

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

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**Time and Date**

2.00 pm on Thursday, 14th February, 2019

**Place**

Diamond Room 2 - Council House

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**Public Business**

1. **Apologies and Substitutions**

2. **Declarations of Interests**

3. **Minutes** (Pages 3 - 10)

- a) To agree the minutes of the meeting held on 29<sup>th</sup> November, 2018
- b) Matters Arising

4. **Early Help Hubs** (Pages 11 - 18)

Briefing Note of the Deputy Chief Executive (People)

5. **Sign Off of the Final Children's Services Improvement Board** (Pages 19 - 122)

Report of the Deputy Chief Executive (People)

6. **Emotional Well-Being and Mental Health of Looked After Children**  
(Pages 123 - 128)

- 1) Child and Adolescent Mental Health Service (CAMHS) Looked After Children Service

Briefing Note of the Deputy Chief Executive (People) and Director of Commissioning Coventry and Rugby Clinical Commissioning Group

- 2) Voices of Care Project

Information from Voices of Care

7. **Signs of Safety Implementation Manager Attendance at Conference**  
(Pages 129 - 132)

Report of the Deputy Chief Executive (People)

8. **Work Programme** (Pages 133 - 138)

Briefing Note of the Scrutiny Co-ordinator

9. **Any Other Business**

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

**Private Business**

Nil

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Martin Yardley, Executive Director, Place, Council House Coventry

Wednesday, 6 February 2019

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 14<sup>th</sup> February, 2019 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 L Bigham, B Kaur, L Kelly, D Kershaw, J Lepoidevin, A Lucas, P Male, M Mutton (Chair) and C Thomas

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

By Invitation: Councillors J Clifford, K Maton, P Seaman and T Skipper

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.

**Lara Knight/Michelle Rose**

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**Coventry City Council**  
**Minutes of the Meeting of Education and Children's Services Scrutiny Board (2)**  
**held at 2.00 pm on Thursday, 29 November 2018**

Present:

Members: Councillor M Mutton (Chair)  
Councillor L Bigham  
Councillor D Kershaw  
Councillor J Lepoidevin  
Councillor A Lucas  
Councillor P Male  
Councillor C Thomas

Cabinet Member: Councillor K Maton Cabinet Member for Education and Skills

Employees (by Directorate):

People P Barnett, J Essex, S Frossell, K Nelson,  
Place G Holmes, M Rose,

Apologies: Councillors B Kaur and L Kelly  
Councillors P Seaman and T Skipper  
S Hanson

Invited L Ellis (Volunteer at Allesley Library)  
H Newell (Trustee of Earlsdon Carnegie Community Library  
(ECCL))

## **Public Business**

### **37. Declarations of Interests**

There were no disclosable pecuniary interests.

### **38. Minutes**

The minutes of the meeting held on 1<sup>st</sup> November, 2018 were agreed as a true record.

Further to minute 33/18 the Scrutiny Board (2) meeting had been rescheduled from 10th January, 2019 to 14th February, 2019 to allow the Board to consider the Improvement Board final report.

### **39. Implementation Update - Home to School/College Travel Assistance**

Further to minute 27/17 the Scrutiny Board considered a briefing note of the Deputy Chief Executive (People) which provided a progress report on the implementation of changes to Home to School Travel Assistance. The Council introduced a new Home to School Travel Assistance Policy (Statutory School Age) and Post 16 Home to School/College Travel Assistance Policy in September 2017. On 30th November 2017, the Scrutiny Board examined the process and took evidence from parents on their personal experience of the system. It was

determined that the Board would re-examine the progress and impact of proposed actions to improve the customer experience.

The reflective learning and feedback from parents, identified four key actions that would improve the service and customer experience. These were implemented in preparation for the 2018/19 academic year.

Action one was that the application deadline for 2018/19 be brought forward to ensure that applicants received a decision before the end of the 2017/18 academic year. All 600 applications received by the published deadline of the 25th June 2018, were processed before the end of the 2017/18 academic year. 575 were judged eligible, 25 did not meet the criteria on the basis of the information provided. Schools were consulted on any applicant that did not meet the eligibility criteria, to ascertain if there were any exceptional circumstances that needed to be considered before a decision was communicated to families. Strategies included personal phone-calls to families that had missed the deadline. Late applications were typically processed within three days of receipt. Consequently, the decision making process was strengthened by better information, thereby reducing the number of appeals and the inherent stress that placed on families. It was evident that customer satisfaction with the administration process in this area has much improved.

The second action was to revise the application form to assist applicants in providing all necessary information to inform the eligibility decision making process. This would be tested with the assistance of parents before the launch, to ensure that it was easy to understand and as simple as possible to complete. The application was revised and two consultation events were held to engage parents in the process of co-production. The events were promoted through the parent Facebook pages and One Voice. Whilst attendance at the events attracted minimal interest, the contribution made by parents proved invaluable and their advice was fully incorporated into the revised on-line application form.

The third action was that the application form would enable post 16 applicants to provide evidence of low-income eligibility at the point of application. This would ensure that contributions towards the cost of transport was assessed accurately at the point of first application, thereby avoiding the need to appeal. The application form for post 16 to 18 travel assistance had been separated from the statutory school age application process. The form provided a specific section to declare low-income against the criteria. The effectiveness of the form was reflected in the significant reduction in appeals from: 25 in 2017, to 4 in 2018 (a reduction of 84%).

The fourth action was the current Travel Assistance policies would be supported with an easy to follow parent/young person guide. The draft guide would be reviewed with and by parents to ensure that it provided all of the information necessary before publication. The information provided on the Council's website had been significantly improved to assist all users. A booklet had been designed, which incorporated illustrations provided by pupils from Sherbourne Fields School. This had since been reviewed and was in the process of being published on the website.

The briefing note contained tables which provided evidence of the impact. A comparison of activity in respect of the 2018/19 academic year and the 2017/18

academic year. In summary, it was evident that the number of children and young people receiving travel assistance had increased by 10% and the number of appeals had reduced by 37%.

Officers reported that independent travel training was encouraged and noted that the delay in updating the Scrutiny Board was due to legal proceedings.

The Board congratulated officers on delivering the actions that had improved the service and customer experience and particularly the challenge of responding to families before the schools closed for the summer.

**RESOLVED that:**

- 1. The Scrutiny Board congratulate the team for their commitment to addressing concerns the Board had raised.**
- 2. The Scrutiny Board and the Cabinet Member agreed at the meeting that a joint statement should be communicated on the service provided.**

**40. Social, Emotional and Mental Health in Schools Task and Finish Group**

Further to minute 28/17 the Scrutiny Board considered a briefing note of the Social, Emotional and Mental Health (SEMH) in Schools Task and Finish Group which was established on 30<sup>th</sup> November, 2017.

The briefing note recognised Members had reported concerns about the help available to young people and wanted to support Headteachers across the City who were desperate to see a better service to support pupils with SEMH issues, as without it, vulnerable young people risk not achieving their full potential.

Information on exclusions from Coventry schools was considered. The data showed that the age range of children being excluded was widening, to include key stage 1 (5 and 6 year olds) and violence was increasingly cited as a reason for exclusion. Whilst concerned that exclusions were steadily rising within the City, Members noted that Coventry's exclusion rates remained below the national average. The exclusion data included a range of case studies, which listed the number of services the young people had been involved with, before they were excluded, as well as the range of interventions schools and partner agencies had put in place before the exclusion occurred.

The data highlighted an inconsistency in the support being offered to young people in need by schools. It acknowledged that there may be many reasons for this differential practice including financial limitations, impact on attendance and academic progress measures and culture. It was noted that Coventry City Council in partnership with Headteachers had established fair access panels at both primary and secondary phase, which provided a peer support and challenge forum, aimed at negating the need to permanently exclude a child.

The Council's Children Missing Education Team (CME) had been established to offer an additional layer of support. The team, alongside other support services encouraged schools to exhaust all options before determining that a child should

be permanently excluded. This was because an exclusion could have a lasting impact on a young person. A report published in 2017 showed that exclusions could amplify pupils' psychological distress and encourage behaviour it intended to punish.

The Task and Finish Group met with representatives from Coventry and Warwickshire Partnership Trust (NHS), who were responsible for the Child and Adolescent Mental Health Service (CAMHS) in Coventry. They heard about the application (an app) which was being rolled out, called the Dimensions Tool. This tool was designed to help parents and schools identify needs early and signpost to the support available, including self-help for young people who may not yet reach the threshold for CAMHS support.

The Task and Finish Group decided to undertake visits to schools to understand the challenges they faced in an environment with diminishing financial resources and see some examples of practice in the City first hand. Members visited two schools who were recognised for their positive focus on supporting pupils with SEMH. They were looking for examples of good practice, which might be shared and encouraged elsewhere in the City. It was emphasised that these schools were not alone in demonstrating exemplary practice. They visited Spon Gate Primary and Lyng Hall Secondary School. The visits highlighted a number of similarities between the two schools in how they support, not just pupils, but also their families. Whilst the tools, techniques and strategies were not the same, the ethos of both schools was similar. Both schools were led by established Headteachers who drive the vision for the school, and had the support of the staff behind them. Both schools also use the resources available to them innovatively to fund additional support staff with expertise in supporting pupils with challenges and their families. They sought to understand and respond to the reasons for the young person's behaviour and to provide support wherever possible, rather than react to the behaviour. It was noted that both Headteachers were aware of the impact being 'inclusive' had on external progress measures and the pressure that placed on schools.

Therefore, the Task and Finish group recommended that a celebratory event was held to showcase the fantastic work Primary and Secondary schools were undertaking and use this event to facilitate some peer learning opportunities for schools who may like to further develop their provision for pupils with SEMH needs. Hosting a combined event for the City's schools would also enable schools to look at ways to support the successful transition of pupils as they move from Primary to Secondary school.

The Board thanked and commended all those who had contributed to the work of the Task and Finish Group including the Chair, members of the group, officers and schools.

The Board were keen that the approach become consistent and were impressed with the Dimensions Tool.

Officers reported on the new project called Thrive which would provide training for teachers on mental health.

Members asked about evaluating progress with SEMH in schools and officers responded that there were a number of ways of measuring wellbeing and that work was underway with Warwick University to establish a way to measure emotional resilience. Early intervention with improving emotional resilience was important in the aim of reducing CAMHS waiting lists.

Members recognised observing the positive contributions Thrive was making and agreed that prevention was better than needing to find a cure.

Officers agreed to provide a briefing note on Thrive for those who had not experienced it. Members asked about the high levels of children on the Autistic Spectrum in the City. Officers responded regarding working in partnership with health to holistically respond to the challenges of multi-disciplinary diagnosis.

The Board would consider a report from Coventry and Warwickshire Partnership Trust (NHS) in the New Year to address concerns the Board had regularly highlighted.

**RESOLVED that**

- 1. The Board formally thank the Task and Finish Group, Cllr Kershaw for Chairing the Task and Finish Group and all those who had contributed, including the schools visited.**
- 2. A further discussion to take place with the Task and Finish Chair, Cabinet Member and officers to establish the best way to celebrate and share the positive work taking place**

**41. Libraries Update**

Further to minute 65/15 the Scrutiny Board considered a briefing note of the Deputy Chief Executive (People) which provided a progress report on the current position of the Coventry Library and Information Service. The Board also considered a presentation which enabled members to view the activities and new developments in libraries via YouTube videos. The Board welcomed some library volunteers who had kindly agreed to contribute to the meeting.

The note included information related to the service transformation and delivery of savings associated with the Connecting Communities programme, along with updates on current performance and proposals for further budget reductions to be implemented from April 2019. The Board were requested to provide any feedback on the proposed further budget reductions to the Cabinet Member for Education and Skills who would be considering them at his meeting on 17th January 2019.

The Council introduced the Connecting Communities programme in 2015/2016. The programme was introduced in two phases with changes to Library Services introduced alongside changes to a number of other Council services. The main changes to Library Services included greater participation by the community in the delivery of library services along with reductions in opening hours, reductions in the amount of money spent on library stock, a move to three library types (core, partnership and community-led) and the de-commissioning of the former mobile library.

Phase one of the changes resulted in budget reductions including property savings of £802k, phase two of the changes enabled a further reduction of £653k, total £1,445k. In line with the Medium Term Financial Strategy a final third set of proposals was currently being consulted on with staff and service users which would reduce budgets by a further £319k.

The current position regarding the 17 libraries which operate in the City was detailed in the briefing note including 3 community libraries, 5 core libraries and 9 partnership libraries. The usage of the libraries, partnerships, use of IT changes and any concerns were documented.

As well as considerable success in recruiting volunteers to support the delivery of library services in Cheylesmore, Earlsdon and Finham (over 130 people so far) the service had also offered volunteering opportunities for people in other library settings. Currently 60 volunteers had been trained and deployed in other libraries with on-going recruitment becoming part of the day-to-day operation of the service.

A snapshot of Coventry Libraries performance was appended to the briefing note. Overall whilst membership had dropped very slightly, there remained almost 70,000 members of the service. Visits to libraries were up year-on-year and for core and partnership libraries book issues had increased. Changes to the opening hours of community-led libraries had impacted on data for the last year and we would expect performance to increase in the future as library opening hours expand.

The Library Service had recently conducted a user satisfaction survey to establish a baseline for future work and to engage with users around the parts of the service they report working well and otherwise. With around 400 people participating 93% of users rated the service as good or excellent.

The briefing note also detailed other recent developments including 'loud in libraries' and the development of the cultural offer, health and wellbeing related initiatives and the digital offer.

The Medium Term Financial Strategy included a requirement for a further budget reduction of £ 319k. Proposals to reduce expenditure included:

- Reduce staffing in Aldermoor, Caludon, Canley and Coundon libraries to single staffing.
- Reduce staffing in Central Library by introducing a 'Library Express' model which would rely on self-service and limited staff supervision of the library from 9-11am Monday to Friday and on Sundays.
- End the provision of hard copy newspapers and magazines and support users to move to digital access either in the library or at home.
- Additional income from the introduction of a privately run café within Central Library and an externally funded Visa scheme.
- Reductions in other fixed library budgets and a review of management and non-front line posts.

A further change which would be proposed to the Cabinet Member, was to agree a change to library fines to move the age at which users were expected to pay fine from aged 8 years to 16 years. The proposals were currently subject to a short consultation with library users and staff. The final proposals would be considered



by the Cabinet Member for Education and Skills at his Cabinet Member meeting on 17th January 2019.

Members expressed concerns regarding the lone working proposal and had been contacted by staff who shared their concerns. Officers gave reassurance that since 2017, when lone working had begun, risk assessments were carried out, unions had been consulted and there were safe working procedures in place. Where possible 'friends of the library' were used to provide support.

The Scrutiny Board recognised the financial constraints however, remained concerned about the compromise to the safety of staff and members of the public particularly in certain libraries in the city with a history of anti-social behaviour experienced.

The Board applauded the all volunteers who were an asset to the City and requested that this be conveyed to them. The Board also celebrated the success of all 17 libraries in the city and in particular new developments such as the introduction of a café and externally funded Visa scheme. The Board discussed links with the Universities in the City.

**RESOLVED that**

- 1. The Scrutiny Board commend those who had enabled all libraries in the city to remain open in the current climate and particularly thanked the volunteers.**
- 2. The Scrutiny Board acknowledge financial constraints but raise concerns regarding the safety of staff, volunteers and the public should the proposal to carry out lone working be implemented. They request that the Cabinet Member be advised of their concerns regarding the importance of risk assessments and that the Board felt there should not be only one person in a building and particularly in areas with Anti-Social Behaviour.**

**42. Work Programme**

The Scrutiny Board noted that School Based Police Panels on the work programme would now be considered along with a discussion on gang's at Scrutiny Co-ordination Committee.

The Scrutiny Board may need an additional meeting in March, 2019.

**RESOLVED that the changes requested be arranged.**

**43. Any Other Business**

Superkids: Breaking away from care

The Scrutiny Board applauded the programme Superkids: Breaking away from care on Channel 4, at 10pm last night and requested that congratulations and thanks be sent to the young people and a reassurance be sent to the Board that they were receiving support following the publicity.

**RESOLVED** that congratulations and thanks be sent to the young people involved in the programme and reassurance be sent to the Board that they are being supported following the programme.

(Meeting closed at 4.00 pm)

## Briefing note

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

**Date: 14<sup>th</sup> February 2019**

**Subject: Early Help Hubs**

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

- 1.1 To provide a follow up report to the previous report (on 4th October) on the Early Help Offer of the Family Hubs including statistical data; evaluation data, examples of good practice, information about the use of satellite venues and outreach work including engagement with schools and education and, how the impact of the work is being assessed and evidenced.

### **2 Recommendations**

- 2.1 The Education and Children's Scrutiny Board (2) are recommended to:

- 1) Consider the content of the report
- 2) Identify any further recommendations for the Cabinet Member

### **3 Information/Background**

- 3.1 There are 8 Family Hubs operational in Local Authority venues across the city, serving local communities and focusing on delivering early help to children aged 0-19 (and up to 24 for young people with SEN) and their families.
- 3.2 The Family Hubs have been operational since November 2017 and deliver a range of services targeted at families who need early help, and also host universal services for all families such as well baby clinics.
- 3.3 Family Hubs represent interagency working and aim to deliver the right help at the right time, and the practitioners working from the Family Hubs include Local authority Children Services staff, health visitors, midwives, school nurses, Adult learning, Coventry Independent Advice Service, Ignite (in Willenhall) and, a range of other partners.
- 3.4 Midyear data indicates that there are 82,146 children aged 0-18yrs living in Coventry, of which 23,295 are 0-4 aged years, 23,657 aged 5-9, 19,707 aged 10-14 years and 15,487 are aged 15-18yrs.
- 3.5 The Early Help offer aims to identify and support children and families in need of early help as early and responsively as possible, and hence reduce the number of children needing statutory intervention (such as social care). As of 31st Dec. 2018, 335 children were the subject of a Child protection plan, 887 had a Child in Need plan and there were 3240 open referrals (for assessment by social care) and 1,409 children are open to Early Help. It should be noted that there will be many more children receiving early help, either through early help partners or through other interventions such as Parenting groups, learning and development sessions and healthy lifestyle sessions delivered by the Family Hubs.
- 3.6 In 2018-2019 a total of 1730 Early Help requests for support (families) were received into the Family Hubs. Early Help requests can be made through a range of access channels including

families making direct contact with the Family Hubs, through a professional making a request for service, or through Children's Services (social care). In the first year the vast majority of requests were via Children's Services.

