan on the website very shortly.

16 Children's Services Redesign

16.1 The Children's Services re-designed has now been fully implemented.

16.2 Staff have been allocated to Family Hubs operating from 8 locations in the city. Staff includes: Health visitors, Family hub workers and assistants, Youth worker, Early help co-ordinator, Partnership co-ordinator, senior parenting practitioners and Early help social worker.

16.3 The CAF process has been reviewed by partners and details of the work completed were presented to Board members.

16.4 Recruitment to the Operational Lead posts within the new structure is complete with a permanent senior and middle management leadership team in place. All Operational Leads have completed a comprehensive induction programme. The new leads bring a wealth of experience and expertise and will be significant in the next phase of our improvement journey.

17 Department for Education DfE Review

17.1 The Department for Education 6 month review was held on 23 January 2018. The focus for the visit included:

- Front Door and Assessment
- Recruitment and Retention
- Balancing Restructuring and Improvement Work
- Continuing the momentum for a consistent 'Requires Improvement' service
- A visit to a Family Hub

17.2 Feedback from the visit to the Family Hub is positive, the review went well and the DfE have confirmed that they have received the level of assurance required. The next review will take place in June 2018.

18 Communications

18.1 The e-newsletter continues to be produced focusing on Children's Services. This is issued to all staff in Children's Services, all partners, senior managers and Members to ensure everyone is aware of the progress made so far, what has still to be achieved and the role all employees can play in supporting the service in 'getting to good.' In addition to this, the Director of Children's Services holds open sessions for all staff and gets out and about visiting teams and talking to staff.

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Please see page 2 onwards for background to items

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| 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 |
| Home to School Transport Exclusions, Alternative Provision and Elective Home Education |
| 11th January 2018 |
| Private Fostering Case File Audits Improvement Board Report – 18 th October 2017 |
| 14th February 2018 |
| Ofsted Progress and Improvement Board Report – 10 th January 2018 Education Performance including vulnerable groups Extended Learning Centre |
| 1st March 2018 |
| Children's Services Redesign Ofsted Progress and Improvement Board Report – 10 th January 2018 Parenting Strategy |
| 29th March 2018 |
| Task and Finish group – Retention of Social Workers - recommendations |
| 26th April 2018 |
| Improvement Board Report – 11 th April 2018 Case File Audits Coventry Youth Partnership |
| Date to be determined |
| School Funding School based police panels World Class Schools Quality Award |
| Next year |
| Home to School Transport SCR – Baby L SCR – Child F One Strategic Plan updates Review of the Education Service redesign |
| 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 | Home to School Transport | A new policy was introduced in April and September introducing new guidelines for home to school transport. Parents have been concerned and requested an item at scrutiny | Jeanette Essex Kirston Nelson Cllr Maton |
| | Exclusions, Alternative Provision and Elective Home Education | 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 | 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 Paul Smith Cllr Ruane |
| | Case File Audits | Case File are regularly audited for quality assurance purposes. This report will summarise progress. If available it should include audit information on supervision. | John Gregg Neil MacDonald Cllr Ruane |
| | Improvement Board Report – 18 th October 2017 | Regular report – to include the refreshed Improvement Plan | John Gregg Cllr Ruane |
| 14th February 2018 | Ofsted Progress and Improvement Board Report – 10 th January 2018 | 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 |
| | Education Performance including vulnerable groups | A regular report, looking at school performance, in particular progress of vulnerable groups | Kirston Nelson Cllr Maton |
| | Extended Learning Centre | To look at how the changes made to the provision at the Extended Learning Centre – to come to Board in September 2018 | Jeanette Essex Kirston Nelson Cllr Maton |
| 1st March 2018 | Children’s Services Redesign | Following on from the meeting in September, Members requested a full briefing on how the implementation of Family Hubs has been effective, including partners. | John Gregg Cllr Ruane |
| | Ofsted Progress and Improvement Board Report – 10 th January 2018 | 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 |
| | Parenting Strategy | | Harbir Nagra |

| Date | Title | Detail | Cabinet Member/ Lead Officer |
|---------------------------------------|---|---|--|
| 29th March 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 |
| 26th April 2018 | Improvement Board Report – 11 th April 2018 | | |
| | Case File Audits | Following the meeting on 11 th January Members requested further information on how case file audits were being used as part of the journey to good. | John Gregg Neil MacDonald Cllr Ruane |
| | Coventry Youth Partnership | To discuss the new Coventry Youth Partnership. | Cllr Ruane Michelle McGinty |
| Date to be determined | School Funding | To look at changes to school's funding formula once finalised. | |
| | 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 |
| Next year | Home to School Transport | A follow up report covering on applications, decisions and appeals and amendments to the process. To come to Board in June 2018 | Jeanette Essex Kirston Nelson Cllr Maton |
| | 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 |
| | One Strategic Plan updates | Progress on the information provided including the provision and demand for special school places across the city | 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 |
| 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 |

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