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Coventry City Council

Agenda

Education and Children's Services Scrutiny Board (2)

Time and Date

10.00 am on Thursday, 20th June, 2019

Place

Committee Room 3 - Council House

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 4th April, 2019
 - b) Matters Arising
4. **Introduction to Children's Services and the Education and Skills Service** (Pages 11 - 54)
Briefing Note of the Scrutiny Co-ordinator and Presentation of the Deputy Chief Executive (People)
5. **Work Programme** (Pages 55 - 58)
Briefing Note of the Scrutiny Co-ordinator
6. **Any Other Business**
Any other items of business which the Chair decides to take as matters of urgency because of the special circumstances involved.

Private Business

Nil

Martin Yardley, Executive Director, Place, Council House Coventry

Wednesday, 12 June 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 9.00 a.m. on 20th June, 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 P Akhtar, B Kaur, L Kelly, J Lepoidevin, G Lloyd, P Male, K Sandhu (Chair), R Thay and C Thomas

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

By Invitation: Councillors K Maton, P Seaman and B Gittins

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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Agenda Item 3

Coventry City Council

Minutes of the Meeting of Education and Children's Services Scrutiny Board (2) held at 2.00 pm on Thursday, 4 April 2019

Present:

Members: Councillor M Mutton (Chair)

Councillor L Bigham
Councillor D Kershaw
Councillor J Lepoidevin
Councillor A Lucas
Councillor P Male
Councillor P Seaman
Councillor C Thomas

Co-Opted Members: Mrs S Hanson
Mrs K Jones

Cabinet Member: Councillor P Seaman – Cabinet Member for Children and Young People

By Invitation:
C Evans, Coventry and Warwickshire NHS Partnership Trust (CWPT)
J Francique, Coventry and Warwickshire NHS Partnership Trust (CWPT)
M Gilks, Coventry and Rugby Clinical Commissioning Group (CRCCG)

Employees (by Directorate):

People: J Essex, V Finlay, S Giles, J Gregg, T Jacques, H Nagra, K Nelson

Place: G Holmes, L Knight

Apologies: Councillor B Kaur

Public Business

64. Declarations of Interests

There were no disclosable pecuniary interests.

65. Emotional Well-being and Mental Health support to Children and Young People in Coventry

The Scrutiny Board considered a joint briefing note of the Council, Coventry and Rugby Clinical Commissioning Group (CRCCG), Coventry and Warwickshire Partnership Trust (CWPT), Coventry and Warwickshire Mind, and the Child and Adolescent Mental Health Service (CAMHS), which provided an update on CAMHS and the wider system, with a particular emphasis on how children were being supported in schools.

The note indicated that, nationally, the CAMHS system operated at four levels:

- Universal Services (tier 1) – this included GP's, primary care services, health visitors, school nurses, schools and early provision.
- Targeted Services (tier 2) – this included mental health professionals working singularly rather than as part of a multi-disciplinary mental health team.
- Specialist Services (tier 3) – these were multi-disciplinary teams of mental health professionals providing a range of therapeutic interventions for children and young people with complex, severe or persistent mental health needs.
- Highly Specialist Services (tier 4) – these included day and inpatient services and highly specialist services for children and young people with the most serious problems. It could also include crisis or home treatment services which provide an alternative to hospital admission.

Appendix 1 of the note submitted showed the services that were delivered in Coventry, making up the CAMHS system locally. It was particularly noted that tier 3 supported children aged from 0-18, was funded by the CRCCG and delivered by CWPT. There were a range of other mental health services in the city, funded by both the Council and the CRCCG. Coventry and Warwickshire Mind was another significant service provider.

Across the UK, child and adolescent mental health problems had been a significant concern for successive governments and it was recognised that problems could have a range of negative impacts on individuals and families which could continue into adult life. Challenges included a significant increase in demand, which outweighed available capacity and resources.

Since 2015, Government had increased NHS funding nationally to support mental health for children and young people through the CAMHS Transformation Fund. A multi-agency CAMHS Transformation Board led by the CRCCG was established and a CAMHS Transformation Plan developed. The Plan was designed to drive improvements across the CAMHS system locally and was refreshed and signed off annually by NHS England.

The NHS 10 year plan was published in January 2019 and made reference to expanding children and young people's mental health services and made a commitment to the following:

- Improved early intervention / prevention
- An increased digital offer
- Mental health funding for children and young people would rise faster than overall funding
- Mental health support embedded within schools and colleges, funded by central government from the Public Health Grant
- Crisis and home treatment functions
- Reduced waiting times for children and young people with Autistic Spectrum Disorder (ASD).