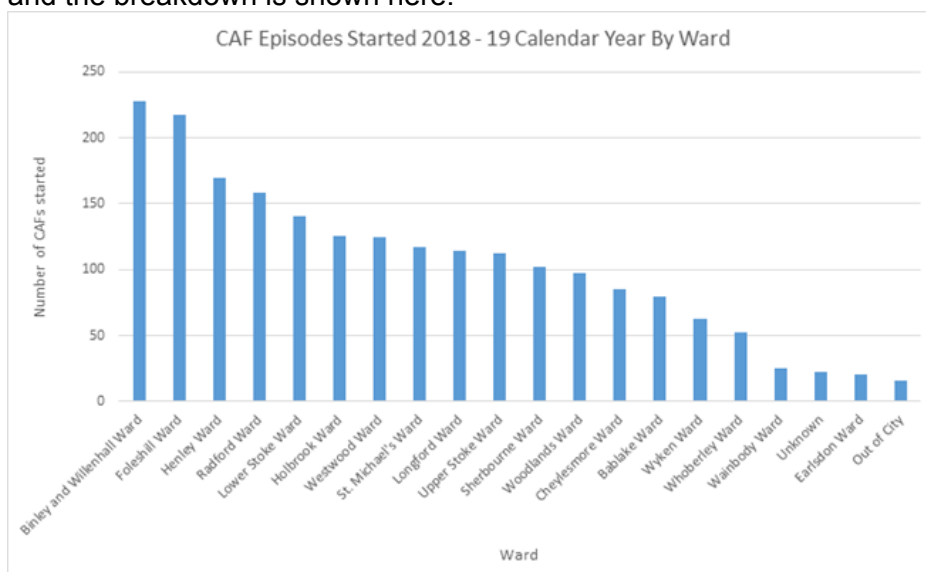
Number of requests to early help via Children Services			
Mash to Early help	Mash to Family Hubs	Social care teams to Early Help	Social care teams to Family Hubs
1794	1647	572	459

- 3.7 Early Help supports children aged 0-19 (and up to 24 for young people with a disability). The age of children referred for early help is as follows:

	Mash to Early help	Mash to Family Hubs	Social care teams to Early Help	Social care teams to Family Hubs
0-4 years	509	475	170	139
5-11 years	663	594	251	200
16 + years	618	575	151	120

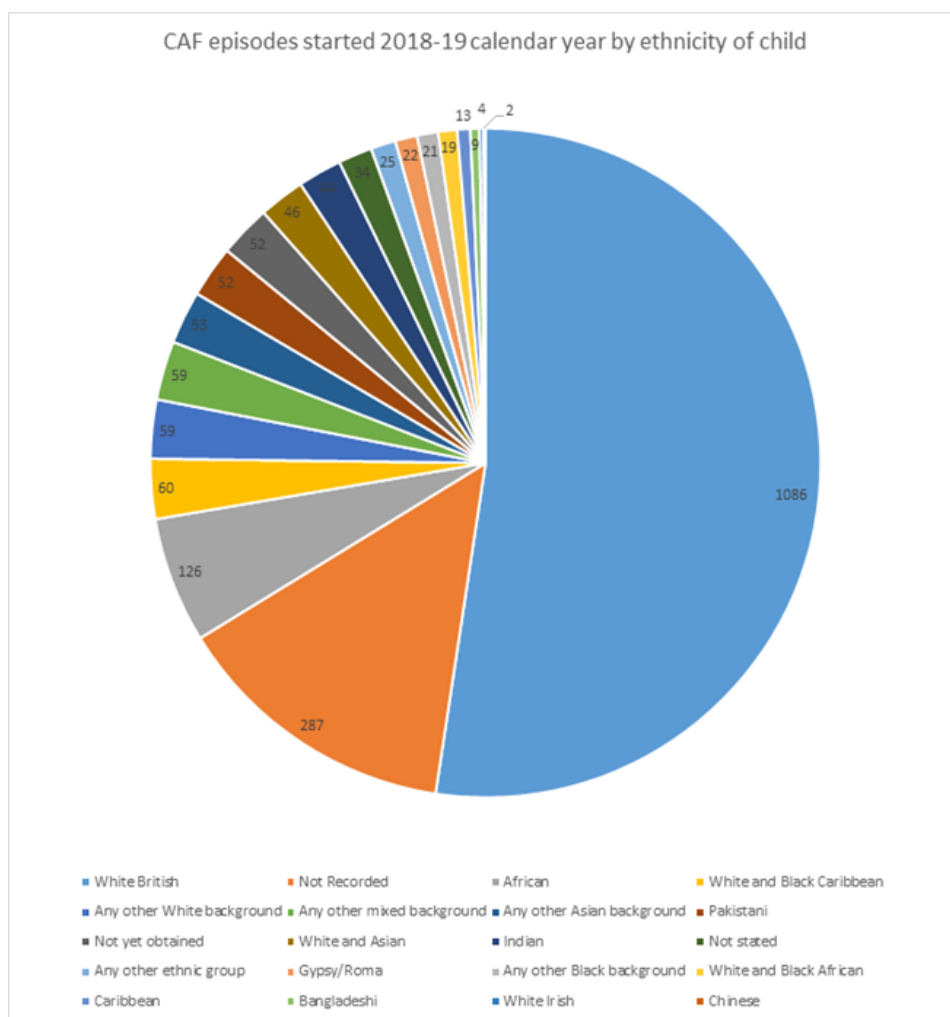
#### 4 Direct Family support work of Early Help, including the Family Hubs

- 4.1 Family support is offered in a range of ways, including attending a group intervention, direct 1:1 bespoke family support through a CAF/Early Help Assessment which leads to an Early Help Plan and/or signposting to other agencies that can help.
- 4.2 Family Hubs are a place where people can access help which may be universal (Right Help Right time level 1), provided by a single agency (Right Help Right Time level 2), or through a multiagency plan (right Help Right time level 3). Practitioners working from the Hubs may also undertake assessments which then indicate the need for statutory services to be involved with the family (Right Help Right Time level 4).
- 4.3 Common Assessment Framework (CAF) is the current assessment framework for identification of needs and development of a bespoke family support plan, and this work is recorded on the Early Help Module of Liquid Logic
- 4.4 The children receiving support through a CAF between 2018-2019 were referred from all wards and the breakdown is shown here:



4.5 121 children were recorded as having a disability and 95 of these children were supported through a CAF by the Family Hubs.

4.6 The ethnicity of the children receiving support through a CAF episode is shown below:



#### 4.7 Reasons for the need for early help

4.8 In 2018-19, 2073 CAF episodes (children) were opened following request for Early Help. Reasons for request for early help can be very wide ranging, and complex and many families will have more than one area of need. If the help that families need is best delivered through a multiagency plan, a CAF assessment is undertaken and the CAF assessment identifies the families need within the domains of the following.

- Development of Baby, child or young person – 666 children- including behavioural development, emotional and social development, family & social relationships, health, identity, learning, self-care and independence
- Family & Environment - 763 children– Family history & Well Being, Housing, Employment & Finance, Social & Communities, Supports for parents, wider families

4.9 The primary reason for early help support is when there is low level needs and the threshold for statutory intervention is not met. This is recorded in the Early Help Assessment (Precisely CAF) and these are listed overleaf.

Primary Need	Number of CAFs	Percentage
Emotional harm	264	12.7%
Domestic violence/abuse	249	12.0%
Child/Young Person mental ill health	207	10.0%
Living in poor or overcrowded housing / homelessness	161	7.8%
Parental mental ill-health issues	143	6.9%
Family Breakdown	135	6.5%
Child/Young Person developmental delay	129	6.2%
Child/Young Person ill health or complex health needs	115	5.5%
Neglect	114	5.5%
Child/Young Person learning disability	64	3.1%
Parental alcohol and/or substance misuse	59	2.8%
Physical harm	59	2.8%
A low income family	55	2.7%
Child/Young Person school attendance below 85%	50	2.4%
Parental/Carer ill-health or longstanding limiting illness	33	1.6%
Child/Young Person involved in anti-social behaviour	32	1.5%
Child/Young Person underage sexual activity or unsafe sexual behaviour	30	1.4%
Child/Young Person alcohol and/or substance misuse	30	1.4%
Sexual Exploitation	22	1.1%
Social Isolation	20	1.0%
Sexual harm	20	1.0%
Child previously missing	15	0.7%
Inability to afford a number of food and clothing items	11	0.5%
Bullying	10	0.5%
Young Person offending	10	0.5%
Child/Young Person physical disability	7	0.3%
Child/Young Person involved in gang activity	6	0.3%
Teenage Pregnancy	5	0.2%
Parental/Carer involvement in anti-social behaviour	5	0.2%
Parent/Carer deceased	5	0.2%
No one in the family is in work	3	0.1%
Young Person homelessness	2	0.1%
Parental/Carer offending/imprisonment	2	0.1%
Parental/Carer disability	1	0.0%
Grand Total	2073	100.0%

## 5 Family support (CAF) activity

- 5.1 In 2018-2019 Children services operating through the Family Hubs were the lead agency on 88% of new CAF episodes. Of these 225 were children aged 0-4, 332 aged 5-11 and 245 were aged 12 +.

Hub	CAFs open – direct family support work Jan 2018-Jan 2019 (children)	Cases open Children (Families) through October – Nov 2018	New requests for support in October 2018 (families )	CAF currently open Jan 2019
Aspire (Gosford Park)	109	129 (67)	17	109
Families For All (Foleshill)	77	84 (38)	15	77
Harmony (Hillfields)	69	97 (42)	10	69
Mosaic (Tile Hill)	127	167 (91)	22	127
The Moat (Wood End)	124	171 (76)	24	124
Park Edge (Bell Green)	151	164 (72)	11	151
Pathways (Radford)	145	165 (84)	23	145
Wood Side (Willenhall)	124	155 (75)	15	95
<b>Total in Family Hubs</b>	<b>926</b>	<b>1132 (545)</b>	<b>137</b>	<b>1127</b>

- 5.2 The time needed to complete a holistic assessment can vary dependent on the complexity of needs and of the size of the family. In 2018-19, 674 new CAF assessments were started and 42% of those were completed within 30 days.
- 5.3 The duration of the CAF family support plan can also vary accordingly, and in 2018-19 80% of all cases are closed within 12 months. 47% of families plans lasted less than 6 months, 42% received their support and completed more than 6 months and 11% took more than 12 months to support.
- 5.4 At closure the reason is identified, evidencing that 24% of assessment resulted in No further support required following CAF assessment; 44% early help plans were completed and no further action was required at that time, and 26% of cases required step up/escalation to social care.

## 6 Early Help support offered through the Family Hubs

- 6.1 Family Hubs also offer early help through a range of activities, either delivered directly by family hub practitioners, or by hosting services delivered from across the early help partnership.
- 6.2 Family Hubs aim to support children to achieve their desired outcomes and be their best this includes for example, school readiness. School readiness is supported in part by the take up and attendance in early years' provision, and, in Spring 2018, 70% of eligible 2 years olds are in provision, and 93% of 3 year olds and 4 years are in early education provision.
- 6.3 School readiness is measured by the Good Level of Development, scored at the end of the reception age, and 69.8% of all children in Coventry are achieving GLD. Much of the work undertaken in the Family Hubs with early years' children is therefore focused on school readiness and learning and development 0-3 years. Take up of 30 hours early education for children of working parents has significantly increased with almost 91% of eligible 3 & 4 year olds accessing the offer.

- 6.4 Data on the activities delivered by children services staff and some of our partners is collated and recorded on CapitaOne. This will enable us to record and evidence the fuller extent of the reach and impact of the Family Hubs with children, families and local communities. This currently evidences that approx. 1900 children 0-19 years attended activities in the Family Hubs between June 2018-Jan 2019, and 3561 individuals (this includes adults and children/young people).
- 6.5 Access to universal services such as health clinics accounted for 43% of attendance, followed by family support for 25% and 14% attending child learning groups as the largest number of attendees at activities.

## **7 Quality Assurance and Impact of Family Hubs in Year 1**

- 7.1 The focus over the last year has very much been on engaging partners to deliver Early Help differently (in a more joined up way), as described in the previous report.
- 7.2 Quality of the practice delivered by the LA practitioners working from the Family Hub is measured by regular audits and management oversight, dip sampling of case work and observations of practice. Early Help Audits were introduced in 2018 and audits indicate variable improvement with a 35% average of cases that 'Meets Good' over a ten-month period. There are five months where cases range from 33-50% meets Good, with June and July 2018 see the best performance over the reporting period.
- 7.3 Evidence in Early Help audits is that there is limited and inconsistent improvement overall, indicating that the quality of service that children and families receive is widely variable. The inability to sustain and improve is of concern as this stage of services is key to positively diverting children and families out of the social care system in the short and longer term. Management oversight and workforce development is underway to achieve consistently good practice and recording.
- 7.4 Family feedback is gained through the review of the early help plan with families, and complaints and compliments received into the service. Many service users provide feedback to the service, including many compliments.
- 7.5 In December 2018 one family recently wrote a long email of feedback which concluded "I am extremely grateful for the support, and intervention that we have since received from Mosaic Family Hub and would like for you to acknowledge this as a compliment and with heartfelt thanks from myself and my son. I genuinely believe that had I not seen the support workers on that day, I have no idea where we would be. As a family unit I will be forever grateful to the very kind people who have been welcomed in to our home and provided us with this invaluable support and treated us all with dignity and pure kindness"

## **8 Sharing good practice – case examples from each Hub**

- 8.1 Wood Side Family Hub (Willenhall) undertook to deliver an evening "Hub Grub Club" in the summer holidays of 2018, supported by the Feeding Britain campaign. They worked with 220 children (plus their parents) over 6 weeks, and this good practice was acknowledged in a letter from the Rt Hon Frank Field.
- 8.2 Families for All (Foleshill) is working in partnership with the Junk Food Café to deliver meals to families on a weekly basis in the Hub. During the summer holidays they provided three "Tots to Teen tea parties" providing 180 picnics and since Nov 2018 they have served 340 meals to children and young people, and have made application to the Active Citizen Fund to continue this work
- 8.3 Park Edge (Bell Green) Family Hub took part in the Feeding Britain programme over the summer period 2018 and provided family activities including the provision of food for in access of 80 families. Community involvement within the Hub area in the autumn term included effective partnership working involving 4 local schools to plan and host a Christmas event that engaged with over 100 families Mosaic Family Hub (Tile Hill) have been pioneering a targeted youth provision, and 39 young people have been attending.



- 8.4 Harmony Hub (Hillfields) delivered a successful partnership event with the Police in which vulnerable families were identified and the Hub is now providing support to these families
- 8.5 Pathways Family Hub (Radford) worked with the local church to provide and deliver Christmas hampers to approx. 40 families in need.
- 8.6 The Moat (Wood End) has worked with National Citizens Project on 2 projects, facilitating 17 young people to do consultation with local families about developing outdoor spaces for community use in the Hub.
- 8.7 The Youth worker and Early Help Partnership Co-ordinator from Aspire Family Hub has been working in partnership with Grapevine in the Stoke Aldermoor area to bid for funding for a social action programme funded by Government office, to build social capacity in the area with a particular focus on young people.

## **9 Use of satellite venues and outreach work**

- 9.1 Family Hubs deliver activities as required in local venues ("Spokes") both as part of the regular timetable and for special events and holiday activities. Examples include Aspire Family Hub deliver weekly activities to families in Stoke Aldermoor in St Catherine's Church, Aldermoor Farm School and the Life Centre.
- 9.2 Pathways Hub (Radford) has recently started a "Friends of Pathways" group at Spon Gate Primary School to support the community there as this is distance from the Hub
- 9.3 Harmony Hub (Hillfields) is delivering weekly family activities in the central library and providing a weekly "here to help" sessions locally at the Hope Centre
- 9.4 Wood Side (Willenhall) and Park Edge regularly run community events in community buildings with partners such as in the local church.

## **10 Engagement with schools and education**

- 10.1 All Family Hubs are actively engaging with the schools in their area, through the designated work of the Early Help Assessment Co-ordinator (EHAC).
- 10.2 Each school is visited by the EHAC on at least a termly basis and an early help support meeting takes place to identify and discuss children that schools are worried about and, advice and support is given.
- 10.3 All schools have been provided with information on how to make a request for early help, in response to Right Help Right Time, and are supported to lead on CAF family support work (Right Help Right time level 2) as well as to contribute to multiagency early help (Right Help Right Time level 3).
- 10.4 Schools are taking part in the trail and development of the new early help assessment, which will replace CAF, and are being trained in the Signs of Safety approach.
- 10.5 Family Hubs have close partnership working relationships with the school's attendance team within Education, and are developing the link with early year's providers.

## **11 What needs to happen next**

- 11.1 The priorities for the next 12 months are:
- 11.2 Continued delivery of the Early Help Transformation Plan, governed by the Early Help Subgroup of the Local Safeguarding Board.
- 11.3 Develop a city wide outcome framework with partners to accurately evidence the reach and impact of the whole of the Early Help offered delivered through that partnership
- 11.4 A workforce development strategy to be developed and implemented across the Early Help partnership, including the practitioners working within the Family Hubs, to ensure consistently good practice.

- 11.5 Implementation of the new Early Help Assessment and Early Help Family Plans, utilising the Signs of Safety/Well Being across the Early help Partnership with children and families to support the delivery of the right Help at the right Time,
- 11.6 To embed service user feedback into our practice and processes, with families being asked to provide feedback on the service they receive after the first 6 weeks of being supported by the Family Hub.
- 11.7 Identify areas of need for family hubs activities to be delivered in venues outside of the Family hub and develop partnership arrangements to deliver these “spokes”.

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

**14 February 2019**

**Subject: Sign off of the Final Children's Services Improvement Plan**

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

- 1.1 To inform the Education and Children's Services Scrutiny Board (2) of the sign off of the Children's Services Improvement Plan reported to the Children's Services Improvement Board on 24 January 2019.

### **2 Recommendations**

- 2.1 The Education and Children's Scrutiny Board (2) are recommended to:
  - 1) Consider the signed off Children's Services Improvement Plan and performance trajectory
  - 2) To note the new arrangements replacing the current Improvement Board with a Continuous Improvement Executive Group
  - 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 30<sup>th</sup> June 2014. The two year review was held on 30<sup>th</sup> 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 6<sup>th</sup> -30<sup>th</sup> March 2017, the outcome of the inspection was published on 13<sup>th</sup> 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 has been provided by the DfE up to June 2018. This has now ended.
- 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.

- 3.5 Ofsted's revised new framework includes focused visits to local authorities who are judged to be 'requires improvement' the first visit was held on 30-31 January 2018. Two Inspectors spent two days reviewing the Multi Agency Safeguarding Hub (MASH), and speaking to social workers and partners. Visits were also made to two area social teams to review children in need cases. The letter confirming the outcome of the visit was published on 22 February 2018.
- 3.6 The next Ofsted Annual Conversation with regional representatives has been scheduled to take place on 14<sup>th</sup> February 2019. The meeting is part of a broader meeting covering education and early years. Coventry Children's Services are anticipating a Joint Targeted Inspection (JTAI) or a focused visit during 2019 prior to the next standard Inspection which is likely to be undertaken between December 2019 and June 2020. A revised updated Children's Services self-assessment is currently being finalised in preparation for the Ofsted Annual Conversation in February.

#### **4 Children's Services Progress and the Improvement Plan**

- 4.1 Updates were provided to board members on improvements with the review of School attendance; health service review of health histories; emotional and mental health support offer to care leavers; strengthened arrangements at the front door and initiatives in response to Gangs in Coventry.
- 4.2 Board members agreed to sign off the current improvement plan as concluded. The plan has been reviewed and updated to provide overall progress and impact against all actions detailed in the plan. Two rag rating have been applied to each action to demonstrate whether the action is complete and whether the impact/performance measure has been met.
- 4.3 The plan contains 109 actions, the table below provides a summary by rag status of actions completed. Full details of progress against the plan is highlighted in **Appendix 2**.

<b>Actions Completed</b>	<b>Performance Measure/Impact Completed</b>
101	71
8	33
0	5
109	109

#### **5 Performance**

- 5.1 The service continues to experience increasing numbers of Looked After Children. As at 31 December 2018 this was 724. The pressures concern an increase in connected person's placements as a result of a court process, a rise in the number of 16 year olds presenting as homeless and the number of children exiting care reducing. This continues to be addressed.
- 5.2 YTD there has been an increase in the number of contacts completed within timescale. The volume of contacts continues to impacts on the timeliness of decision making. Every contact is reviewed the day it is received and RAG rated. All urgent referrals are progressed within timescale.
- 5.3 Multi-agency Safeguarding Hub Assessment completion timeliness is 61.6% YTD performance has begun to steadily improve.
- 5.4 Re-referrals have decreased this quarter month on month, YTD remains at 25.9%, although performance was 21% in December 2018 which is closer to the target of 19%. Management oversight continues to drive improvement in this area.
- 5.5 40% of children have had their care plans recorded within 10 days. (CP1 11) Further work has started to understand the reasons and action plan developed to address this issue. Area Team Managers attend monthly performance management meetings to address this issue.

- 5.6 Children and Family Assessment Timeliness is an improving picture month by month, but is still below target.
- 5.7 Child Protection Conferences held within timescales is showing strong performance and meets the target of 95%, this is significantly better than the England average and that of our statistical neighbours.
- 5.8 A summary of the critical performance indicators and current trajectory is highlighted in Appendix 1. The Children's Services Leadership team will identify the gaps to improve consistency and a plan will be produced for the next 12 months to improve performance trajectory of what is needed to get to good. This will be monitored by the new Continuous Improvement Executive Group.

## **6 Continuous Improvement Executive Group**

- 6.1 A report on the future arrangements for continuing and sustaining improvements in Coventry was presented by the Independent Chair and the Director of Children's Services at Improvement board on 3 October 2018. There is a requirement in the current improvement plan to consider future arrangements for monitoring the continuous improvement of Children's Services beyond the end of the current plan.
- 6.2 The Children's Services Improvement Board will be replaced by an Executive Group to retain political and corporate oversight of Children's Services continuous improvement beyond the current improvement plan.
- 6.3 The new Continuous Improvement Executive Group will ensure tighter focus on continuous improvement and Ofsted preparation. The impact of performance will be managed and monitored by the group. This is an interim measure before returning to business as usual in accordance with the revised arrangements for Children's Safeguarding, and subject to satisfactory inspection by June 2020. At this time the Executive Group would cease and oversight transferred to the revised Safeguarding Partnership and monitored as business as usual. Board members fully supported the revised arrangements and membership of the group.
- 7.3 The Independent Chair of the Improvement Board will chair the Executive Group, effective from March 2019 and will be held on a bi monthly basis until Inspection. The Independent Chair has capacity and authority to call an extraordinary meeting to deal with critical issues should they arise. Progress will continue to be reported to the Education and Children's Services Scrutiny Board on a regular basis.

## **8 Overview Summary**

- 8.1 Concluding the current improvement plan marks a significant point in our journey in "Getting to Good". The plan containing 109 actions demonstrates significant progress across Children's Services in collaboration with partners to improving good outcomes for children and young people.
- 8.2 In the lead up to the next Inspection, the Children's senior leadership team and extended leadership will continue to work together to drive practice improvements and service changes. This phase of improvement relies heavily on corporate support and the support from partners to ensure that improvement continues and is sustained and the improvement plan can be signed off. There is explicit intention to ensure that Children's Services reaches a position where it is continuously achieving good outcomes for the Children of Coventry. A revised Children's Services Strategic Plan 2018-19 our journey in "Getting to Good" will be developed and will provide direction going forward to embed the good practice achieved and fully embed areas requiring further development.

## 9 Communications

- 9.1 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.' The Director of Children's Services holds open sessions for all staff and gets out and about visiting teams and talking to staff. In addition to this Children's Services also hold 'Lets' Talk Children' Sessions to engage further with staff.

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## Appendix 1

### Children's Services Critical Performance Indicators as at December 2018

#### Current performance trajectory

ID	Definition	Rolling 12 months*	Current (YTD)	Target	Progress Towards Target
CPI1	Contact completion timeliness (1 working day)	60.4%	59.1%	75.0%	<div><div></div></div>
CPI2	Multi-Agency Safeguarding Hub (MASH) Assessment completion timeliness	62.6%	61.6%	70.0%	<div><div></div></div>
CPI3	% Re-Referrals (Referrals started within 12 months of a previous Referral start date)	25.4%	25.9%	<19%	<div><div></div></div>
CPI4	Children seen within 7 working days of being Referred to Children's Services	54.3%	56.5%	90.0%	<div><div></div></div>
CPI5	Children & Family Assessment Timeliness (45 working days)	72.0%	75.8%	90.0%	<div><div></div></div>
CPI6	Child Protection Conferences held within timescale (ICPCs & RCPCs)	92.8%	95.0%	95.0%	<div><div></div></div>
CPI7	% repeat Child Protection Plans	29.4%	26.2%	<17%	<div><div></div></div>
CPI8	% subject to a Child Protection statutory visit during the 4 weeks prior to month-end	90.7%	91.9%	95.0%	<div><div></div></div>
CPI9	% new episodes of care where the child was previously looked after in the previous 12 months	7.8%	5.9%	<8%	<div><div></div></div>
CPI10	% LAC statutory visits to children in placement for less than 12 months	88.4%	88.7%	95.0%	<div><div></div></div>
CPI11	% LAC Initial Care Plans recorded within 10 working days	41.0%	40.0%	80.0%	<div><div></div></div>
CPI12	% LAC with 3 or more placements in the previous 12 months**		10.2%	<9%	<div><div></div></div>
CPI13	% LAC long-term stability		62.4%	75.0%	<div><div></div></div>
CPI14	A1 - Average number of days between a child entering care and moving in with its adoptive family, for children that have been adopted		904	426	<div><div></div></div>
CPI15	% first LAC Review held within timescale	84.6%	83.8%	98.0%	<div><div></div></div>
CPI16	% care leavers EET (Relevant & Former Relevant Care Leavers) [17 to 21]		51.0%	65.0%	<div><div></div></div>
CPI17	% Care leavers in suitable accommodation (Relevant & Former Relevant Care Leavers) [17 to 21]		97.6%	95.0%	<div><div></div></div>
CPI18	% up-to-date management oversight		84.4%	90.0%	<div><div></div></div>

\*Rolling 12 month figure for those indicators which accumulate over the course of the year

\*\*Figure is a snapshot of the LAC cohort as a period end, which considers how many placements each child within the cohort has been in over the previous 12 months

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## **Coventry Children's Services Getting to Good**



**Reported to Improvement Board 24th January 2019**

Signed off by the Implementation Group 7<sup>th</sup> January 2019

## Coventry's Children's Services Single Improvement Plan – Getting to Good 2017-2019

The Children's Services Single Improvement Plan is divided into three sections: Children who need help and protection; Children looked after and achieving permanence; Leadership, management and governance. The delivery lead agency highlighted in **bold** will be the responsible overall lead in driving the completion of the action (in conjunction with the relevant partners) and for providing a progress update on a quarterly basis, using the RAG ratings below. Delivery leads will also present highlight reports to the Improvement Board to evidence actions and targets completed for all areas that progress to a GREEN status.



Actions underway but no significant change in the target and performance measure.



Actions underway with evidence of significant shift and direction of travel in target and performance indicator.



Targets and measures met.

Children Who Need Help and Protection								
No.	Actions	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
<b>1.0 Ofsted Recommendation:</b> Improve the quality of chronologies to ensure they provide relevant detail relating to children's histories and the impact of previous interventions. <b>Objective:</b> To ensure that practitioners take account of the importance of the full history of the family and significant events and use this to inform purposeful Interventions.								
1.1	Issue practice guidance to early help and social care staff about how to write a good chronology, using exemplars.		Guidance Issued September 2017  Impact/ evaluation- <b>September 2018</b>	<b>CCC</b>	% of up to date Chronologies	Audit of chronologies shows improvement. Supervision is used to check compliance.  All cases (including early help) have chronologies.		<b>Overall Progress</b> Chronology Practice Guidance was issued to practitioners in both early help and social care in July 2017, and is hosted in the Documents Library. The guidance has been shared in workshops, team meetings and training courses. The training programme includes chronology training. Each individual team in social care and early help now has a team action plan for chronologies.

Children Who Need Help and Protection								
No.	Actions	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								<b>Impact</b> This has had some impact in ensuring that chronologies are of significant importance in understanding the journey of the child and their experience. The action plans are updated and quality assured by Operational Leads.
1.2	Deliver improvement workshops/training for early help and social work practitioners on developing good chronologies.		<b>March 2018</b>  Impact/evaluation- <b>September 2018</b>	CCC	10 workshops  % of compliance By March 30% By June 60% By Sept 90% plus	Audit of chronologies shows improvement.		<b>Overall Progress</b> 17 workshops have been delivered across all areas to early help and social care practitioners, to reinforce the practice guidance, how to write a chronology, and the importance of keeping them up to date. These events have been attended by 190 practitioners. Further learning and development sessions have been delivered by the Operational Leads and Team Managers during team meetings and away days. This has contributed to an improving picture on the presence of chronologies in children's files. Sessions have also taken place at Practice Improvement Forums for front line staff and managers.
								<b>Impact</b>

Children Who Need Help and Protection								
No.	Actions	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								<p>The performance measures for this action are that 10 workshops take place and that compliance in performance improves.</p> <p>The performance on this action is partly met. The number of workshops has exceeded 10. The % of up to date chronologies is included in the monthly performance scorecard and more recently broken down by team in the performance Dashboard.</p>
<p><b>2.0 Ofsted Recommendation:</b> Review the authority's arrangements for privately fostered children and ensure that those arrangements and associated practice comply with statutory guidance.</p> <p><b>Objective:</b> For all partners to be able to identify and refer private fostering arrangements to children's social care. For social care practitioners to understand the law, their roles and responsibilities and improve the quality of interventions.</p>								
2.1	Develop a Private Fostering Communication Plan to include: <ul style="list-style-type: none"> <li>Advertising campaigns.</li> <li>Professional training and information sessions provided.</li> <li>Leaflet production and</li> </ul>		Implement plan by January 2018  Report of progress/ Evaluation <b>April 2018</b>	<b>CCC</b> Health Police Schools Housing Probation NPS/CRC Independent sector	Number of private fostering notifications.	Communication delivered to all staff by partner agencies. Numbers of staff trained in each agency increases. Reports of activity, performance and outcomes included in Private Fostering		<b>Overall Progress</b> A Communication Plan has been agreed. The actions in the plan focus on raising awareness about what private fostering is and the requirement to make a referral to children's services when one is identified. The LSCB website has been updated and a new leaflet has been developed and circulated across the partnership. The LSCB have created a set of key message slides for use in multi-agency training and for partners

Children Who Need Help and Protection								
No.	Actions	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
	distribution to libraries, GP surgeries etc. <ul style="list-style-type: none"> <li>A list of key contacts within private schools, language schools etc.</li> </ul>					annual report from each agency.		to use in their single agency training. A second twitter and awareness raising campaign took place in June 2018. The private fostering lead has made links with the local language school and private schools to raise awareness about their responsibilities.  <b>Impact</b> The number of private fostering notifications have increased slightly. Benchmarking data shows that Coventry has higher notifications than other areas.
2.2	Improve quality of private fostering assessments and statutory visits: <ul style="list-style-type: none"> <li>Deliver workshops for multi-agency staff on private fostering issues</li> <li>Develop and issue practice guidance to support practitioners</li> </ul>		March 2018	CCC Health Police Schools Housing Probation NPS/CRC Independent sector	100% of visits in timescales. % privately fostered children with timely visit  3 workshops held. % of compliance By March 30% By June 60%	Audits of the quality of practice shows improvement. Compliance with Private Fostering National Minimum Standards.		<b>Overall Progress</b> A Private Fostering Working Group has been established, led by the lead manager for private fostering. Its role is to revise procedures and develop and deliver training to support practitioners to have a clear understanding of the statutory responsibilities for private fostering. Workshops have been held in all the area teams and the fostering service. The children's services procedures were updated in September 2017 to add clarity to the definition of

Children Who Need Help and Protection								
No.	Actions	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
	<p>learning and understanding of private fostering</p> <ul style="list-style-type: none"> <li>• Undertake audits of assessments to check that they address safeguarding issues</li> <li>• Identify a lead manager for Private Fostering</li> <li>• Undertake audits of cases to check management oversight and sign off of assessments, visits and plans.</li> </ul>				<p>By Sept 90% plus</p> <p>30 audits undertaken.</p>			<p>private fostering. There will be a further update in 2019.</p> <p>Audits of practice have taken place in January, February and May 2018. The findings show that further improvement is required. The private fostering lead is notified when a private fostering assessment has commenced so that management oversight and quality assurance can take place.</p> <p><b>Impact</b></p> <p>There were currently 7 private fostering arrangements as at August 2018. In December 2018 there are 14. Benchmarking data shows that Coventry has higher notifications than other areas.</p> <p>100% of visits are in timescale and have been each month since May 2018.</p> <p>Workshops have been completed with all social work teams. All cases were audited in January 2018, May 2018 and July 2018.</p> <p>New templates for private fostering agreements and</p>

Children Who Need Help and Protection								
No.	Actions	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								recording statutory visits have been developed.
2.3	Review private fostering procedures and ensure that all staff are familiar with them.		Audit activity shows improvement <b>March 2018</b>	CCC		Audit activity shows improvement in quality of assessments. Compliance in procedures being followed.		<p><b>Overall Progress</b> The children's services procedures were updated in September 2017 to add clarity to the definition of private fostering. There will be a further update in 2019.</p> <p>Regular communication is issued to all staff to remind them of how to access the procedures and the associated web site to go to obtain guidance and good practice exemplars.</p> <p><b>Impact</b> Audits of practice have taken place in January, February and May 2018. The findings show that further improvement is required. The private fostering lead is notified when a private fostering assessment has commenced so that management oversight and quality assurance can take place.</p>
2.4	Produce an annual report on private fostering that includes a self-assessment against the		<b>April 2018</b>	CCC Health Police Schools		Annual report shows clear trajectory for improvement.		<p><b>Overall Progress</b> An annual report has been produced which provides a self-assessment against the 7 Private Fostering National Minimum</p>

Children Who Need Help and Protection								
No.	Actions	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
	private fostering National Minimum Standards.			Housing – Probation NPS/CRC Independent sector		Partner contribution to the annual report.		<p>Standards. This was signed off at the LSCB.</p> <p><b>Impact</b> The performance measure was partially met at the time the annual report was prepared. The performance measure is now met. Contribution from partner agencies in the development of the self-assessment need strengthening for the next report. This will be addressed for the next annual report.</p>
<b>3.0 Ofsted Recommendation:</b> Strengthen arrangements to ensure that the management of allegations of professional abuse is robust and effectively safeguards children. <b>Objective:</b> To ensure that allegations against professionals are addressed swiftly and protect children from harm.								
3.1	Review systems and processes for the oversight of allegations against professionals, and develop a dataset to monitor progress.		Revised date May 2018	CCC	New measures to be identified	Changes and new systems introduced. Performance dataset and dashboard in use.		<p><b>Overall Progress</b> A comprehensive LADO database has been developed with support from a Coventry City Council analyst. The database commenced from April 2018.</p> <p>The development of a LADO Dashboard in Protocol remains outstanding yet the development</p>



Children Who Need Help and Protection								
No.	Actions	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								<p>of the database outlined above has mitigated against this.</p> <p><b>Impact:</b> The database provides a performance dataset and supports LADO performance reporting including tracking of outcomes. The system in place means that timescales can be monitored for LADO service delivery from point of contact with the service to completion. Patterns and themes in respect of the source of referral, nature and appropriateness of referral can be identified and data captured and used to inform actions for development and improvement both within the service and across partners.</p>
3.2	Recruit to the permanent role of Risk Management Co-ordinator (incorporates Designated Officer function).		<b>December 2017</b>	CCC		Audit activity shows improvement in timeliness and quality of investigations.		<p><b>Overall Progress</b> The Risk Management Coordinator post has been appointed to and post holder commenced on the 30<sup>th</sup> March 2018.</p> <p><b>Impact</b></p>

Children Who Need Help and Protection								
No.	Actions	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								<p>In December 2017, a Dip Sample was completed of LADO cases and this evidenced improvements in the LADO service since the Ofsted inspection in March 2017 including that cases concluded in a timely and appropriate manner.</p> <p>This was further borne out in the information and data reported in the LADO Annual Report 2017/18.</p>
3.3	Implement a tracking process for referrals and throughput of cases and actions being completed in timescale.		<b>Revised date May 2018</b>	CCC		Audit activity shows improvement in timeliness and quality of investigations.		<p><b>Overall Progress</b> As per 3.1 &amp; 3.2 above</p> <p><b>Impact</b> As per 3.1 &amp; 3.2 above</p>
3.4	Quarterly reports presented to Children's Services Leadership Team setting out issues and themes.		<b>January 2018</b>	CCC		Quarterly reports informs areas for learning and improvement.		<p><b>Overall Progress</b></p> <p>Quarterly reports are provided to ensure there is a more timely understanding of issues and themes and that actions to address are robust and responsive.</p> <p>The first Quarterly Report, Q3 2017-18, was completed in February 2018 and presented to CSLT on 12th March 2018.</p>

Children Who Need Help and Protection								
No.	Actions	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								<p>New Risk Management Coordinator role that incorporates the LADO function commenced 30<sup>th</sup> March 2018 and Annual report for 2017/18 has been completed. This was submitted to CSLT October 2018 and incorporated updates that have taken place in the LADO Service over Q1 &amp; Q2 2018/19.</p> <p>Q3 2018/19 report is scheduled for completion in Jan 2019.</p> <p><b>Impact</b> The Annual and Quarterly reports set out issues and themes with recommendations for action to inform learning and improvement.</p> <p>Impact will be embedded further as the quarterly report production/process progresses.</p>
<p><b>4.0 Areas for Development:</b> Understanding of, and work with children at low risk of Child Sexual Exploitation (CSE) is less consistent. (Para 25) / A small number of young people with CSE concerns that are placed away do not benefit from seeing their families frequently enough. (Para 50)</p> <p><b>Objective:</b> To ensure that young people with a low risk of CSE are provided with early intervention support. To ensure that proper consideration is given before placing a young person with CSE risks away from family networks.</p>								

Children Who Need Help and Protection								
No.	Actions	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
4.1	Develop an early help offer for addressing low level CSE concerns in conjunction with partners.		<b>Revised date December 2018</b>	<b>Police</b> CCC Public Health Health Schools Housing Probation NPS/CRC Independent sector		<p>Self-assessment completed by participating schools</p> <p>'Profile' for participating schools in place and highlighting need. Dissemination of assessment work to all schools</p> <p>Analysis of 'need' completed.</p> <p>Clear understanding of low level risk indicators.</p> <p>Review of good practice completed</p> <p>Service provision and training</p>		<p><b>Overall Progress</b> The guidance is complete and the rollout has begun amongst partners.</p> <p><b>Impact</b> It is too early to understand any impact at this stage but the CE OPS group will be reviewing further profiles and need in February 2019.</p>

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						assessed against need.		
4.2	Ensure that the new delivery plan for CSE includes an action to implement and monitor the response to low level CSE concerns.		June 2018	Police CCC Public Health Health Schools Housing Probation Independent sector		Clear operating model in place for low level CSE work.		<b>Overall Progress</b> The CSE Operating Model has been set up through the low CSE risk project.  <b>Impact</b> Once the work of the project has had time to embed, a task and finish group will be set up and review this in April 2019
4.3	Develop practice guidance that enables staff to develop a consistent approach to working with high and medium risk cases across all social care teams.		February 2018	CCC		Consistent service for all young people at risk of CSE.		<b>Overall Progress</b> Guidance has been written and disseminated across the service to promote learning and development.  <b>Impact</b> in this area has been partially achieved with further ongoing work to promote consistency.
4.4	The Horizon teams to undertake case learning sessions with LAC social workers about the impact of out of City placements		March 2018	CCC	Reduction of young people at risk of CSE concerns placed out of City.	Consistent service for all young people at risk of CSE.		<b>Overall Progress</b> Training sessions have taken place between workers in Horizon and Through Care to share good practice. Staff are now stating that they have a

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	for young people at risk of CSE.				2 case learning events sessions held.			<p>better understanding of the potential impact on young people and how to tackle the issues.</p> <p><b>Impact</b> Social workers now understand the potential additional risk factors when children are placed out of the area. They are applying this in practice and this is resulting in improved outcomes for children.</p>
4.5	Review the sharing of information arrangements for CSE in respect of suspected perpetrators, and the opportunities for protective interventions.		<b>December 2017</b>	<b>Probation NPS</b> Probation CRC CCC Police		Clarity about information shared in respect of perpetrators of CSE.		<p><b>Overall Progress</b> A clear approach to integrate the two probation providers (NPS and CRC) has been agreed. This will integrate 'Probation' into already established structures.</p> <p>1. In 'standard' CSE investigations the Investigating Police Officers will check if alleged perpetrators or victims carers/family are known to Probation, via PNC. If known, further information and input will be requested via identified SPOCS in both organisations.</p> <p>2. In CSE 'operations' where activities are co-ordinated through a 'Strategic Management</p>

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								<p>Group', the relevant Probation provider will be invited to send a nominee when checks, indicate probation involvement.</p> <p>3. The same process for gathering information will apply, as in each of the points above, to gathering information on whether the parents or carers of victims are known to probation providers.</p> <p><b>Impact:</b> Activity in respected of convicted perpetrators will continue to be managed via MAPPA or the perpetrators forum where relevant Probation providers will be represented as at present.</p>
<b>5.0 Areas for Development:</b> Children's views do not feature in plans, plans do not respond to changing circumstances. (Para 17) <b>Objective:</b> To ensure that children's views are prominent in plans and they reflect any changes in circumstances.								
5.1	Issue guidance to staff about the need to capture children's views in plans and include links to good practice exemplars. Embed within plans as interactive guidance where appropriate.		January 2018	CCC		Exemplars in place and being accessed.		<b>Overall Progress</b> Direct work with children guidance issued. Follow up work planned with VOC to review impact. Ofsted recognised in their recent visit in January 2018 improvements and progress has been made to timeliness and quality of plans and that social

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								<p>workers are engaging with children through direct work. Workshops for practitioners on direct work and ensuring the voice of the child is routinely captured within plans and assessments.</p> <p><b>Impact</b> Case file audit in April 2018 demonstrated increased use of direct work with children, young people and their families.</p>
5.2	Guidance to be issued to remind staff that plans should be reviewed at every review or when circumstances change.		February 2018	CCC		Audits show improvement.		<p><b>Overall Progress</b> Practice guidance was issued in January 2018. Team managers have been promoting this in area team and service development days.</p> <p><b>Impact</b> This action has not been fully achieved. There is ongoing work to develop and improve the quality of plans for children. This includes further learning and development, workshops and best practice exemplars.</p>
<b>6.0 Areas for Development:</b> Interventions are sometimes too adult focused. (Para 21) <b>Objective:</b> To ensure that the purpose of interventions clearly spell out what impact they have on improving outcomes for the child/young person.								