The Scrutiny Board noted that the local CAMHS Transformation Plan had made progress over the first three years in relation to the following:

- Improved service responsiveness by CWPT specialist services
- Implementing the new ASD pathway for school-aged children
- The ongoing development of the Dimensions Tool, which provides an on-line resource to help parents and professionals gauge a child or young person's emotional well-being and signpost them to appropriate help.
- Delivery of support in schools, particularly through the enhanced Primary Mental Health Officer and positive outcomes this has achieved.
- Launch of an integrated CAMHS Looked after Children (LAC) Service, with consultation and advice to social workers
- Establishment and on-going development of the community eating disorders service and the implementation of access and treatment target timescales.
- Sourcing additional clinical capacity via an independent provider to offset recruitment challenges.
- Launch of a new website, plus utilisation of social media (Instagram, Facebook and Twitter)
- Positive feedback from service users in many areas via the Experience of Service User Questionnaires, as well as feedback on CAMHS LAC and Primary Mental Health Services
- Enhancement of the response for children and young people in crisis, including the creation and expansion of the Acute Liaison Team.

The note also set out the concerns in relation to the provision of service in Coventry. The national picture was reflected locally, where there has been an increase in demand alongside difficulties in recruiting staff. To date, during 2018/19 there had already been an increase in referrals to the tier 3 service of 66% compared with 2017/18. It was estimated that this would rise to 81% by the end of the financial year. Although the responsiveness of the specialist service had continued to improve, there was a concern about the ongoing waiting time for children and young people accessing services given the increased demand. In addition, assessments for Autistic Spectrum Disorder (ASD) had increased by 23% to date during 2018/19 and, as there was a relatively limited availability of clinical capacity with diagnosing skills, children and young people were having to wait longer for an assessment.

In terms of those areas that were working well, it was indicated that Education partners within Coventry had recognised that promoting good mental health and wellbeing in children from the earliest age required a whole system approach, of which CAMHS was one of many components. There were examples of good practice across both the primary and secondary sector, with the following identified as common areas of practice:

- The Thrive Approach
- ACES (Adverse Child Experience Survey)
- Primary Mental Health in Schools roll out
- Specialist Services – Educational Psychology and the Social Emotional and Learning Team

- School Partnerships

In addition, it was evident that schools invest significantly in internal pastoral support and specialist interventions, drawing on an increasing range of strategies and expertise.

The Scrutiny Board recognised the improvements that had been made and noted that work continued to further improve the service and the next steps proposed. Further work was required to ensure that the interrelationships between the tiers was understood; to understand the capacity and demand gaps in service; to continue the work of the Primary Mental Health Team in up-skilling and building capacity in the wider workforce through training and consultation along with in-school training for staff on Mood, Attachment, Self-harm, and Eating Disorders and the training of facilitators for the Boomerang 5-week resilience course. The roll out of the Dimensions Tool, including ongoing development and engagement work across key stakeholders needed to continue along with testing and evaluation work involving CWPT Internal Audit and the Warwick Business School. In addition, work within the Education Service would focus on monitoring the Lancaster Survey for effectiveness and its impact on children, evaluating the ACES Survey and how this could inform secondary initiatives.

RESOLVED that, the Education and Children's Services Scrutiny Board (2):

1. **Note the progress to date and endorses the plans to further progress the mental health and emotional wellbeing support available to children and young people living in Coventry.**
2. **Request that a further progress report be submitted to the appropriate Scrutiny Board in 12 months time.**

66. **Coventry Parenting Strategy 2018-23**

Further to Minute 50/17, the Scrutiny Board considered a briefing note of the Deputy Chief Executive (People), which provided an update on progress made against recommendations and the year 1 parenting action plan.

The note indicated that, as children and young people develop, families may face a number of challenges and the extent to which they are able to cope would differ from person to person. It was recognised that in Coventry the future for young people was not as good as others across the West Midlands and the country as a whole, particularly for more deprived children. The total number of children and young people 0-19 was 89,200 and equated to approximately 25% of the City's population.

As a Marmot City, those delivering support to families in Coventry were committed to tackling health inequalities, where increasing deprivation was associated with poorer health. Coventry's vision for parenting was to have 'more Coventry children and young people grow up within supportive families and communities'. The Coventry Parenting Strategy 2018-2023 identified areas for improvements and made key recommendations, bringing together the views of parents, stakeholders and evidence.