Children Who Need Help and Protection								
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6.1	Issue guidance to staff that emphasises the need to ensure that when interventions are sought, the purpose is clear in terms of what outcome it is achieving for the child. Embed within plans as interactive guidance where appropriate.		February 2018	CCC		Audits show improvement.		<b>Overall Progress</b> Practice guidance was issued in January 2018. Team managers will continue to develop this further through team meetings and supervision.  <b>Impact</b> In the direct work and chronology workshops this is being reinforced to practitioners to support quality and consistency of services to children and young people.
<b>7.0 Areas for Development:</b> Social workers do not regularly attend or make referrals to Channel Panel. (Para 28) <b>Objective:</b> To ensure that social workers know when and how to make a referral to the Channel Panel.								
7.1	Share the criteria and process for making referrals to Channel Panel with staff.		March 2018	CCC	Increase in referrals to Channel Panel.	Social workers understand how to make referrals to the Channel Panel.		<b>Overall Progress</b> Updated information regarding the criteria and process for making referrals has been completed and is available via the safeguarding board website. In addition briefings have been held. The corporate wrap training programme operates on a monthly basis to continue to make information on the awareness and impact on the Channel panel available to all staff.  <b>Impact</b>

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								<p>The work to help social workers understand how to make referrals to the Channel Panel has been completed and there are examples that evidence social workers making good quality referrals and attending.</p> <p>There has not been an increase in the number of referrals to Channel Panel but a reduction, yet this is in line with regional and national figures that have also seen a reduction.</p> <p>There is no information to suggest that referrals haven't been made when they should have.</p>
<b>8.0 Areas for Development: Homelessness.</b> <b>Objective:</b> <i>To ensure that partners understand what good practice looks like in addressing homelessness issues with 16-17 year olds.</i>								
8.1	Undertake a multi-agency enquiry panel on homelessness 16-17 year olds cases/referrals and ensure that learning is embedded into practice		April 2018	LSCB CCC Health Police Schools Housing	Enquiry Panel Completed	<p>Learning shared across partnership</p> <p>Board is assured that there is a partnership wide compliance with the 16 to 17 year old homelessness</p>		<p><b>Overall Progress</b></p> <p>This Enquiry Panel was held on 1<sup>st</sup> May 2018 attended by a range of partners. The learning will be disseminated across the partnership.</p> <p><b>Impact</b></p> <p>The learning was shared with partners at LSCB Board in July. A meeting has taken place with Housing and early help to ensure holistic prevention work is in</p>

Children Who Need Help and Protection								
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						protocol.		place to prevent 16 and 17 year olds and families from becoming homeless.
<b>9.0 Areas for Development: Forced Marriage.</b> <b>Objective:</b> <i>To ensure that partners understand what good practice looks like in addressing cases of forced marriage.</i>								
9.1	Undertake a multi-agency enquiry panel of forced marriage cases/referrals and ensure that learning from audit is embedded into practice.		January 2018	LSCB CCC Health Police Schools Housing	Enquiry Panel Completed	Learning shared across partnership  Board is assured that there is a partnership wide compliance with relevant policies and procedures.		<b>Overall Progress</b> Enquiry Panel completed 7 <sup>th</sup> March 2018. Each agency provided information about their Forced Marriage policy and practice.  <b>Impact</b> All organisations were able to demonstrate that they had appropriate organisational policies and procedures in place for responding to Forced Marriage and there were some good elements of good practice were identified across the partnership.
<b>10.0 Areas for Development: Female Genital Mutilation (FGM).</b> <b>Objective:</b> <i>To ensure that partners understand what good practice looks like in addressing cases of female genital mutilation.</i>								
10.1	Undertake a multi-agency audit/panel of Female Genital Mutilation (FGM) cases/referrals and ensure that learning from		December 2017	LSCB CCC Health Police Schools Housing	5 audits undertaken.	Audit shows improved practice.		<b>Overall Progress</b> Enquiry Panel completed 23 <sup>rd</sup> November. Each agency provided information about their FGM policy and practice. The product identifying good practice has been shared.

Children Who Need Help and Protection								
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	audit is embedded into practice.							<b>Impact</b> The Board is assured that there is good practice in this area.
<b>11.0 Areas for Development:</b> Domestic Abuse Strategy / Guidance about multiple domestic abuse referrals. <b>Objective:</b> <i>To have a clear domestic abuse strategy that sets out how Coventry addresses the issue. To ensure that our response to referrals about domestic abuse is proportionate and takes the family history into account.</i>								
11.1	Review the domestic abuse strategy and plan for Coventry.		March 2018	CCC Health Police Schools Housing	Domestic abuse contacts completed  Domestic abuse timeliness  Number of domestic abuse referrals  Number of Common Assessment Framework (CAF) with domestic abuse as the primary presenting need.	Domestic abuse interventions used in Coventry are evidence based and demonstrate a reduction in domestic abuse re-referrals.		<b>Overall Progress</b> The Domestic Abuse Strategy was launched in Summer 2018. The action plan was approved by the Domestic Abuse Strategic Group. The action plan is monitored by a strategic group.  There are four priority areas in the plan: Prepare, Prevent, Protect and Pursue. Good progress is being made against the plan, of note is the core competency framework. It is being developed to ensure that all frontline staff are able to recognise the signs of DA. The training package is being developed and will be available on the council's online training platform. The training will also be made available to other agencies in the City so that knowledge and training are consistent.

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								<p>The 16 Days of Action was delivered- The council participated in an international campaign against domestic abuse and led a local awareness raising social media drive in the city. Over the 16 days, 16 individual messages were shared alongside statistics and facts about domestic abuse locally. The aim was to keep the conversation of domestic abuse active and spread the message that DA is everybody's business.</p> <p>The IRIS programme was launched with GP surgeries 6 months ago in a bid to increase referrals to DA Services. 27 surgeries have been trained and we have had a steady referral rate.</p> <p><b>Impact</b> Domestic Abuse reports recorded by the police have been rising over the previous two quarters since the launch of the new strategy. Domestic Abuse has higher profile across partners in the City.</p>
11.2	Review the guidance about responses to		<b>February 2018</b>	CCC LSCB –	DV contacts completed	Domestic violence		<b>Overall Progress</b>

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	domestic violence referrals and triggers for intervention, drawing on recent SCR findings.			Health Police Schools Housing Probation NPS/CRC Independent sector	DV contact timeliness  Number of domestic abuse referrals/repeat referrals. Number of CAF's with domestic abuse as the primary presenting need.	interventions used in Coventry are evidence based and demonstrate a reduction in domestic abuse re-referrals.		The review of the guidance has been completed  <b>Impact</b> There has been a slight reduction in domestic abuse referrals (as a % of all referrals) in the last 6 months from 25% in June to 20% in December 2018. Similarly timeliness has improved from 65% in June to 91% in December 2018.
<b>12.0 Areas for Development:</b> Emergency Duty Team (EDT). <b>Objective:</b> To identify further improvements that might be required in the emergency duty service.								
12.1	Undertake a review of the EDT service.		March 2018	CCC		Review identifies areas for improvement.		<b>Overall Progress</b> The review of the EDT has been completed setting out areas of progress and further improvements required.  <b>Impact</b> The performance measure has been met.

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<b>13.0 Areas for Development:</b> Reduce the number of out of hour's admissions to care. <b>Objective:</b> To ensure that admissions to care that take place out of hours are only those that are truly emergency situations when there is no possibility of the child remaining within the family network.								
13.1	Undertake a workshop with the EDT service to review the interventions available to them and behaviours required of professionals that would assist them to focus on addressing emergency out of hours cases for accommodation only.		March 2018	CCC	A reduction in out of hour's admissions to care.	Early help interventions are used to stabilise families out of hours.		<b>Overall Progress</b> The review of the EDT has been completed setting out areas of progress and further improvements required. Staff in the EDT were engaged in the review and this included taking part in a workshop on 20 February 2018.  <b>Impact</b> The performance measure has been met. In the first half of 2017/18, 22 children were accommodated by EDT. In the second half of 2017/18 this reduced to 12.
<b>14.0 Areas for Development:</b> Demand management and workflow. <b>Objective:</b> To ensure that managers can track progress of assessments using a check point system so that timely throughput is maintained.								
14.1	Introduce a system for check points for single assessments to enable better monitoring of the throughput of casework.		March 2018	CCC	Duration of cases from referral at check points.	Audits show improvement in timeliness and quality of assessments.		<b>Overall Progress</b> A four stage checkpoint system has been included in the performance dashboard which indicates when a children and family assessment has been open

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	Integrating this into Protocol as appropriate.				<p>Children and Family Assessments completed</p> <p>Children and Family Assessments completed per 10,000 population</p> <p>Children and Family Assessment timeliness (0-45 days)</p>			<p>for 1-10 days, 2-20 days, 3-40 days, and 45 days. Assessments that are overdue (46+ days) are listed by team and can be drilled down to individual workers. Details about children and family assessments that are due for completion 5 days before the 45 day timescale is also available.</p> <p><b>Impact</b> The performance measure has been met. The number of assessments per 10,000 population has come down year on year and currently stands at 579.1, lower than the statistical neighbour average of 587.5 but remains higher than the England average of 515. The timeliness of assessments is 75.8%, against a target of 90% to be achieved in 2018/19. However monthly performance has been improving consistently since August 2018. Performance in December 2018 was 81%.</p>
<b>15.0 Areas for Development: Strategy Meetings/Discussions.</b> <b>Objective: To ensure that partners understand their role in strategy meetings/discussions and play a full part.</b>								
15.1	Undertake workshops in the area social work		March 2018	CCC	3 workshops held.	Attendance of partners at		<b>Overall Progress</b>



Children Who Need Help and Protection								
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	teams about the importance of partner engagement in strategy meetings/discussions.				1 in January 2018, 1 in February 2018, 1 in March 2018	strategy meetings/discussions improve.		<p>This will be incorporated into workshops being delivered in the areas by the social work academy. There will be a specific focus on promoting multi agency working in strategy meetings and plans for children and young people. Practice Guidance was issued in April 2018 and disseminated across the teams to support the improvement activity.</p> <p><b>Impact</b> Dip Sample completed which highlighted areas of progress and further work that is required. There is some progress however further work is required to continually improve the quality and consistency of recording, and multi-agency attendance.</p>

Children looked after and achieving permanence								
No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
16.0	<p><b>Ofsted Recommendation:</b> Ensure that the progress of prospective adopters is tracked effectively so that the potential for children to be placed without delay is minimised.</p> <p><b>Objective:</b> 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.</p>							

Children looked after and achieving permanence								
No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
16.1	Develop a comprehensive tracking process for the adoption service, (building on the permanence tracking for looked after children). Integrating this into Protocol as appropriate.		May 2018	CCC	Adoption scorecard.	Adoption scorecard shows improvement in all areas.		<p><b>Overall Progress</b></p> <p>There have been a number of improvements in this area of work and a tracker is now in place. A close working relationship with ACE has also led to better outcomes for children</p> <p>Discussions are taking place with colleagues to see how quickly a permanence tracker can be built into Protocol.</p> <p><b>Impact</b></p> <p>The ALB return has been significantly impacted upon by the adoption of a teenager by their carer and a sibling group both of which are positive for the children concerned. The recent ALB figures demonstrate that timescales for adoption are improving</p>

Children looked after and achieving permanence								
No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
16.2	Undertake a review of all adopters who are waiting in excess of a year for a placement for learning and next steps.		December 2017	CCC		Learning shared with staff. Reduction in adopters waiting for placements.		<b>Overall Progress</b> A review has been undertaken of all adopters who have waited for a period of 12 months or more.  <b>Impact</b> This has been presented to the Adoption Panel. Some adopters are now matched with children and all are reviewed by the Adoption panel every 12 months.
16.3	Practitioners to undertake direct work with children and young people in order to explain the process of life story work and prepare them for the next stage, ensuring the child's view is captured. Managers to check that social workers are undertaking this work.		June 2018	CCC		All looked after children are well prepared for permanency. Effective supervision challenges poor performance. Quality Assurance by Independent Reviewing Officer/A Decision Maker/panel arrangements.		<b>Overall Progress</b> 'Toolbags' have now been purchased and staff have had training on how to use these as part of their life story work (LSW) with children. Each team has access to this resource  Workshops on LSW are scheduled as part of Coventry Children's Services core training offer. In addition, further training is being provided to Permanence and Through Care staff on LSW by a member of staff trained in therapeutic approaches to LSW.

Children looked after and achieving permanence								
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								<p>LSW champions have been identified. These individuals have a more in depth understanding of LSW and are able to offer support to other social workers in their teams.</p> <p>Individual sessions have begun in social work teams across Looked After services to make sure that there is a consistent approach to LSW with all children.</p> <p>A task and finish group has been created to identify good practice and build on this. This is led by a Practice Educator.</p> <p><b>Impact</b> Team managers now undertake file checks to make sure that LSW is taking place. Audits of work show that this work is taking place with children. Moving forward the challenge is to enhance this further.</p>
16.4	Undertake learning and development activity on effective practice in preparation for		March 2018	CCC	4 events held.	All social workers for looked after children are confident to do		<p><b>Overall Progress</b> 18 workshops on the delivery of life story work (LSW) have taken place and have been</p>

Children looked after and achieving permanence								
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	permanence and life-story work.					this work with children.		<p>attended by 110 staff and 12 foster carers.</p> <p>Team managers have begun to undertake file checks to make sure that LSW is taking place.</p> <p><b>Impact</b></p> <p>Audits of work show that this work is taking place with children. Moving forward the challenge is to enhance this further.</p>
16.5	Review content of adopter training to include learning from disruptions and adopter and adoptee (if appropriate) feedback.		March 2018	CCC	Reduction in the time from placement for adoption to application.	Increase in prospective adopter's confidence tested through survey.		<p><b>Overall Progress</b></p> <p>The responsibility for the recruitment, training and assessment of adopters now lies with the Regional Adoption Agency (ACE). This became live from 1 February 2018.</p> <p>Prior to this, there was a review of training undertaken by staff in Coventry City Council. This included learning from disruptions that had happened historically.</p> <p>Since ACE is now operational there has been a review of the training programmes of all</p>

Children looked after and achieving permanence								
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								<p>four local authorities involved. This has meant that a consistent approach to the training of prospective adopters, and adopters who are approved but waiting for a match is happening and is based on the best practice of all authorities. This includes any learning from previous adoption disruptions.</p> <p><b>Impact</b> Adopters are receiving a better understanding of possible issues for children and, as a result of this, are better able to meet the needs of the children placed with them.</p>
16.6	Reports from learning from disruptions to be completed within a month and provided to the Adoption Panel within a month of completion.		March 2018	CCC	<p>Disruption reports completed within 1 month.</p> <p>Learning reports to the Adoption Panel within 1 month of completion.</p>	Learning from disruptions is shared with staff. There is a reduction in adopter disruptions.		<p><b>Overall Progress</b> A process was put in place to ensure that learning from adoption disruptions would be reviewed to identify the learning to make improvements in the service.</p> <p><b>Impact</b> During 2017/18 there were no adoption disruptions.</p>

Children looked after and achieving permanence								
No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
					Numbers of adopter disruptions.			<p>In 2018/19 there have been 4 adoption disruptions. Coventry will continue to take a creative approach to adoption, whereby a wide variety of children will be considered for adoption as a permanence option.</p> <p>All disruptions are robustly reviewed and learning used to inform further care planning for the child. Lessons for practice will be rolled out to staff once collated.</p>
16.7	Managers to sign off all adoption support plans to ensure that they are comprehensive and up to date and reflective of the placement.		February 2018	CCC		Audits shows compliance and improvement.		<p><b>Overall Progress</b> Processes are in place to make sure that this happens. These are completed in conjunction with ACE colleagues.</p> <p><b>Impact</b> Children now have more informed care plans which are supporting them and their adoptive family.</p>
16.8	Continue to participate in the development of the Regional Adoption Agency (RAA).		May 2018	CCC		Improved performance against the adoption leadership board targets (ALB).		<p><b>Overall Progress</b> Coventry continues to participate in ACE.</p> <p><b>Impact</b> ACE is seeing an increase in the number of people wanting to adopt. This is against the</p>

Children looked after and achieving permanence								
No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
						Regional Adoption Agency in place by 1 November 2017.		<p>national trend. Once these adopters are fully assessed there will be a larger pool of adopters for children and this will contribute to improved timeliness for children.</p> <p>The ALB return is showing impact. The timescales for children being adopted are reducing. This means that children are experiencing permanency at an early stage and have opportunity to build closer relationships in their new family.</p>
16.9	Oversee the development of a quality assurance framework for the work of the Regional Adoption Agency.		January 2018	CCC		Quality assurance framework in place		<p><b>Overall Progress</b></p> <p>A quality assurance development is in place for the Regional Adoption Agency. This is monitored through the ACE Executive Board and is subject to ongoing review.</p> <p><b>Impact</b></p> <p>There are improving outcomes for children that are being monitored and progressed.</p>
<p><b>17.0 Areas for Development:</b> Many children enter care in an unplanned way or too late. (Page 15)</p> <p><b>Objective:</b> To ensure that the right edge of care interventions are in place to enable children and young people to remain within the family network.</p>								



Children looked after and achieving permanence								
No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
17.1	Undertake a review of all early help and edge of care interventions available for children and young people, with a particular focus on teenagers.		January 2018	CCC	Reduction in older children entering care subject to section 20 in unplanned way	Review identifies areas for improvement, good practice and learning.  All children will enter care in a planned way unless it is an emergency situation.		<b>Overall Progress</b> A review of both MST and Crisis Intervention Teams took place and was presented at the Transformation Board in April 2017. The conclusion was both teams needed to be brought together under one manager to maximise the efficiency of these teams, ensuring they were targeting the right children. This has been taken forward through the children services redesign and there is now one Edge of Care team.  A recent review of the admissions to care has been completed, This has identified that there are still a number of children who should be reviewed to the Edge of Care team at an earlier point. This is being taken forward through the review of legal planning and the new admissions panel.
<b>18.0 Areas for Development:</b> Knowledge about looked after children is not always reflected in case records or assessments. (Para 37) <b>Objective:</b> To ensure that record keeping is purposeful and reflects the child and young person's experience.								
18.1	Issue guidance to staff enforcing the need to ensure that case		January 2018	CCC	Last activity on a case.	Audits show improvement.		<b>Overall Progress</b> Practice Guidance has been issued and disseminated.

Children looked after and achieving permanence								
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	records are up to date and accurate. Provide managers with regular reports of record keeping beyond agreed outlier threshold.							<b>Impact</b> Through the Chronology Workshops and area team meetings, Team Managers and Operational Leads are reinforcing and challenging their practitioners to improve in this area.
<b>19.0 Areas for Development:</b> Care plans do not address the full range of children's needs. (Para 37) <b>Objective:</b> <i>To ensure that care plans are comprehensive and address all the assessed needs of the child and young person.</i>								
19.1	Exemplars of good practice care plans to be shared with staff to illustrate the need for care plans to address the full range of needs. Embed within plans as interactive guidance where appropriate.		January 2018	CCC		Exemplars in place and being accessed. Audits show improvement in plans being SMART and driving improved outcomes for children.		<b>Overall Progress</b> A Development Day was undertaken for the three LAC-Permanence Teams in March 2018. A workshop was delivered on "Aspirational Care Plans" to ensure social workers know what good looks like and are supported to develop SMART, aspirational care plans for Looked After Children.  <b>Impact</b> An exemplar of a "good" care plan has been completed (for an under 5 year old) to share with social workers to demonstrate what good looks like. Exemplars for 5 to 10 year olds; 10 to 15 year olds and

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								pathway plans for young people have been identified and shared to demonstrate what good looks like.
<b>20.0 Areas for Development:</b> Too few locally based foster placements and recruitment yet to deliver desired impact. (Para 39) <b>Objective:</b> <i>To ensure that there are enough local foster carers in Coventry for our looked after children population.</i>								
20.1	Fully implement Transformation Board project plan that includes reviewing and streamlining timescales for foster carer recruitment, marketing, and increasing capacity of existing in house foster carers.		April 2018	CCC	100 new placements created	There is a reduction in the % of Independent Fostering Agency (IFA) foster carers that supports children remaining locally, maintaining their school place and living in a stable placement.		<b>Overall Progress</b> Recruitment continues to remain strong. There has been an 81% increase in enquiries and 44 households were approved in 2017/18. Advertising is now much more cost effective as a result of the increase in number of enquiries. Coventry continues to have profile of being at the leading edge of recruitment. A representative from Coventry chairs the regional group and has been involved in leading a new recruitment film to facilitate the recruitment of carers for teenagers  <b>Impact</b> There are currently 226 children in a placement with mainstream foster carers. This is 31.7% of the looked after population. Currently there are 185 children placed in

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								<p>external IFA placements (25.9% of the looked after population). This means that there are now more children in internal fostering placements than there are in external fostering placements. This is the first time this has happened in many years. This indicates that good progress is being made.</p> <p>Currently 53.6% of children are placed in the city of Coventry. Again this is an improving trajectory.</p> <p>The improvements in this area of fostering have happening despite an increase in Coventry's looked after population in the last 12 months.</p>
<b>21.0 Areas for Development:</b> Family group conferences are not used frequently enough to identify potential carers within the network. (Para 34) <b>Objective:</b> <i>To ensure that family group conferences are used promptly to identify alternative carers if the child or young person cannot return home to parents.</i>								
21.1	As part of the arrangements to establish a permanency planning tracking process for looked after children, the Family Group Conference		January 2018	CCC	Number of FGC's undertaken.	The use of family group conferences are assisting in more children remaining at home with their families.		<b>Overall Progress</b> Arrangements are in place whereby FGC Coordinators/Manager regularly and consistently attends Stage 1 Panel so that FGC can be routinely offered

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	Manager to be part of the Stage 1 Panel where all new admissions to care and edge of care cases are reviewed.							<p>to all families who are eligible under the PLO, if this hasn't been the case prior to.</p> <p>As part of this, FGC Service undertakes background checks to establish whether there is current or historical FGC Service involvement. This helps identify whether there is a current family plan in place that can support with the presenting needs of the child/family concerned or if there has been previous involvement and if so when, what that was and what impact this had.</p> <p>Case discussion at Panel explores whether referral (or re-referral) would be of benefit and could be offered to family.</p> <p>There is the opportunity through Panel discussion to explore whether FGC has been considered with the family and if there is a viable support network. There is a focus on constructing clear objectives</p>

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								<p>about what FGC could achieve and address.</p> <p><b>Impact</b> Referral rates have increased along with number of FGCs undertaken. There is some evidence that Family Group Conferences are assisting in more children remaining at home with their families.</p>
21.2	The Family Group Conference service to attend the front line staff practice forum to discuss their role and how to access their service.		January 2018	CCC	Number of FGC's undertaken.	The use of family group conferences are assisting in more children remaining at home with their families.		<p><b>Overall Progress</b> The FGC Service have attended Practice Improvement Forums in September 2017 and 2018 and delivered FGC briefings to teams over 2018 with more planned for 2019. This has ensured awareness raising re the service and benefits of FGC for families is firmly on the agenda.</p> <p><b>Impact</b> Referral rates have increased along with number of FGCs undertaken. There is some evidence that Family Group Conferences are assisting in</p>

Children looked after and achieving permanence								
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								more children remaining at home with their families.
21.3	Details of the Family Group Conference Service to be included in the Menu of Services that is going to be placed on the Documents Library for staff to access information about.		January 2018	CCC	Number of FGC's undertaken.	The use of family group conferences are assisting in more children remaining at home with their families.		<p><b>Overall Progress</b> FGC details are included in the Menu of Services.</p> <p><b>Impact</b> Referral rates have increased along with number of FGCs undertaken. There is some evidence that Family Group Conferences are assisting in more children remaining at home with their families.</p>
<p><b>22.0 Areas for Development:</b> Together and apart assessments do not give sufficient consideration to the nature and type of attachments that brothers and sisters have to one another and the significant adults in their lives. (Para 45)</p> <p><b>Objective:</b> To ensure that social workers have the skills to undertake good quality together and apart assessments taking account of the impact on attachment.</p>								
22.1	Staff from the adoption service provide mentoring support and team discussions with social workers working with looked after children so that their skills are shared.		February 2018	CCC	2 workshops held.	Social workers undertake good quality assessments. Audits show improvement.		<p><b>Overall Progress</b> Following the redesign of services staff with experience of court work and adoption have been brought together. They have all been involved in a number of development sessions and are now offering each other support and guidance to share skills and develop practice. Work has been completed in this area.</p> <p><b>Impact</b></p>

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								Staff report an increased confidence in the range of work that they complete. The team works closely together to offer support to each other when required. Team morale is good and staff report satisfaction about their knowledge base. There is evidence that adoption work is progressing well and there are improved outcomes for children.
<b>23.0 Areas for Development:</b> Not all children in long term foster care benefit from life story work and the quality is not good enough. (Para 51) <b>Objective:</b> <i>To ensure that all children and young people in foster care understand their life history and journey so that it contributes to achieving emotional security.</i>								
23.1	Undertake workshops with social work teams about life story work for children and young people in long term foster care.		March 2018	CCC	6 workshops undertaken.  % of compliance By March 30% By June 60% By Sept 90% plus	Audits shows improvement.		<b>Overall Progress</b> This action has been completed. Team managers have begun to undertake file checks to make sure that LSW is taking place.  <b>Impact</b> Audits of work show that this work is taking place with children. Moving forward the challenge is to enhance this further



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<b>24.0 Areas for Development:</b> Delays in completion of Initial Health Assessments for a minority of children. (Para 48) <b>Objective:</b> To ensure that all looked after children have a health assessment within 28 days of coming into care.								
24.1	Health services to review reasons for timescales not being met and put a strategy in place to address this. Report to Corporate Parenting Board. Improve information sharing with Health to ensure they have all the information they require to set appropriate appointments.		March 2018	Health CCC	Initial Health Assessment's (IHA) undertaken within 28 days.  % LAC Health Assessment timeliness  % LAC Initial Health Assessments completed	Report to Corporate Parenting Board shows improvement in IHA's undertaken on time.		<b>Overall Progress</b> The CCG met with the Trust to understand why initial health assessments being met within timescales had decreased. An increase in numbers of LAC, and capacity issues in the service were contributing factors. Work is now underway to review the daily health data to review the list of outstanding health assessments with a plan for mitigating and managing the risk in the interim period. The current specification is being reviewed to identify statutory "must dos" and any additional requirements that could be relaxed in the interim period to enable more resource to be invested in the completion of assessments.  The CCG will also be arranging a clinical lead to shadow a paediatrician clinic and review the length of time currently being taken to complete the assessments against the

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								<p>recommended timescales. The Trust is looking at Out of City arrangements, and where local arrangements are considered robust and are of a quality standard, will sub-contract the undertaking of the reviews to release more capacity.</p> <p><b>Impact</b> Performance is at 51.4% in year to date for IHA's. Overall demand for health assessments has increased compared to last year, due to the increase in LAC numbers.</p>
<b>25.0 Areas for Development:</b> Results of Strengths and Difficulties' (SDQ) are not shared with health agencies. (Para 51) <b>Objective:</b> <i>To ensure that the outcome of SDQ scores are used to inform purposeful interventions for children and young people.</i>								
25.1	Undertake a review of Tri-x procedures to include guidance about how to complete SDQ's and ensure that they are fed into plans.		<b>February 2018</b>	CCC Health	% LAC SDQ's completed	New procedures in place. The findings from SDQ's are used in care planning.		<p><b>Overall Progress</b> Children's Social Care procedures have been reviewed, (December 2017 and January 2018). Practice Guidance has been issued to all practitioners and is hosted on the Tri-x documents library.</p> <p><b>Impact</b> 87% of SDQs are up to date and are informing planning.</p>

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25.2	Undertake workshops with staff about how to use SDQ's effectively.		February 2018	Health CCC	4 workshops held. % LAC SDQ's completed	The findings from SDQ's are used in care planning.		<b>Overall Progress</b> Workshops for social workers have taken place In April 2018. <b>Impact</b> There was good attendance at the workshops. Further work is required to undertake an evaluation of the impact and outcomes to ensure this is embedded within teams.
<b>26.0 Areas for Development:</b> Foster to adopt needs greater promotion. (Para 60) <b>Objective:</b> <i>To ensure that more children and young people benefit from foster to adopt placements.</i>								
26.1	The fostering service to promote the recruitment of foster to adopt carers at the regional event.		March 2018	CCC	8 foster to adopt applicants recruited.	Increase in foster to adopt		<b>Overall Progress</b> Prior to ACE there was a focus on Fostering to Adopt. This is now something that ACE leads on. All prospective adopters are afforded this option and there has been an increase in the number of children placed in Foster to Adopt placements. <b>Impact</b> The number of fostering for adoption placements have increased fourfold. It is considered as an option for all children who are likely to have a care plan for adoption.

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No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
26.2	Develop practice guidance about what foster to adopt is about.		February 2018	CCC		Increase in foster to adopt placements.		<p><b>Overall Progress</b></p> <p>This guidance has been developed, issued to staff and available on the Document Library.</p> <p>The guidance pulls together both the legal and policy framework, and draws upon research and evidence base to promote Foster to Adopt.</p> <p><b>Impact</b></p> <p>The learning and development activity has raised the understanding of foster to adopt which has seen an increase in the number of foster to adopt placements for children.</p>
<b>27.0 Areas for Development:</b> Later life letters are not always completed. (Para 62) <b>Objective:</b> To ensure that all children and young people receive their later life letters in a timely way.								
27.1	The timely completion of later life letters to be included on the adoption tracker and closely monitored by managers.		February 2018	CCC	<p>Later life letters started within 10 days of Placement Order.</p> <p>The letter to be received after the Adoption</p>	All adopters receive later life letters in a timely way. Good practice guidance issued.		<p><b>Overall Progress</b></p> <p>A tracker has been developed and is reviewed by the Operational Lead for Permanence. This is closely monitored and the team managers to make sure later life letters are produced within timescales and are of a good quality.</p>

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					Order is made and no later than 10 working days after the adoption ceremony.  3 workshops held on later life letters.			<b>Impact</b> The information provided to children and their adoptive parents is significantly improved. This allows children to be cared for in a better informed way.
<b>28.0 Areas for Development:</b> Adoption Panel Advisor could support social workers more in developing their knowledge of good practice. (Para 66) <b>Objective:</b> <i>To ensure that the learning from the adoption process held by the Adoption Panel Advisor is shared with social workers so that practice is enhanced.</i>								
28.1	The Adoption Panel Advisor to undertake workshops at the Practice Improvement Forum and the Front Line Staff Practice Forum about sharing good practice.		<b>February 2018</b>	<b>CCC</b>	2 workshops held.	Good practice exemplars in place and being used.		<b>Overall Progress</b> The Adoption Panel Advisor has undertaken workshops at the Practice Improvement Forum and the Practice Improvement Forum for managers. This received positive feedback. This is complete.  <b>Impact</b> Staff report that they have a better understanding of adoption practice as a result.
28.2	Learning from the 6 monthly reports from the Adoption and		<b>Annual reports March 2018</b>	<b>CCC</b>		Good practice exemplars in place and being used.		<b>Overall Progress</b> Both the annual fostering and the annual adoption report

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	Fostering Panels to be shared in the children's services bulletin.							<p>have now been signed off through the relevant political processes. Plans are in place for these to be put in the next workforce newsletter.</p> <p><b>Impact</b> Staff are able to have a better understanding of the services and how their own practice relates to it.</p>
<b>29.0 Areas for Development:</b> The quality of pathway plans requires further improvement to improve their focus and provide clearer detail about the range of support that young people can expect. (Para 72) <b>Objective:</b> To ensure that care leavers' pathway plans set out clearly what support they will get to meet their identified goals and aspiration								
29.1	Workshops to be undertaken with the leaving care service about what a good quality pathway plan looks like.		January 2018	CCC	<p>2 workshops held.</p> <p>% Care Leavers with a pathway plan</p> <p>% of Care Leavers with a Pathway Plan reviewed within the last six months</p>	Good practice exemplars in place and being used.		<p><b>Overall Progress</b> Pathway Plan good practice examples have been shared across the service to support the ongoing work, and there is regular peer discussion and challenge across the teams to continuously improve.</p> <p><b>Impact</b> Impact can be demonstrated that all of the through care social workers and personal advisors contributed to both of the workshops and critically reflected on their own practice in assessment and writing</p>

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								<p>pathway plans for Young People.</p> <p>The timeliness and quality of pathways plans has improved with the percentage of pathway plans completed on time currently at 95.2% of Pathway Plans being completed within statutory timescales. There has been a slight decline in number of Pathway Plans Reviews completed with timescales but this is due to a higher level of Quality Assurance so plans are not being signed off as completed until amendments have been made.</p> <p>Plans now have SMART actions and are more meaningful to young people. Further work is planned looking at some good practice from other authorities where innovative uses of technology are being trialed in their Pathway Planning.</p>
<b>30.0 Areas for Development:</b> The Local Authority is slow in ensuring that all care leavers receive a summary of their health histories. (Para 80) <b>Objective:</b> <i>To ensure that care leavers have a full record of their care history when moving into adulthood and preparing for independence.</i>								

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30.1	Health services to review reasons for timescales for health histories not being met and put a strategy in place to address this. Report to Corporate Parenting Group.		revised date December 2018	Health	Number of care leavers with health passports.	All care leavers have health passports.		<p><b>Overall Progress</b> Trajectory agreed with CWPT, which will see the target of 95% completion rate, being hit by December 2018. The target has not been met due to increased LAC numbers and capacity issues in CWPT which has had an impact on meeting the target in December 18 for care leaver health summaries. However the Trust are still working towards achieving the target and have now recruited an additional nurse to support with current demand.</p> <p><b>Impact</b> Care leavers who have access to their health information are better able to understand their health needs and use this to promote positive health seeking behaviours. Further work is needed to ascertain the exact impact.</p>
<p><b>31.0 Areas for Development:</b> Independence support packages for care leavers are sometimes arranged late and do not focus enough on the emotional challenges and coping strategies they may need to employ when living alone. (Para 81)</p> <p><b>Objective:</b> To ensure that there is a clear pathway of emotional health and wellbeing support for care leavers as they prepare for independence.</p>								
31.1	Review timeliness of independence support		December 2017	CCC	No. of Care Leavers	Pathway plans show early planning on independence.		<p><b>Overall Progress</b> This has been completed and services refined. Young people</p>



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	packages for care leavers.				% of Care Leavers with a Pathway plan			<p>have been involved and contributed to changing independence services.</p> <p><b>Impact</b> Feedback from young people is that they enjoy, and are benefitting from, the new arrangements for independence support.</p>
31.2	Commission an offer and develop a pathway of emotional and mental health support to care leavers.		January 2018	Health		Emotional and mental health offer in place and being accessed.		<p><b>Overall Progress</b> Care Leavers are now being supported by the CAMHS LAC service with case consultations taking place with Social Workers.</p> <p>The full integration of the service into one location is still yet to occur due to building work however interim measures has been implemented to ensure integration. This will be a priority following completion of building work.</p> <p><b>Impact</b> Last 2 quarters have seen an increase in referrals who have been seen within 4 weeks following the change in the way consultations are booked.</p>

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								It is clear there are a number of children being supported however it is not clear as to how many care leavers are being supported. We are working with the provider to obtain this data.
<b>32.0 Areas for Development: Corporate Parenting Strategy.</b> <b>Objective:</b> <i>To ensure that the corporate parenting strategy sets out what partners are promising to do to fulfil their corporate parenting functions, and what specifically is required to progress the leaving care service from 'good' to 'outstanding'.</i>								
32.1	Develop a new Corporate Parenting Strategy for looked after children and care leavers.		<b>Revised Date September 2018</b>	CCC		All agencies playing an active role in supporting looked after children and care leavers.		<b>Overall Progress</b> A plan is currently in place. This is due to come to an end in 2019. A new plan is currently being developed as part of business as usual. This will be signed off through the political process which includes the Corporate Parenting Board. The Lead Member is aware of the need to update the strategy later in the year and understands the need for this to be monitored through the Corporate Parenting Board. This should be considered as 'business as usual.'  <b>Impact</b> Coventry will have a new strategy which will clearly

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								document how a corporate parenting offer will be delivered.
32.2	Develop a route map of how to progress the 'good' inspection rating in the leaving care service to 'outstanding', drawing on the experience of other local authorities.		May 2018	CCC		Route map in place to get to 'outstanding'. Audits show improvement.		<p><b>Overall Progress</b> The route map produced is comprehensive and focusses on all aspects of the care leaver service.</p> <p><b>Impact</b> The route map sets out the actions that the service plans to take, as business as usual, on its journey of continuous improvement towards delivering outstanding services.</p>
<b>33.0 Areas for Development: LAC school attendance.</b> <b>Objective:</b> <i>To ensure that looked after children achieve at school and participate in activities just as well as other children.</i>								
33.1	Undertake a review of systems and approaches to improve school attendance of looked after children.		February 2018	CCC Schools	LAC attendance at school.	LAC attendance at school improves.		<p><b>Overall Progress</b> Pupils' attendance is closely examined on a monthly basis and a report mechanism has now been constructed to track trends in attendance, both for individuals and the whole of the current cohort, based on monthly data snapshots. The attendance of 'persistent absentees' or 'at risk' pupils is</p>

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								<p>checked fortnightly using 'live' data bases. Pupils highlighted are discussed half termly with advisory teachers and contact is made with schools with suggestions, support and approaches to improve individual's attendance. This enables advisory teachers to more clearly support pupils who are beginning to experience difficulties with attendance.</p> <p><b>Impact</b> The attendance level during academic year 2018/2019 is above the attendance level of academic year 2017/2018.</p>
<b>34.0 Areas for Development:</b> Foster carer records on Protocol. <b>Objective:</b> <i>To ensure that full records about foster carers are available in one place on an electronic system.</i>								
34.1	Develop a plan for the inclusion of all foster care records to be available on Protocol.		<b>December 2017</b>	<b>CCC</b>		Foster care records on Protocol.		<p><b>Overall Progress</b> All current foster carer records are on Protocol. Paper copy records have been reviewed and relevant documents have been scanned onto protocol. This will allow workers to access all the information they might need about foster carers.</p>

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								<b>Impact</b> Staff are able to access carer records that are all in one place. This will consolidate practice, mean staff are better able to supervise and support carers. This will lead to improved outcomes for children.

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No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
<b>35.0 Ofsted Recommendation:</b> 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. <b>Objective:</b> To ensure that all partners play their part in identifying and addressing need before problems escalate through early help support and make the right referrals to social care.								
35.1	Undertake a review of the current CAF system, including: <ul style="list-style-type: none"> <li>The roles and responsibilities of all partner agencies, such as Health, Housing, Schools and Adult Services, in fully identifying</li> </ul>		November 2017	LSCB CCC Health Police Schools Housing Probation NPS/CRC Independent sector		Review identifies improvements.		<b>Overall Progress</b> Review completed highlighting strengths and weaknesses of current system in effectively engaging both partners and families in early help. The EH assessment has now been agreed by the partners and is being piloted across 4 areas.  <b>Impact</b>

Leadership, Management and Governance								
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	<p>needs and assessing families that may need help as a shared responsibility.</p> <ul style="list-style-type: none"> <li>• Current criteria for CAF levels 2 and 3.</li> <li>• Format of the CAF assessment.</li> <li>• Impact of interventions.</li> </ul>							The initial review identified changes in the EH model which have been implemented in the EH Hubs. The pilot is underway.
35.2	Simplify the early help assessment process and ensure that the revised arrangements use common language throughout about children's needs, and incorporate a signs of safety methodology.		May 2018	CCC Health Police Schools Housing Probation NPS/CRC Independent sector	<p>Increase in early help assessments by all partners.</p> <p>Decrease in referrals to social care.</p> <p>50% reduction in number of step down cases re-referred back to social care</p>			<p><b>Overall Progress</b></p> <p>A new Early Help Assessment based on Signs of Safety has been developed by the Early Help Task and Finish Group and endorsed at Improvement Board on 13 April 2018. The next stage is to reconfigure the early help module (EHM) to enable the functionality to work to support the new early help assessment form. This involves the installation and testing of the signs of safety forms into the EHM case management system. Full implementation will take place in 2019.</p>

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					within the last 6 months.			<p>In the interim 4 Family Hubs area are trialing the new early help assessment. Further engagement from partners to test the new early help assessment is taking place.</p> <p>Activity is underway to map and develop a comprehensive offer of training and support for the implementation of the new early help assessment. Existing training for the CAF will be reviewed and updated, as will the guidance to support the new early help assessment.</p> <p><b>Impact</b> The performance measure has been partially met. The percentage of CAFs (the current early help assessment) held by agencies other than the local authority has increased slightly from 25.7% in March 2017 to 30.9% in March 2018. The number of contacts received has reduced slightly from 24,386 in March 2017 to 21,035 in March 2018. The number of conversions to a social care referral, however, has increased from 5,433 in March</p>

Leadership, Management and Governance								
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								2017 to 5,871 in March 2018. The proportion of re-referrals across the year was 21.1%, down slightly from 24.0% in 2016/17. The proportion of referrals where the child concerned had been the subject of an early help assessment in the 12 months preceding the referral was 23.3%, up slightly from 22.6% in 2016/17.
35.3	All agencies to ensure that they increase their lead professional role in undertaking early help assessments.		August 2018	LSCB CCC Health Police Schools Housing Probation NPS/CRC Independent sector	Increase in the % of early help work lead by agencies other than the local authority (CSC Monthly Report Indicator 1.7)	Clear guidance for staff and partners about threshold application and the Early Help Assessment process.  Board are assured that providers of early help services can demonstrate effective interventions in the life of children and families. This		<p><b>Overall Progress</b></p> <p>Right Help. Right Time Guidance was launched on 23<sup>rd</sup> April 2018. Nine multi-agency briefings have been held across the city. A total of 374 staff have been trained. RHRT training will be in the standard LSCB training brochure for 2019-2020. The guidance is on the LSCB website for practitioners to refer to.</p> <p>An Early help trial is under way in 4 areas and partners will be completing EH Assessments where appropriate. A suite of support and guidance documents have been developed and disseminated to partners</p>