Ten years ago there was a key drive by the Council to invest in parenting programmes such as Triple P (an evidence based programme for parents of children aged 0-19 years). There was strong evidence that there were many benefits associated with Triple P parenting support and, consequently, staff at all levels within the Council were trained in delivering this support to families. The standard Triple P programme had been shown to prevent crime, violence and anti-social behaviour.

Upon completion of the programme parent's wellbeing was measured using the Depression, Anxiety and Stress Scale (DASS: Lovibond and Lovibond, 1985), a 42 item self-report assessing symptoms of anxiety and stress in adults. Data for the last 6 years had been analysed for those parents who had completed a Triple P programme to understand the impact of the support offered. From 2012/13 to 2017/18, the scores for depression, anxiety and stress were consistently higher before completion of the programme. This showed that the investment into parenting support over the past six years had a positive impact on parents and carers in the City.

The note summarised the progress made against the key recommendations from the Coventry Parenting Strategy 2018-2023, along with a high level summary of the five year strategic plan at Appendix 1. The full action plan, developed by the Parenting Strategy Task and Finish Groups was also set out at Appendix 2.

The Scrutiny Board noted that feedback from parents / carers was positive, with many indicating that they had benefitted from attending the parenting programme.

Having considered the information provided, the Scrutiny Board sought clarity regarding who could make referrals in relation to parents attending the Triple P programme, and particularly whether referrals could be made from GP surgeries and from housing providers, who may be in receipt of information which suggests parents may benefit from attending the programme. They were advised that there is an open referral system for attending the programme and therefore parents could make a self-referral or other organisations could make referrals on behalf of the parents. Officers indicated that further work could be undertaken specifically with GP's and housing providers to promote the Parenting Strategy and the Triple P programme.

RESOLVED that the Education and Children's Services Scrutiny Board (2):

- 1. Note the content of the report and the progress made.**
- 2. Request that officers explore ways to promote the Coventry Parenting Strategy and the Triple P programme, particularly with GP's and the City's housing partners.**
- 3. Indicate that there are no specific recommendations to make to the appropriate Cabinet Member at this time.**

67. Children's Services Ofsted Focused Visit

The Scrutiny Board considered a briefing note by the Director of Children's Services, which detailed the outcome of the Children's Services Ofsted Focused Visit held on 26th and 27th February 2019.

Ofsted re-inspected Children's Services on 6th to 30th March 2017. The outcome published on 13th June 2017 indicated that Children's Services were judged as 'requires improvement to be good'. Children's Services were no longer considered inadequate.

A report on the future arrangements for continuing and sustaining improvements in Coventry was presented to the Improvement Board by the Independent Chair and the Director of Children's Services on 3rd October 2018. It was noted that the Children's Services Improvement Board would be replaced by an Executive Group to retain political and corporate oversight of Children's Services Continuous Improvement.

The note indicated that the Continuous Improvement Executive Group would ensure tighter focus on continuous improvement and Ofsted preparation. The impact of performance would be managed and monitored by the Group. This was 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.

Ofsted's revised framework included focus visits to local authorities who were judged as 'requires improvement' and the first visit was held on 30th and 31st January 2018. Two inspectors spend two days reviewing the Multi Agency Safeguarding Hub (MASH) and speaking to social workers and partners. Visits were also made to two area social work teams to review children in need cases. The letter confirming the outcome of the visit was published on 22nd February 2018.

A further Ofsted Focused visit was held on 26th and 27th February 2019. The visit focussed on permanency planning and achieving permanency. This involved two inspectors reviewing leadership at all levels and specific areas of Return to birth family; Connected (family and friends) care; Adoption; Long term fostering; and Special Guardianship.

Feedback from the visit overall was positive with strong evidence of an improving service. The redesign was having a positive impact for children who experienced less turnover of social workers, life story work was improving and fostering to adopt was an emerging strength.

Ofsted stated that the Council knew themselves well, and that the self-evaluation was accurate. Ofsted recognised that there was a strategic drive to achieve permanence for children, but for some children this took too long and some children experienced too much drift and delay. In addition, the audit and quality assurance function was complemented, which reinforced how important it was that audits were undertaken each month and the learning fed back into practice.

Ofsted identified a number of areas for improvement and the Scrutiny Board were advised that these were in areas where the service expected rather than newly identified areas, and that work was ongoing within these areas to ensure that the improvement continued.

Ofsted published a report on the outcome of the visit on 21st March 2019 and a copy was appended to the briefing note submitted.

The note indicated that a further focused visit would be undertaken prior to the next standard inspection, which was likely to take place between December 2019 and June 2020.