Leadership, Management and Governance								
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						should be demonstrated by early identification of need, SMART planning being in place and evidence of sustainable improvements achieved.		<b>Impact</b> The percentage of EH assessments held by partners stands at 20.4%.
35.4	Review of the Initial Contact Service.		January 2018	CCC	90% of contacts to social care processed within 24 hours.  No. of contacts completed	Effective resourced structure in place. Audit activity shows improvements in quality of practice and management oversight.		<b>Overall Progress</b> This has culminated in an extensive MASH Implementation Plan bringing all the initiatives into a single plan, as well as the functions in the front door managed under a more cohesive single umbrella of the MASH. Linked to this work is the refresh of Coventry's Threshold Document and the development of a new early help assessment that are underway.  <b>Impact</b> The performance measures are partially completed. The year to date performance on Contact timeliness for December 2018

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								stands at 87.6% The outturn performance as at for 2016/17 was 60.1%. Contact timeliness has been improving consistently since October 2018.
35.5	Strengthen partnership arrangements in the front door: <ul style="list-style-type: none"> <li>Review &amp; Republish the Threshold Document.</li> <li>All partners to comply with completion of the Multi-agency Referral Form (MARF).</li> <li>All referrals to include consent (unless significant harm) prior to sending to the MASH.</li> <li>Undertake workshops with partners about threshold application as part</li> </ul>		<b>September 2018</b>	<b>LSCB</b> CCC Health Police Schools Housing Probation NPS/CRC Independent sector	MASH Assessment Timeliness is 70% (CSC Monthly Report Indicator 2.6)  Re-Referral rate is less than 15% (CSC Monthly Report Indicator 2.9)	Task & Finish Group report that: <ul style="list-style-type: none"> <li>In 90% of referrals a MARF is received</li> <li>100% consent sought on referrals (unless significant harm).</li> <li>Outcome of referral is reported back to originating referrer</li> </ul> Audit shows that there is consistent and		<b>Overall Progress</b> Right Help. Right Time Guidance was launched on 23 <sup>rd</sup> April 2018. Nine multi-agency briefings have been held across the city.  Communications shared with partners around the use of MARF and consent for referrals, re-enforced in the MASH top tips for making a good referral guidance.  Staff in the MASH are now asking partners to confirm if the family is aware of the referral rather than seeking consent.  MASH Implementation Plan in place to ensure sustainability of improvements in the MASH, and is monitored through the MASH Subgroup of the Board.  <b>Impact</b>

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	of implementation of new Guidance. <ul style="list-style-type: none"> <li>Undertake a multi-agency case file audits of threshold application.</li> <li>Establish a task and finish group that examines demand and outcomes of referrals.</li> </ul>					appropriate application of thresholds by both referring agencies and the MASH.		MASH assessment timeliness is 69.1% in December 2018 representing an increase from July when it was 45.9%. Audit activity shows that timeliness of partner sharing information continues to impact on overall timeliness. The need for agencies to provide information in a timely manner has been included in the 'Making a good MASH referral guidance'. The Re-referral rate is 25.9%.YTD
35.6	Strengthen social care response in the front door: <ul style="list-style-type: none"> <li>Managers to record rationale for decision making on Protocol.</li> <li>Monitor and share 'poor' and 'good' referrals with partners and use them for learning.</li> <li>Feedback/outcomes to referrers to be issued in a timely way.</li> <li>Implement signs of safety methodology</li> </ul>		March 2018	CCC	Reduction in no further action following referrals and child and Family assessments	Referrals are timely and evidence clear threshold and decision making.		<b>Overall Progress</b> Activity to improve the social care response at the 'front door' has been expanded beyond the specific actions in the Children's Services Improvement Plan, following a number of reviews and quality assurance audit activity that has taken place. A MASH Implementation Plan consolidates a number of additional actions that have been identified to improve practice in the MASH, including those that are partnership related.  <b>Impact</b>

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	<p>format in the MASH.</p> <ul style="list-style-type: none"> <li>Review sample of assessments and child protection enquiries that led to no further action for learning.</li> </ul>							<p>The performance measure is partially met. No further action following a Contact has decreased slightly since January 2018 and a no further action outcome following a child and family assessment has increased this is because sometimes the intervention commences whilst the assessment is ongoing.</p>
35.7	Undertake a review of referrals to the front door that result in no further action to understand the reasons why and to reduce the number of referrals that result in no social care action.		July 2018	LSCB CCC Health Police Schools Housing Probation NPS/CRC Independent sector	<p>Increase in early help assessment work started (CSC Monthly Report Indicator 1.1)</p> <p>Re-Referral rate is less than 15% (CSC Monthly Report Indicator 2.9)</p>	<p>Reduction in 'no social care action' outcome for referrals.</p> <p>In 90% of referrals a MARF is received</p> <p>Outcome of referral is reported back to originating referrer</p> <p>There is consistent and appropriate application of</p>		<p><b>Overall Progress</b> NFA audit took place in November. In 100% of cases the reviewer agreed with the threshold. In only 5.6% of cases an outcome letter was sent to the referrer. Following the audit a number of actions have been agreed to improve performance.</p> <p><b>Impact</b> There has been a significant increase in the early help assessments that has started from 126 in September to 221 in October. The re-referral is currently 25.9%. The target for this outcome measure is yet to be</p>

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						thresholds by both referring agencies and the MASH.		achieved as the target is less than 15 per cent.
<b>36.0 Ofsted Recommendation:</b> Ensure that the introduction of the risk management methodology across the authority includes partners and the authority at all stages. <b>Objective:</b> To ensure that the signs of safety methodology is understood and used across Coventry to support children and families.								
36.1	All identified partners receive training in Signs of Safety.		May 2018	LSCB CCC Health Police Schools Housing Probation NPS/CRC Independent sector	80% attendance at training sessions.  100% partnership staff are trained to undertake early help assessments using signs of safety	Training programme in place. Audit activity shows compliance to quality of assessments.  Effective supervision challenges poor performance Early help support is embedded to drive consistency in practice across the City.		<b>Overall Progress</b> Signs of Safety training is still being rolled out as part of business as usual.  LSCB Training Sub-group have prioritised the delivery of training according to need. The primary focus is on two day training roll out, then one day and then half day awareness sessions. This is to ensure that those that are directly using SoS with families receive the training first and without delay.  An accelerated timeline for delivery was produced in October 2018 and additional sessions have been put on. Due to the short notice of some of these sessions partners have, at times, struggled to release staff to attend the sessions.

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No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								<b>Impact</b> Audit work is starting to identify that SOS is being applied.
36.2	Appoint a Signs of Safety Implementation Manager working to the Principal Social Worker.		<b>December 2017</b>	<b>CCC</b>		Signs of Safety understood across the partnership		<b>Overall Progress</b> The Signs of Safety Manager is now in post.  <b>Impact</b> SOS training is being rolled out on a regular programme, supported by the LSCB.
36.3	Undertake audits of early help assessments to test that: <ul style="list-style-type: none"> <li>• Early help assessments are timely, regular and thorough.</li> <li>• Step up and step down plans identify how work will be continued.</li> <li>• Early help assessments are timely and evidence clear thresholds and decision making.</li> </ul>		<b>May 2018</b>	<b>CCC</b> Health Police Schools Housing Probation NPS/CRC Independent sector	Reduction in children in need cases by 10%.  50% reduction in number of step down cases re-referred back to social care within 6 months.  120 audits undertaken.	Audit of early help assessments show improvement.		<b>Overall Progress</b> Audits of Early Help cases have been undertaken on a monthly basis. The target of 120 is scheduled for March 2019. A reduction in CiN cases by 10% has been achieved.  <b>Impact</b> Audit findings are showing some indication that the quality of Early Help assessments is beginning to improve but this needs to improve further and be sustained.

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<b>37.0 Ofsted Recommendation:</b> 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. <b>Objective:</b> <i>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.</i>								
37.1	Review all children and young people who are subject to child protection plans at the second review point to ensure timely and effective care planning.		January 2018	CCC	100% of CP escalations resolved in time.  No. of children subject to a Child protection plan  % of children subject to a Child Protection Plan for 2 or more years  Child Protection Management Alerts triggered	Children and young people are safeguarded with no drift and delay.		<b>Overall Progress</b> All children who have been subject to a child protection plan for up to 9 months, have their plan reviewed at a Review Child Protection Conference, independently chaired by a CP Chair.  Performance as regards meeting statutory timescales for reviewing child protection plans is consistently high.  When there are concerns about drift/delay, CP Chairs are raising CP Management Alerts. There is still more work to be done to be confident that this is the case on a consistent basis across the CP Chair Service; progress has been made as regards the % of CP escalations resolved in time but this needs to embed further to fully meet the performance target.

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								<p>Since October 2017, CP Chairs have taken a more focused approach as regards oversight of safety planning and exit strategies for children subject to a plan at the second review point, in order to secure timely, safe and permanent arrangements for children.</p> <p>From 1<sup>st</sup> December 2017 CP Chairs have been engaged in the new arrangements for the chairing of CiN Reviews, and chair the first CiN Review following the ending of a CP Plan at the review conference.</p> <p>The performance target for % children subject to a CP Plan for 2yrs + has reduced from &lt;3% to a more challenging &lt;2% and this measure is not yet met.</p> <p><b>Impact</b> Overall, the action required has been completed but in relation to impact, whereas there has been progress and improvement in some areas, this is still to be realised in others. This means that there</p>



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No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								are some clear examples where children are safeguarded in a timely and robust manner but others that require improvement.
37.2	Pilot new arrangements for reviews of child in need cases.		April 2018	CCC	Number of open CiN cases.	Children and young people are safeguarded with no drift and delay. Audit of child in need cases shows improvement in practice. Reduction in the number of CiN cases.		<b>Overall Progress</b> There are two specific aspects to the pilot: child protection chairs will chair the first CiN review where cases are stepped down from the child protection plan and subsequent reviews are chaired by a team manager or senior practitioner: all new CiN reviews from 1 December 2017 (other than those stepped down from a child protection plan) are chaired by a team manager or senior practitioner.  <b>Impact</b> The measure has been partially met. Not enough cases have been chaired by team managers/senior practitioners to be able to assess impact of the pilot. Audits of child in need cases have taken place.
37.3	Implement model for effective case/permanence		February 2018	CCC	Reduction in time taken	Robust tracking in place.		<b>Overall Progress</b>

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	tracking (legal planning and new admissions panel, case progression meetings and permanence tracking panel).				Public Law Outline. Formal pre-proceedings within 12 weeks.	Children and young people achieve emotional and legal security at the earliest point.		<p>In July 2017, a new permanency planning tracking process for looked after children was established. Three panels were established to provide assurance that there was no drift and delay in achieving permanency for looked after children. They also served to provide oversight on children who are on the edge of care so that they received the right package of support to return home safely, or threshold decisions made to determine whether care proceedings were necessary. The arrangements were evaluated in March 2018.</p> <p><b>Impact</b></p> <p>The performance measure is met. Since January 2018, there has been some improvement in the timeliness of pre-proceedings.</p> <p>With regards to performance against the 26 week statutory timescale for concluded cases, the year to date figure (April 2017 through to December 2017) was at an average case duration of 34.4 weeks. The trajectory for the year</p>

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								2017/2018 is currently forecast at 32.2 weeks. (The latter is dependent on external factors such as the ability of the court to list cases within timescales).
37.4	Ensure assessments are carried out for all children and young people (LAC, CP, CiN) where there is a change to their needs or care plan.		May 2018	CCC	Assessments completed within the last 6 months.	Care plans updated to reflect assessed need.		<p><b>Current Progress</b></p> <p>Assessment continues to be a focus of social workers. There has been progress in the following areas:</p> <p>The number of Children and Families (C and F) assessments continues to rise. This indicates that assessment is considered an important tool in care planning.</p> <p>Timescales for completing C and F assessments are improving.</p> <p>The Operational Lead for Permanence has undertaken a number of sessions across the service on the importance of aspirational care planning. This has had a focus on reassessing children's needs if circumstances change</p> <p>Operational Leads have informed all staff about the</p>

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No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								<p>importance of assessment if children's circumstances change.</p> <p><b>Impact</b> Children should be benefiting from a re-assessment when their needs change. This will mean they have an updated care plan which will contribute to outcomes being met. However, LCS is not configured to trigger and record updated assessments at the present time. It is not clear whether practice is consistent across the service. Work is being undertaken to resolve the system issue to evidence this moving forward.</p>
37.5	Develop a multi-agency neglect strategy and implementation plan.		<b>April 2018</b>	<b>LSCB</b> CCC Health Police Schools Housing Probation NPS/CRC Independent sector		<p>Neglect is identified and acted on early.</p> <p>Assessments in neglect cases are evidenced based.</p> <p>Audits show improvement.</p>		<p><b>Overall progress</b> Neglect strategy is now in place.</p> <p><b>Impact</b> Audit work undertaken in November 2018 identified that the overall outcome was that the response to and the management of children at risk of neglect is improving.</p>

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37.6	Consider the graded care profile tool is used by all partners to assess neglect in neglect cases.		May 2018	LSCB CCC Health Police Schools Housing Probation NPS/CRC Independent sector	Numbers of graded care profiles completed by agency. Number of staff trained in each agency.	Neglect is identified and acted on early. Assessments in neglect cases are evidenced based. Audits show improvement.		<b>Overall Progress</b> LSCB considered the graded care profile and the use of it to assess neglect at BMG on 21 <sup>st</sup> November. The view of BMG that there are multiple tools in use for working with families with different problems across the city and that they are not separately endorsed for 'global' use. Therefore there was no need to do the same in regard to neglect. This view was formed on the basis that there was no evidence in the presentation given that the use of the graded care profile resulted in improved outcomes for children. Signs of safety has been adopted as the citywide practice model and where appropriate professionals are free to use whatever tool is appropriate within that practice model to support families. The graded Care Profile is used by Children's Services where appropriate.

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<b>38.0 Ofsted Recommendation:</b> 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. <b>Objective:</b> 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.								
38.1	Review the membership, frequency, remit, and forward plan for the Improvement Board.		<b>June 2017 Completed</b>	CCC Independent Chair		All partners take ownership for implementing the actions in the Improvement Plan.		<b>Overall Progress</b> The review of the membership of the board was completed.  <b>Impact</b> An Executive group will replace the Improvement Board to oversee continuous improvement from March 2019.
38.2	All agencies to produce highlight reports of recommendations in the Improvement Plan that are rag rated Green to demonstrate the evidence that the targets and measures have been achieved and progress is embedded and sustainable.		<b>June 2017</b> - at each Improvement Board for recommendations ragged Green.	LSCB CCC Health Police Schools Housing Probation NPS/CRC Independent sector		Highlight reports demonstrate improved outcomes.		<b>Overall Progress</b> Highlight reports have been submitted by the LSCB in relation to all actions.  <b>Impact</b> Impact is demonstrated in the highlight reports.
38.3	Develop a succession plan with the LSCB in preparation for the cessation of the Improvement Board.		<b>January 2019</b>	CCC Independent Chair Chair of the Corporate		Clear succession plan in place.		<b>Overall Progress</b> A report on the new arrangements and proposed recommendations to develop a succession plan was discussed with Board members at 4 July

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				Parenting Board LSCB				Improvement board and a proposal put forward and agreed at 3 October Improvement Board. A new smaller Executive Group will replace the Improvement Board and maintain continuous improvement and oversight from March 2019.
38.4	Develop Practice Standards for Children's Services.		Revised date May 2018	CCC		Practice Standards in place and being applied by Practitioners. Briefing on Practice standards to all staff.		<p><b>Overall Progress</b></p> <p>Practice Standards have been published and shared with the Teams and Services. Practice Standards have been communicated through the practice improvement forum and used in team meetings and development sessions.</p> <p><b>Impact</b></p> <p>The standards have been published and disseminated to all teams. Impact has not yet been fully evaluated. All Operational Leads and Team Managers are undertaking activity to embed them across their service and team areas.</p>
<b>39.0 Ofsted Recommendation:</b> 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.								

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No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
<b>Objective:</b> <i>To ensure that managers and chairs robustly challenge any drift and delay that impacts on outcomes for children, including through formal escalation processes.</i>								
39.1	Managers, CP Chairs and IRO's to provide rigorous challenge and scrutiny to ensure that plans are SMART, and include realistic timescales for actions.		March 2018	CCC	Child Protection Management Alerts triggered  Looked After Management Alerts triggered	SMART plans in place. Case progression demonstrates compliance. Evidence of challenge. Audit activity shows improvement		<p><b>Overall Progress</b></p> <p>There is evidence of IRO's identifying drift and delay in planning and achieving best outcomes for children; formally exercising their challenge and escalation role accordingly; triggering Management Alerts.</p> <p>CP Chairs have been working with a Signs of Safety Consultant to aid consistent production of SMART Plans. There has been a focus on improving "Next Steps" which equates to the recommendations within the Child Protection Plan and ensuring that all recommendations have a purpose, timescale and a person or group assigned to the task.</p> <p>Quarterly IRO/CP Chair QA Alert overview reports are being produced with Q1 &amp; Q2 2018/19 completed and submitted to CSLT and endorsed and Q3 in progress.</p>



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No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								<p>Action Plans are in place to take forward learning and improvement for children's services social work teams as well as the IRO &amp; CP Chair Service themselves.</p> <p><b>Impact</b> When there are concerns about drift/delay, CP Chairs &amp; IROs are raising Management Alerts but there is still more work to be done to be confident that this is the case on a consistent basis.</p> <p>Overall, the action required has been completed but in relation to impact, whereas there has been progress and improvement in some areas, this is still to be realised in others.</p> <p>This means that there are some clear examples where children's outcomes are not impacted by drift and delay but others where this is less timely.</p>

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No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
39.2	Develop a consistent style and approach to chairing CP conferences and LAC reviews.		March 2018	CCC		Clear standards/crib sheets in place to drive consistency. Children and young people and families understand what is expected of them.		<p><b>Overall Progress</b></p> <p>CP Chairs have had dedicated sessions with SoS consultant to support provision of a more consistent approach to chairing CP Conferences; all CP Conferences in Coventry are delivered using SoS methodology.</p> <p>Maintenance is supported through regular and frequent team meetings and workshops led by Service Manager, in consultation with and input from the Signs of Safety Implementation Manager.</p> <p>Whereas IROs have also made progress in developing their style and approach – They have developed and implemented a SoS methodology approach to LAC Reviews – there is less consistency than required and they have commenced work with SoS Implementation Manager to progress this – this includes development of crib sheets.</p> <p><b>Impact</b></p>

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No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								<p>The CP Chairs have developed the template used for CPCs to support consistency of use of the SoS methodology approach – this has assisted more effective use of Danger Statements, Safety Goals and Scaling questions.</p> <p>Findings from CPC Practice Observation Activity July 2018 were positive re CP Chair practice as was parental feedback.</p> <p>Evaluation of CPCs Nov 18 included feedback from families to evidence that they understand what is expected of them.</p> <p>Findings from LAC Review Practice Observations Jan 2018 included evidence of good practice as regards review being chaired well and children at the centre.</p> <p>Evaluation of SoS LAC Review Pilot April 2018 included feedback from children and families to evidence that they</p>

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								understand what is expected of them.
39.3	Develop and implement a pilot signs of safety methodology approach to the looked after children reviewing process.		January 2018	CCC	Participation of children and young people in their reviews.	Evaluation of pilot identifies improvements. Views of children and young people are positive about their reviews.		<p><b>Overall Progress</b></p> <p>The IRO Service have developed and implemented a Signs of Safety methodology approach to LAC reviews and the LAC review process.</p> <p>Signs of Safety LAC Review Pilot and Evaluation Summary Report was presented to CSLT on the 11<sup>th</sup> June 2018 and CSLT agreed with the recommendation to adopt SoS methodology for LAC Reviews in Coventry and develop action plan that incorporates the learning and recommendations from the pilot and evaluation.</p> <p><b>Impact</b></p> <p>Children and Young People participate in their reviews, through direct attendance as well as indirectly e.g. via an advocate/consultation document – performance YTD is 90%.</p>

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No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								Evaluation of the pilot positive with children and young people, parents and professionals identifying a number of strengths to the model as well as some areas for learning and development.
<b>40.0 Areas for Development:</b> Advocacy services are not used enough. (Para 90) <b>Objective:</b> <i>To enable all children to have access to an advocate if they need one.</i>								
40.1	Commissioners to ensure that Barnardo's action plan to increase visibility of the advocacy service is closely monitored on a quarterly basis.		March 2018	CCC	Number of advocates being accessed.	Increase in use of advocates.		<b>Overall Progress</b> Barnardo's have developed an action plan to increase the visibility of the advocacy service. The plan is being monitored by Commissioners on a quarterly basis. Actions now completed.  <b>Impact</b> Despite all actions being completed and the additional step taken of creating an LCS form which is triggered twice yearly to prompt social workers to speak to cyp about advocacy, there has not been an increase in use of advocates. This has been raised with Barnardo's who will be bringing recommendations to the

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								contract monitoring meeting on 29/1/19.
40.2	Report of the development of the advocacy service to be presented to the Corporate Parenting Board.		November 2017	CCC	Number of advocates being accessed.	Report to Corporate Parenting Board demonstrates improvement.		<p><b>Overall Progress</b> This report has been presented and agreed by the Corporate Parenting Board. Therefore this action has been completed.</p> <p><b>Impact</b> As a result of this report being shared with Corporate Parenting Board they have a greater understanding of the advocacy service available to our looked after children.</p>
40.3	Barnardo's to be asked to attend the Front Line Practice Improvement Forum to promote the availability of the service to staff.		January 2018	CCC	Number of advocates being accessed.	Increase in use of advocates.		<p><b>Overall Progress</b> Barnardo's have attended a number of Practice Improvement Forums to raise awareness to social care staff. The decision was also reached that Looked After Children would opt out of the advocacy service as opposed to opt in. Although the service have not seen the take up of this advocacy offer by the majority of our Looked After Children.</p> <p><b>Impact</b></p>

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No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								Increased understanding of staff aware of what Barnardo's service offers. Opt out model is now in place for our Looked After Children ,however, this is still to lead to increased take up of advocacy for children.
40.4	Details of the advocacy service to be included in the Menu of Services that is going to be placed on the Documents Library for staff to access information about.		December 2017	CCC	Number of advocates being accessed.	Increase in use of advocates.		<p><b>Overall Progress</b></p> <p>The Advocacy and Independent Visitor Service was added to the 'menu of services' in July 2017. An email was sent out in August 2017 and December 2017 to key social care managers with leaflets about the service and an electronic link to the menu of services.</p> <p><b>Impact</b></p> <p>Increased understanding of staff aware of what Barnardo's service offers. Opt out model is now in place for our Looked After Children ,however, this is still to lead to increased take up of advocacy for children</p>
<b>41.0 Areas for Development:</b> Many staff are relatively inexperienced, 50% have less than 2 years' experience. (Para 98) <b>Objective:</b> <i>To have a workforce that is experienced and stays in Coventry as well as attracting fresh recruits who can grow and develop.</i>								
41.1	Review the programme of recruitment and training for newly qualified social		April 2018	CCC		Balance of staffing		<p><b>Overall Progress</b></p> <p>NQSW staffing numbers have been reviewed within the social</p>

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	workers (NQSW) and map impact of numbers of staff, protected caseloads and skill sets in each team.					experience in teams.		<p>work staffing model following the service redesign.</p> <p>This includes number of NQSW's per team and experience social workers.</p> <p><b>Impact</b> The Social Work Academy Team is now operational and has provided a more robust induction and professional development pathway for NQSW's.</p>
41.2	Develop and share good practice exemplars of supervision using signs of safety methodology with staff.		January 2018	CCC		Good practice exemplars in place and being used.		<p><b>Overall Progress</b> Exemplars have been identified and shared. Briefing was completed by Team Managers, sharing good practice in August 2017 in the Practice Improvement Forum.</p> <p>Sofs Implementation Manager has identified good practice exemplars with team managers. These plans have been uploaded onto the documents library, and also highlighted as good practice to promote learning and development.</p> <p><b>Impact</b> The frequency and timeliness of supervision has improved which</p>



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No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								has been evidenced in supervision audits. Further work is ongoing to develop this further through the Signs of Safety Implementation Plan.
41.3	Undertake audits of supervision as set out in the Quality Assurance Plan.		<u>Revised date</u> <u>March 2018</u>	CCC	30 audits completed.  Supervisions completed	Audits show improvement.		<p><b>Overall Progress</b></p> <p>Audits of supervision were undertaken in November 2017 as set out in the Quality Assurance Framework. Whereas this demonstrated some areas of progress, overall, significant improvements were required.</p> <p>Highlight Report of the November Monthly Audit Activity was presented to CSLT on 22<sup>nd</sup> January 2018 and findings shared at Practice Improvement Forums for practitioners and managers over January 2018.</p> <p>A re audit was undertaken in March 2018 against the same cases and the findings showed there was little evidence of improvement overall in the period since the previous audit in November 2017. However, frequency and timeliness of</p>

Leadership, Management and Governance								
No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								<p>supervision showed some improvement with 70% taking place regularly and in timescale compared to 55% in the previous audit.</p> <p>Operational Leads have been undertaking observations of supervision and findings will be collated at the end of January 2019, learning identified and actions for any further improvement and development required agreed.</p> <p><b>Impact</b> Monthly audit activity continues to highlight supervision as an area for improvement although there has been further progress in regard to frequency and timeliness of management oversight with dashboard showing 84.4% performance YTD at end December 2018.</p>
41.4	Develop a plan for the recruitment and retention of staff.		<b>November 2017</b>	<b>CCC</b>	Numbers of permanent social workers.	Retention plan in place. A reduction in permanent social workers		<p><b>Overall Progress</b> There is a detailed and comprehensive plan in place.</p> <p>There have been a number of individual recruitment campaigns that have resulted in</p>

Leadership, Management and Governance								
No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
					% of all posts vacant  %of filled posts agency	leaving Coventry City Council.		<p>69 appointments, and the service continue to develop and evolve new campaigns. An internal transfer policy has been implemented which enables managers to transfer social workers across the service without going through a full recruitment process.</p> <p>The assessment centre model was piloted in June and reviewed in September 2017. We now have an improved selection process and good candidate experience.</p> <p>The Social Work Career Progression Scheme was launched in December 2018. A Children's HR recruitment and retention lead has commenced in post to drive further improvement in recruitment and retention.</p> <p><b>Impact</b> There is a strong recruitment and retention plan in place. The branding for Coventry as an employer of Choice for Children and Families Social Workers is clearly gathering momentum.</p>

Leadership, Management and Governance								
No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								Work is ongoing to continuously review the recruitment and retention strategies.
41.5	Implement the Social Work Academy for NQSW to promote and support transition from student to assessed and supported year of assessment.		March 2018	CCC	Percentage of agency staff. Turnover rate of social workers.	Recruitment and Retention		<p><b>Overall Progress</b></p> <p>Team Manager for SWA commenced in January 2018. Social Workers commenced in April 2018. First cohort for the SWA recruited in March 2018 and will commence in July 2018.</p> <p>Second cohort into the academy commenced in October 2019. Bringing total of 24 NQSW's through the academy pathway in 2018.</p> <p><b>Impact</b></p> <p>Academy is fully operational, with 24 NQSW's in the service, a plan is in place to recruit cohort 3 and cohort 4 over the next 9 months (February to September 2019).</p>
<b>42.0 Areas for Development:</b> Not all LAC and care leavers are aware of the commitments in the Pledge. (Para 100) <b>Objective:</b> To ensure that all looked after children have the Pledge explained to them so that they understand the promises that are made.								
42.1	Develop a Welcome Pack that includes information about the Pledge for looked after children.		June 2018	CCC		All LAC and care leavers receive the Welcome Pack.		<p><b>Overall Progress</b></p> <p>Welcome Pack which includes information about the Pledge has been completed.</p>

Leadership, Management and Governance								
No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
						Feedback from children and young people is positive.		<b>Impact</b> Whilst at the LAC celebration event some children and young people reported that they liked the Welcome pack and found the information useful.
42.2	Through the Voices of Care, ensure that information about the Pledge is shared and discussed with looked after children.		June 2018	CCC		Feedback from children and young people is positive.		<b>Overall Progress</b> Young people have prepared and shared a number of booklets re the Pledge which are aimed at their peers.  <b>Impact</b> VoC welcomed the opportunity to produce the booklets and other young people found the information useful.
42.3	Produce a highlight report for the Corporate Parenting Board about progress on the impact of the Pledge and any feedback received from children and young people.		September 2017 Completed	CCC		Feedback from children and young people is positive.		<b>Overall Progress</b> This has been completed and shared with the Corporate Parenting Board.  <b>Impact</b> See 42.1 & 42.2 for impact
<b>43.0 Areas for Development:</b> Joint Strategic Needs Assessment (JSNA) and links with commissioning intentions are unclear. (Para 95) <b>Objective:</b> To ensure that the changing needs of children and families are properly reflected in joint working with Public Health.								
43.1	Organise a workshop between Public Health and the Senior Leadership Team		December 2017 Completed	CCC -	1 workshop held.	Clear priorities identified and understood.		<b>Current Progress</b> Two joint workshop sessions have been held over the last 2

Leadership, Management and Governance								
No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
	to ascertain synergies with public health and children's services priorities in the light of the transformation and re-design programme.							years. Further workshops are arranged as business as usual.  <b>Impact</b> There is evidence of greater shared learning and understanding of each other's roles.
<b>44.0 Areas for Development:</b> Annual complaints report does not cover issues in sufficient depth. (Para 101) <b>Objective:</b> <i>To be able to demonstrate that learning from complaints is preventing the same complaints being made over and over again.</i>								
44.1	The senior leadership team to review future content that needs to be covered in the quarterly and annual complaints reports.		<b>December 2017</b>	<b>CCC</b>	Number of complaints. Number of compliments.	Clear themes and learning identified that informs action planning as business as usual.		<b>Overall Progress</b> The annual Complaints report has been reviewed by the Senior Management Team and changes agreed. Reports are produced quarterly and reviewed.  <b>Impact</b> Clear themes and learning is identified through quarterly complaints reports.
44.2	Undertake a review of the complaints process to ensure that it is compliant with statutory requirements.		<b>December 2017</b>	<b>CCC</b>	Number of complaints. Number of compliments.	Clear themes and learning identified.		<b>Overall Progress</b> A review of the complaints process to ensure compliant with statutory complaints has been completed. A new process was put in place from September 2017 onwards.  <b>Impact</b>

Leadership, Management and Governance								
No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								Improvements are measured through quarterly reports and via the annual report.
<b>45.0 Areas for Development:</b> Strengthen quality assurance activity. <b>Objective:</b> <i>To ensure that Coventry children's services is a learning organisation and can show improvements in practice through its quality assurance activity.</i>								
45.1	Introduce a system to track audit activity and learning from monthly audit programme.		May 2018	CCC	Overview reports of audits completed.	Audits show improvement. Findings from audits shared with staff.		<b>Overall Progress</b> <p>The Quality Assurance Framework Plan 2017 was introduced in March 2017 and provides an overview of audit activity for children's services including the monthly audit schedule.</p> <p>The QA Team have worked with an analyst from CCC to devise a new database system that strengthens the way audit activity and learning from the monthly programme can be tracked.</p> <p>A highlight report of the key findings arising out of the monthly quality assurance activity is produced and disseminated to all managers to share with staff.</p> <p>A series of workshops have been undertaken with</p>

Leadership, Management and Governance								
No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								<p>managers to refresh their skills in undertaking audits and training is provided for new managers.</p> <p>Monthly audit outcomes are routinely shared with practitioners and managers at monthly Practice Improvement Forums.</p> <p>Managers have access to good practice exemplar audits to model their audit practice on.</p> <p>Social Care manager's complete audits on Protocol which means audit outcomes are immediately available to managers and lead professionals. The outcomes of audits are discussed by the auditor with the allocated worker and where required manager. Plans are in place for Early Help audits to also become electronic.</p> <p>Moderation is part of the monthly audit programme.</p> <p>Audit Action Plans are drawn up and used by managers with</p>



Leadership, Management and Governance								
No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								<p>teams so that improvements can be made and to track progress of the findings from audit reports.</p> <p>Re-audits also take place to gauge whether improvements have taken place and been embedded.</p> <p>An annual audit overview report for 17/18 has been completed and shared with staff and an action plan is drawn up – managers have contributed to this.</p> <p><b>Impact</b> It is acknowledged that the pace of change has not been as progressive as anticipated but audits have started to evidence some tangible improvements since June/July 2018 onwards.</p>
45.2	Strengthen audit processes, including moderation and inclusion of all managers undertaking monthly audit activity.		May 2018	CCC	10% of audits moderated each month.  Internal Quality	IRO's, CP chairs and early help managers included in monthly audit programme.		<p><b>Overall Progress</b> From December 2017, to strengthen the audit process, an increased number of audits were moderated for several months, moving from 10% to up to 100% some months.</p>

Leadership, Management and Governance								
No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
					<p>Assurance Case Audits completed</p> <p>Internal Quality Assurance Case Audits completed % meeting good</p>			<p>Moderators have been providing feedback to auditors in order to aid their learning and improve quality of auditing and this has included making best use of the exemplars in the documents library.</p> <p>In addition, some auditors have been recommended to repeat the audit training programme delivered by chair of Improvement Board in conjunction with Interim Strategic Lead for Improvement.</p> <p><b>Impact</b> IROs, CP Chairs and Early Help managers are included in the monthly audit programme.</p> <p>There has been an increase in completion/compliance rates of managers doing audits. There has been clear improvement in the correlation across auditors and moderators as regards audit judgements.</p> <p>The pace of change has not been as progressive as hoped/planned but audits and</p>

Leadership, Management and Governance								
No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								correlating performance have started to evidence some tangible improvements in practice since June/July 2018 onwards.
45.3	Include the following areas in the children's services annual audit programme: <ul style="list-style-type: none"> <li>• Regulation 24 (placement with friends and family) viability assessments.</li> <li>• Special Guardianship Order assessments and support plans.</li> <li>• No Recourse to Public Funds cases.</li> <li>• Unaccompanied Asylum Seeking Children cases.</li> <li>• Fostering compliance with National Minimum Standards.</li> <li>• Adoption compliance with National Minimum Standards.</li> </ul>		May 2018	CCC	Number of overview reports of audit themes completed each month. 150 audits completed.	Audits show improvement. Findings from audits shared with staff.		<p><b>Overall Progress</b></p> <p>No Recourse to Public Funds and Unaccompanied Asylum Seeking Children case file audits were undertaken as part of April 2018 Quality Assurance Framework monthly audit activity.</p> <p>Findings from these audits were shared with staff at the June 2018 Practice Improvement Forum and feed the learning cycle.</p> <p>The other areas have required a more bespoke approach and liaison is taking place with the relevant service areas to scope this, agree suitable tool and set out when this will be undertaken within the 2018/19 Quality Assurance Framework monthly audit activity schedule.</p> <p><b>Impact</b></p> <p>It is acknowledged that the pace of change has not been as</p>

Leadership, Management and Governance								
No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
	<ul style="list-style-type: none"> <li>Residential home compliance with National Minimum Standards.</li> </ul>							progressive as anticipated but audits have started to evidence some tangible improvements since June/July 2018 onwards.
<b>46.0 Areas for Development:</b> An agreed response to addressing gang issues. <b>Objective:</b> <i>To ensure that an early response is developed to the emerging gang problem so that it can be prevented from escalating.</i>								
46.1	Develop a strategy for responding to gangs in Coventry.		revised September 2018	Police CCC		Awareness of the extent of the Gangs issue in Coventry. Interventions are evidenced based.		<b>Overall Progress</b> A multiagency Violence Summit will be held on 28 <sup>th</sup> of January 2019 to look at our strategic approach to youth violence and gangs. Through this the approach/plan on Serious & Organised Crime within Coventry will be updated. This will require a multi-agency approach utilising the 4Ps (Prevent/Prepare/Persue/Protect).  Police now chair the Vulnerable & Missing Persons Group, to bring it in line with the CSE Operations Group with an enhanced focus on the wider aspects of Exploitation (not just CSE).

Leadership, Management and Governance								
No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								<p>Work continues to evolve re: understanding and operational activity in combating of "County Lines". A multiagency mapping exercise has been undertaken and is continuing to be progressed with partners.</p> <p>Together with Partners the Police have secured funding for a number of 'preventative initiatives' and continue to look at other funding opportunities in order to expand the overall preventative strategy.</p> <p><b>Impact</b> Through the School Panels the Police are heavily focused and engaged in other preventative work on support/approach to Knife Crime/Gang Affiliation etc.</p>
<b>47.0 Areas for Development:</b> Performance Management. <b>Objective:</b> To ensure that managers have access to management information that supports their practice and is used to measure impact.								
47.1	Develop performance dashboards for: <ul style="list-style-type: none"> <li>• Early help activity.</li> <li>• Children in need activity.</li> </ul>		<b>Revised date September 2018</b>	CCC		Performance dashboards in place and used to scrutinise practice.		<b>Overall Progress</b> Work on developing revised dashboards for early help and children in need activity has commenced. A dataset has been specified and some new

Leadership, Management and Governance								
No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								indicators have been introduced. The rest will follow when the new version of EHM is live, along with the new early help assessment.  <b>Impact</b> It is too early to assess impact.
47.2	Undertake a review of performance management datasets and systems (including Protocol) to ensure that they are fit for purpose and produce meaningful reports.		September 2017	CCC		Performance management datasets are used by managers to focus on improving practice and outcomes for children and young people.		<b>Overall Progress</b> A review of the performance report has been completed with the performance team. A revised monthly performance report and critical performance indicator report is provided at each Board meeting.  <b>Impact</b> Performance reports are used by managers to focus on improvements and performance is addressed via Service Performance reviews.
<b>48.0 Areas for Development:</b> Leadership Development Programme. <b>Objective:</b> <i>To ensure that managers have the skills to be the leaders of the future.</i>								
48.1	Commission an intensive period of Coaching and Mentoring for First line managers, middle managers CP Chairs and IROs.		March 2018	CCC		Independent Reviewing Officers/Child Protection Chairs service provide		<b>Overall Progress</b> Since January 2017, 27 managers have taken up the offer of Coaching from the following areas of the service:

Leadership, Management and Governance								
No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
						<p>appropriate challenge to ensure robust care planning for children in care, promoting legal and emotional security.</p> <p>Front line practitioners and managers to understand what 'good' looks like and can articulate this in their work.</p> <p>Managers have a strong grip on performance and use data to inform practice.</p> <p>Culture of high support, high challenge, high expectations</p>		<ul style="list-style-type: none"> <li>5 IRO and child protection chairs</li> <li>13 team managers in social care and early help</li> <li>9 service managers/operational leads</li> </ul> <p>The number of individual coaching sessions with managers varied, ranging from 2 to 8 (as at April 2018), as did the frequency of sessions, depending on what the Coachee felt they needed. Sessions are typically up to two hours. Over 100 sessions have been delivered to date. The programme currently has 3 Coachees.</p> <p><b>Impact</b> Feedback about the coaching is sought at the end of each session and Coaches are asked to complete an evaluation at the end of the programme. 12 managers have completed evaluations to date. Feedback is positive.</p>

Leadership, Management and Governance								
No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
48.2	Commission a Social Work practice leaders development programme to complement the Corporate Leadership Programme.		October 2017	CCC		Managers have a strong grip on performance and use data to inform practice. Culture of high support, high challenge, high expectations.		<p><b>Overall Progress</b></p> <p>This action has now been completed. Children's Services have commissioned Research in Practice and Regional University Partners to deliver the Practice Supervisor Development Programme to all Team Managers across Coventry Children's Services.</p> <p>This will be delivered in 2 cohorts commencing in March 2019, with a further cohort scheduled to commence in June 2019.</p> <p><b>Impact</b></p> <p>The learning and development has been commissioned, impact on this action will be measured following the delivery of the programme.</p>
48.3	Ensure that all leaders and aspiring managers are offered the opportunity to participate in the corporate leadership programme.		May 2018	CCC	<p>Supervisions completed</p> <p>Appraisals completed</p>	Managers have a strong grip on performance and use data to inform practice. Culture of high support, high challenge, high expectations		<p><b>Overall Progress</b></p> <p>All leaders across children's services have been offered a place on the LEO leadership programme. In addition managers are also attending the Licence to Practice programme which focuses on managers having a better understanding</p>



Leadership, Management and Governance								
No.	Action	RAG Action completed	By When	Delivery Lead	Performance measure	We will know it's working when	RAG Performance measure and impact	Progress
								<p>the HR related elements of managing their teams.</p> <p><b>Impact</b> One middle manager has been promoted since attending the LEO programme</p>





## Briefing note

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**To:** Scrutiny Board 2

**Date:** 14<sup>th</sup> February 2019

**Subject:** Emotional Well-being and Mental Health of Looked after Children

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

- 1.1 The purpose of the briefing note is to provide an update to Scrutiny Board 2 on the Children and Adolescent Mental Health Service Looked After Children service (CAMHS LAC Service).

### **2 Recommendations**

- 2.1 It is recommended that the Education and Children's Services Scrutiny Board (2):
- Note the progress on the CAMHS LAC service, and the plans to further develop the integrated offer, to support Looked After Children (LAC) and care leavers in Coventry.

### **3 Information/Background**

- 3.1 To improve access to mental health support, a dedicated service for Looked After Children (CAMHS LAC) was jointly commissioned by Coventry and Rugby Clinical Commissioning Group (CRCCG) and Coventry City Council. The service was formally launched in April 2017. More recently the service has expanded to support care leavers from July 2018.
- 3.2 The CAMHS LAC service is an integrated mental health service, which is delivered via a partnership between Coventry & Warwickshire NHS Partnership Trust (CWPT) and Coventry and Warwickshire Mind (CW Mind). The service has brought together specialist CAMHS tier 3 support (which is funded by CRCCG) delivered by CWPT, and tier 2 support (which is funded by the City Council) delivered by CW Mind. The service is part of an overall CAMHS transformation plan, overseen by a multi-agency CAMHS Transformation Partnership Board, chaired by CRCCG, who are accountable to NHS England for delivery.
- 3.3 Key elements of the service are:
- Mental health assessment and diagnosis.
  - Weekly case consultations with social workers, to support the development of an emotional wellbeing plan, to meet the identified mental health needs of the child. This is delivered by offering individual consultations to professionals / carers, or by attending the CAMHS LAC multi-disciplinary team (MDT) forum.
  - Consultation and training for staff in residential homes, to support individual children and young people placed in their care.
  - Telephone advice for professionals.
  - Nurturing Attachment training for foster carers.
  - Foster carer drop-in sessions, to support placement stability.
  - The delivery of therapeutic interventions.
  - Support to social workers to enable them to undertake therapeutic life story work.

- 3.4 Initially, the focus of activity has been on LAC (up to age of 18). Overall it is recognised that good progress has been made, and the number of handover points in the system have been reduced in the new integrated pathway.
- 3.5 From July 2018, the service has been extended to care leavers. The key features of the care leavers offer from the service is:
- Professional consultation for social workers or personal advisors regarding those care leavers aged 16-25, where there are ongoing concerns about their emotional wellbeing, and / or including advice on transfers to adult mental health services, where appropriate.
  - Signposting care leavers to relevant services, such as Improving Access to Psychological Therapy and attending appointments with the GP.
  - Training social workers and personal advisors, to identify and respond to mental health and emotional well-being concerns of care leavers.
  - Promotion of mental health, to ensure care leavers have access to up to date information.
- 3.6 The CAMHS LAC team are planning to be integrated with the Through Care team at Broadgate House once renovations are completed in February 2019. The renovated offices, which the service will have access to, include:
- A youth friendly entrance
  - Therapeutic rooms to enable counselling support etc.
- 3.7 These renovations will enable the planned integration to take place. However, in the interim, CAMHS LAC service have been able to provide:
- Social worker 'drop ins' twice a month at Through Care site, based at Southfields, and Broadgate House
  - Weekly team meetings at the two sites.
  - Fortnightly MDT meetings for social workers, to discuss complex cases.
  - Initial consultations with social workers, offered at their bases if requested.
  - Team lead attends two different weekly social care panels, resource and permanency panels, to advise on mental health matters, and offer a mental health perspective.
  - Team lead attends supervising social worker (social workers who specifically support foster carers) meetings quarterly or if requested.
  - Contributions to foster carer newsletters, and offering monthly foster carer drop in services, as requested by the supervising social worker teams
- 3.8 One of the main priorities for 2019 will be to work with stakeholders to further integrate the service by achieving co-location into Broadgate House. Other priorities include:
- Agree and embed outputs and outcomes, into the service specification / contract
  - Ensure outcomes are embedded and implemented, into the service utilising the contracting arrangements.
  - Review impact of outcomes into the service (to include placement stability and evidence of improvement in emotional well-being).
- 3.9 The CAMHS LAC service offers the social worker / referrer a consultation appointment date, within four weeks of receipt of the initial referral. Quarterly performance data is provided to commissioners to monitor, which is laid out in section 4.4 below.

#### **4 Impact**

- 4.1 Since the service was extended to care leavers in July 2018, integration in the service has increased, with social work locality teams, Through Care and CAMHS LAC services working

more effectively together. This has allowed social workers to engage with CAMHS earlier, and to enable interventions to be implemented. Allowing greater confidence in professionals, carers and Looked After Children to deal with emotional and mental well-being issues in a timelier manner.

- 4.2 The introduction of consultations has been positive, and has enabled workers to talk through cases and gain advice from CAMHS. A survey was conducted by CAMHS in August 2018 using Survey Monkey. This evidenced, generally positive feedback from social workers. However, direct consultation with the Through Care team, undertaken by Joint Commissioners, has indicated that there is a view that CAMHS support to older LAC could improve further. The co-location of services should improve this as well as improved output monitoring through the contract going forward.

- 4.3 Data below highlights the total number of children who are offered a consultation within 4 weeks (target 95%):

<b>CAMHS LAC referral to consultations (within 4 week target)</b>	<b>Q1 2017 Apr 17 – Jun 17</b>	<b>Q2 2017 Jul 17 – Sep 17</b>	<b>Q3 2017 Oct 17 – Dec 17</b>	<b>Q4 2017 Jan 18 – Mar 18</b>	<b>Q1 2018 Apr 18 – Jun 18</b>	<b>Q2 2018 Jul 18 – Sep 18</b>	<b>Q3 2018 Oct 18 – Dec 18</b>
Total number of referrals offered consultations	36	26	21	28	24	42	36
Offered within 4 weeks	27	18	16	21	20	37	36
Offered outside 4 weeks	9	8	5	7	4	5	0
<b>Achieved target</b>	<b>75.0%</b>	<b>69.2%</b>	<b>76.2%</b>	<b>75.0%</b>	<b>83.3%</b>	<b>88.1%</b>	<b>100%</b>

- 4.4 The data evidences that since April 2018, social workers / referrers are offered a timelier consultation date than pre April 2018.

- 4.5 The recent data evidences a significant increase to 100% (target being 95%) in the number of consultations offered within 4 weeks. The previous quarters have all been below the 95% target. Upon further investigation it appears the delays, are down to communication between social workers and the CAMHS LAC service. The integration of services will support the continued relationship with social care and will support the maintenance of the KPI.

- 4.6 The data below highlights the number of care leavers being supported per quarter (the consultations offered to care leavers in the table below, are included into the overall CAMHS LAC referral to consultation figures in the table above), since the service expanded in July 2018:

<b>CAMHS LAC care leaver referral to consultations (within 4 week target)</b>	<b>Q2 2018 Jul 18 – Sep 18</b>	<b>Q3 2018 Oct 18 – Dec 18</b>	<b>Q4 2019 Jan 19*</b>
Total number of referrals offered consultations	12	8	2
Offered within 4 weeks	10	8	2
Offered outside 4 weeks	2	0	0
<b>Achieved target</b>	<b>83%</b>	<b>100%</b>	<b>100%</b>

\*To note this is only 1 months' worth of data

- 4.7 The data evidences 22% for quarter 2 rising to 29% for quarter 3 of all referrals seen by CAMHS LAC are care leavers. The last quarter (quarter 3) also shows an improvement in responding to referrals within the 4 week KPI.

## **5. Conclusion / Next steps**

- 5.1. The expansion of CAMHS LAC to support care leavers is underway, however, it is recognised further work is required to fully embed the offer into the service. The CAMHS service specification is in the process of being revised and the offer will be detailed as part of the negotiations between the contract arrangements across the commissioner and provider.
- 5.2. Additionally, further work is currently underway, following approval from cabinet, to formalise a process, through the specification, of supporting all care leavers up to the age of 25 following the implementation of new legislation due to be implemented from April 2019.
- 5.3. Develop a pathway between CAMHS LAC and the new home treatment offer (tier 3.5 plus) which is in the process of being implemented, to ensure Looked After Children and care leavers receive crisis support.
- 5.4. Understand current views (and impact of the service) through an engagement exercise with foster carers, Looked After Children and care leavers.

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# Voices of Care Project - Mental Health and Well-being Training and Training Pack

## Aims and background

The aim is to develop training materials that can be used by young people to support other children and young people's mental health. The materials will specifically aim to support them to develop confidence, self-esteem and resilience. Over 50% of Looked After Children have emotional and behavioural health that is considered normal but they are often exposed to lots of complex mental health risk factors before they go into care. This makes them some of the most vulnerable people. Looked after children's earlier adverse experiences have an influence on brain development and attachment behaviours. The rates of emotional behavioural and mental health difficulties are 4-5 times higher amongst children in care than their counterparts ([www.mentalhealthfoundation.org.uk](http://www.mentalhealthfoundation.org.uk)).

Over time working with young people we have heard them express concerns for dealing with their wellbeing especially mental health. The idea of this project came from several months of research and listening to these groups of young people and also gaining an understanding of the national picture.

Almost 1 in 4 children and young people show some evidence of mental ill health; including anxiety and depression (ONS 2016). The Education and Health committee acknowledge that 50% of adult mental illness starts before the age of 15 and 75% has started before the age of 18 (House of Commons Education and Health Committees Children 2016–17 page 4).

How many people reach adulthood with poor mental health that could have been supported at an earlier stage if the right care and resources had been available?

## The Plan

We would like to develop a training pack that will support young people in care to develop good emotional wellbeing and help highlight the challenges that young people face. The training pack will be developed and delivered by young people in care initially. The main aim of the pack is for Children and Young People to better understand their emotional / mental health needs. The training pack aims to deliver the following key aims and Objectives:

- **Developing confidence and self-esteem by developing practical tools which build resilience for young people in care**
- **Empower young people with the opportunity to shape and deliver training**
- **Supporting young people to deal with emotional health and wellbeing**
- **Help to combat the stigma of young people in care who have emotional needs.**
- **Support young people in care to create positive images about themselves and other young people in care.**
- **Creation of a training pack that helps to support young people in care to express their feelings and emotions**

The participation team are currently exploring funding options and partnerships with other professionals and services to ensure that the project is successful and sustainable. In line with the Participation Strategy 2019-2022 the project will eventually reach young people from a variety of settings. As the training model and skill set of the young trainers develops, the training will be rolled out to other children and young people in schools and youth groups. The idea is that some of these young people will become named trainers within their schools and groups and will deliver the training pack to their peers with adult support.

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

**14 February 2019**

**Subject: Signs of Safety Implementation Manager Attendance at Conference**

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

- 1.1 To inform the Education and Children's Services Scrutiny Board of the attendance of Signs of Safety Implementation Manager, at the Signs of Safety Conference held in Dublin on the 6<sup>th</sup> November 2018.

### **2 Recommendations**

- 2.1 The Education and Children's Scrutiny Board (2) are recommended to:
- 1) Consider the report and the learning gained from attendance at the Signs of Safety Conference
  - 2) Identify any further recommendations for the appropriate Cabinet Member

### **3 Information/Background**

- 3.1 The Signs of Safety approach to Safeguarding and Protecting Children is widely recognised internationally as the leading available participative approach to child protection casework.
- 3.2 Since 2017, there has been a significant strategic approach to embed Signs of Safety across all multi-agency Children's Services; and practice Signs of Safety as the overarching practice framework model within Coventry.
- 3.3 All Coventry Local Safeguarding Board Children's partner agencies are fully committed to have their staff trained in the use of Signs of Safety; and to use this in their direct practice with Children, Young People and their Families.
- 3.4 The Signs of Safety Implementation Manager takes the lead role in the implementation and the delivery of training through a bespoke model of half day/1-day and 2-day training programmes delivered to multi agency partners.
- 3.5 It is projected that by mid-2019, there will be approximately 2000 multi-agency and third sector staff who will have attended Signs of Safety Training.
- 3.6 Every 2 years, the Signs of Safety Practice Leads come together at an international gathering event. The purpose of the event is to showcase good practice, create learning opportunities, and network with Practice Leads from different countries and cultures.

## 4 Benefits

- 4.1 Attendance at the 2-day conference provided the opportunity for the Implementation Manager to attend presentations from across the world where Practice Leads discussed and shared their Implementation plans; what is working well in using Signs of Safety, and reflect on the outcomes for the Children, Young People and their Families.
- 4.2 There were workshops delivered by a range of Local Authorities and International Agencies that included Northern and Southern Ireland where they have recently embedded Signs of Safety as their Quality Assurance Framework for Safeguarding and Protecting Children. This learning will be used in the Implementation Plan and Training that is delivered directly to Coventry's Multi Agency Services and Practitioners.
- 4.3 North Yorkshire County Council shared their learning from practice in Complex Safeguarding and Female Genital Mutilation cases using a range of direct work tools to safeguard and engage with Families from different cultural backgrounds and heritage. This learning will be shared with Children's Services Practitioners in Coventry to develop their understanding and confidence in direct work and the help and support with Children and their Families that is provided.
- 4.4 Newcastle City Council facilitated a workshop and shared their learning from implementing new information technology tools and how this can help to improve services for Children. It outlined the difficulties in changing systems and how the practice needs to inform the system for children and their families.
- 4.5 There were also presentations from Canada and Sweden that focussed on preventing Children from entering care, this included learning from what works in practice with families in promoting and growing safety, and supporting families during emergencies and family breakdown. The knowledge and learning from these workshops has supported the Implementation Manager to look at different ways of prevention and working with risk. This learning will be shared with Multi Agency services through the learning and training programme.
- 4.6 Attendance at the event was an excellent opportunity to experience the international presentations, showcase Coventry and the journey of implementation, share practice, and bring back examples from practice to share and disseminate with practitioners; and multi-agency partners.

## 5 Cost of attending

	Costs Approved by Cabinet/Cabinet Member	Total of Actual Costs
Conference Fees	720.00	720.00
Flights	30.00	750.00
Additional Travel Expenses		
Accommodation	354.00	354.00
Subsistence		

## **6 Overview Summary**

- 6.1 The learning and knowledge from the conference has been included in the multi-agency training sessions to promote the continuous improvement work and the quality and consistency of practice and services provided to Children, Young People and their Families.
- 6.2 Networking with other Practice Leads from across the UK has enabled Coventry to lead on a new 'Signs of Safety East / West Midlands' Practice Development group. Telford, Solihull and Sheffield have all showed an interest in working with Coventry in sharing learning, supporting new initiatives and building confidence within children's services.

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Please see page 2 onwards for background to items

<b>21<sup>st</sup> June 2018</b>
The Role of the Corporate Parent Fostering Adoption Central England
<b>19<sup>th</sup> July 2018</b>
Supported Internships The Virtual School for Looked After Children Improvement Board 4 <sup>th</sup> July Update Report
<b>6<sup>th</sup> September 2018</b>
Primary Progress (Unvalidated data) SCR – Baby F
<b>4<sup>th</sup> October 2018</b>
Partnership Working for Children's Services
<b>1<sup>st</sup> November 2018</b>
One Strategic Plan consultation: 1) Secondary School Places 2) SEND Phase One Improvement Board 3 <sup>rd</sup> October Update Report
<b>29<sup>th</sup> November 2018</b>
Review of Libraries Home to School Transport Social, Emotional and Mental Health Task and Finish
<b>14<sup>th</sup> February 2019</b>
Early Help Hubs Final Improvement Board Report CAMHS LAC service Conference Report
<b>28<sup>th</sup> February 2019</b>
School Performance Information – validated data Review of the Education Service redesign Supported Transfers and Permanent Exclusions
<b>21<sup>st</sup> March</b>
CAMHS Coventry Youth Partnership
<b>4<sup>th</sup> April 2019</b>
Coventry Parenting Strategy
<b>Date to be determined</b>
Education, Sport, and Participation Strategy Published SCR's School based police panels Secure Provision
<b>2019-20</b>
Serious Case Review Adoption Central England – June 2019

<b>Date</b>	<b>Title</b>	<b>Detail</b>	<b>Cabinet Member/ Lead Officer</b>
<b>21<sup>st</sup> June 2018</b>	The Role of the Corporate Parent	Overall briefing and introduction to the role of being a corporate parent – including some facts and figures about Coventry	Paul Smith Cllr Seaman
	Fostering	Covering where we are and what we're doing - recruitment - specialist fostering - special guardianships, progress on recommendations. To be linked in with the previous T&F on Fostering.	Paul Smith Cllr Seaman
	Adoption Central England	Covering progress since the transfer and establishment of the new organisation, along with some facts and figures on the current position with adoption	Paul Smith Cllr Seaman
<b>19<sup>th</sup> July 2018</b>	Supported Internships	The Cabinet Member referred this item to the Board to look at in more detail and consider how the programme can be supported further	Cllr Maton Jeanette Essex
	The Virtual School for Looked After Children	To look at the virtual school for looked after children	Cllr Seaman Paul Smith Sarah Mills
	Improvement Board 4 <sup>th</sup> July Update Report	A regular progress report from the Improvement Board	John Gregg Sonia Watson Cllr Seaman
<b>6<sup>th</sup> September 2018</b>	Primary Progress (Unvalidated data)	Members requested a report in September of the unvalidated data when available	Kirston Nelson Cllr Maton
	SCR – Baby F	For Members to consider progress on the recommendations arising from the SCR of Baby F	Neil MacDonald Rebekah Eaves Cllr Seaman
<b>4<sup>th</sup> October 2018</b>	Partnership Working for Children's Services	Members requested information about working with partners to achieve the outcomes for the Children's Services improvement plan.	John Gregg Cllr Seaman
<b>1<sup>st</sup> November 2018</b>	One Strategic Plan consultation:	Consultation on the proposals to increase school places across the city.	Kirston Nelson Cllr Maton

<b>Date</b>	<b>Title</b>	<b>Detail</b>	<b>Cabinet Member/ Lead Officer</b>
	1) Secondary School Places 2) SEND Phase One		
	Improvement Board 3 <sup>rd</sup> October Update Report	A regular progress report from the Improvement Board	John Gregg Sonia Watson Cllr Seaman
<b>29<sup>th</sup> November 2018</b>	Review of Libraries	To include information about how libraries can become hubs for community wellbeing, as well as progress on the changes implemented last year. Maybe to take place at a library involving some of the volunteers involved.	Peter Barnett Kirston Nelson Cllr Maton
	Home to School Transport	A follow up report covering on applications, decisions and appeals and amendments to the process.	Jeanette Essex Kirston Nelson Cllr Maton
	Social, Emotional and Mental Health Task and Finish	Recommendations from the task and finish group looking at support in schools for pupils social, emotional and mental health.	Cllr Seaman Kirston Nelson Jeanette Essex
<b>14<sup>th</sup> February 2019</b>	Early Help Hubs	A follow up report to that received on 4 <sup>th</sup> October, to include evaluation data, sharing good practice, use of satellite venues and outreach work, engagement with schools and education and how the impact of the work is being assessed and evidenced	John Gregg Rebecca Wilshire Cllr Seaman Cllr Maton
	Final Improvement Board Report	A final summary report of the progress made whilst the Improvement Board has been in place. To also include transitional arrangements for monitoring performance in Children's Services	John Gregg Cllr Seaman
	CAMHS LAC service	Following their consideration of the Children's Service Improvement Board report on the 1 <sup>st</sup> November, Members requested a review of impact following the launch in April. To invite Care Leavers to talk about their experiences.	Health partners John Gregg Sheila Bates Cllr Seaman
	Conference Report	A report on a conference on Signs of Safety.	Lee Pardy- McLaughlin

## SB2 Work Programme 2018/19

<b>Date</b>	<b>Title</b>	<b>Detail</b>	<b>Cabinet Member/ Lead Officer</b>
<b>28<sup>th</sup> February 2019</b>	School Performance Information – validated data	A report on school performance data using validated data, including LAC and vulnerable groups	Sara Mills Kirston Nelson
	Review of the Education Service redesign	Following a meeting where the proposals for a new structure for the Education service were considered, Members requested a progress report following implementation. To include an invite to the Regional Schools Commissioner	Kirston Nelson Cllr Maton
	Supported Transfers and Permanent Exclusions	A follow up report on the impact of the new supported transfer system 6 months on.	Sara Mills Kirston Nelson
<b>21<sup>st</sup> March</b>	CAMHS	At their meeting on 1 <sup>st</sup> November, the Board requested a report on CAMHS, particularly looking at waiting times. Also to include how CAMHS is working with education	
	Coventry Youth Partnership	To discuss the new Coventry Youth Partnership, young people involved in the panel to be invited. To include how targeted youth provision provided by the Council will link in with the partnership.	Cllr Seaman Michelle McGinty
<b>4<sup>th</sup> April 2019</b>	Coventry Parenting Strategy	A 12 month progress report, to include rag ratings against actions	Sue Frossell
<b>Date to be determined</b>	Education, Sport, and Participation Strategy	Following their meeting on 6 <sup>th</sup> September 2018, Members requested further information on the draft strategy	Sarah Mills Cllr Maton
	Published SCR's	For Members of the Board to consider how the recommendations from the SCRs have been implemented	John Gregg David Peplow Cllr Seaman
	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
	Secure Provision	To look in more detail at the provision of secure placements and custody for young people across the region	John Gregg
<b>2019-20</b>	Serious Case Review	To consider progress on recommendations from a recent SCR	Rebekah Eaves Cllr Seaman



<b>Date</b>	<b>Title</b>	<b>Detail</b>	<b>Cabinet Member/ Lead Officer</b>
	Adoption Central England – June 2019	As requested at their meeting on 21 <sup>st</sup> June to provide a further progress report, along with some facts and figures on the current position with adoption	Paul Smith Cllr Seaman

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