The Scrutiny Board sought clarification on an issue identified in the Ofsted report which suggested there were delays in family finding where there was a plan for adoption and this was due to a linear approach in which prospective adopters' reports were shared one at a time with social workers by Adoption Central England. The process carried out to find families for children with an adoption plan was explained and the Scrutiny Board were assured that the Council were confident that the practice identified by Ofsted was not what happens within Coventry.

In addition, there was concern that there appeared to be a consistent comment from Ofsted at all inspections and focussed visits regarding the consistency of paperwork and Care Plans. The Director of Children's Services indicated that there had been improvement in the completion of paperwork and Care Plans but acknowledged that there would always be some level of inconsistency due to the volume of contacts and open cases being managed.

The Scrutiny Board expressed their appreciation of staff within Children's Services for the work they are doing and the improvements made within the service and requested that this be conveyed to them.

RESOLVED that the Education and Children's Services Scrutiny Board (2):

- 1. Note the letter form Ofsted detailing the areas for development.**
- 2. Indicate that there were no further recommendations for the appropriate Cabinet Member at this time.**
- 3. Request that their appreciation be passed to staff within Children's Services for the work they are doing and the improvements made within the service.**

68. Work Programme

The Scrutiny Board noted the work programme and noted that any outstanding matters would be carried over to the work programme for 2019/20.

Two potential items of business were identified for consideration during 2019/20, these being 'Knife Crime' and 'Research on the effect that use of extra strong cannabis in the home has on children residing there. Officers were requested to

investigate which Scrutiny Board would be the most appropriate for the consideration of these items and referrals made to those Boards.

RESOLVED that the work programme be noted and the additional items indicated above be referred to the appropriate Scrutiny Board for inclusion on their work programme for 2019/20.

69. **Any Other Business**

The Scrutiny Board requested that their congratulations be passed to Chantelle Murray and Rachel Owen, employees in Children's Services for winning the Role Model of the Year and Employee of the Year respectively in the recent Phoenix Awards.

(Meeting closed at 3.50 pm)



Briefing note

To: Education and Childrens' Services Scrutiny Board (2)
Date: 20th June 2019

Subject: Introduction to Children's Services and the Education and Skills Service

1 Purpose of the Note

- 1.1 To introduce the work and priorities of both Children's Services and the Education and Skills Service to the members of the Board.

2 Recommendations

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

- 1) Consider the content of the presentation attached at Appendix 1
- 2) Identify any further questions for officers and Cabinet Members
- 3) Identify any areas the Board would like to consider in more detail for the work programme or as task and finish groups

3 Information/Background

- 3.1 At the beginning of the municipal year, each scrutiny board can make suggestions for items to be added to the work programme, as well as areas to look at in more depth as task and finish groups.
- 3.2 The services that the Education and Children's Services Scrutiny Board (2) cover are those within the portfolios of the Cabinet Member for Children and Young People and the Cabinet Member for Education and Skills.
- 3.3 Appendix 1 provides a presentation containing more detail on these services which each Director will present at the meeting.
- 3.4 Members of the Board will be able to question officers and the Cabinet Members in order to identify areas to consider in more detail for the work programme or as task and finish groups

Appendix 1: Education and Skills and Children's Services Introductory Presentation

Gennie Holmes
Scrutiny Co-ordinator
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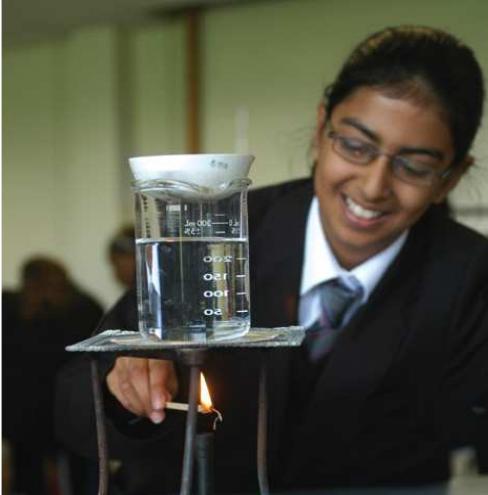
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An introduction to Education and Skills



Education and Children's Services Scrutiny Board 2 20th June 2019

Kirston Nelson
Director, Education and Skills





As champions of children:

- Successful partnership working enables children, young people and adults to access high quality education and learning, develop resilience, make positive life choices and contribute to a vibrant Coventry city
- Lift the cloud of limitation for children and young people with Special Educational Needs and Disability and enable their entitlement to an ordinary life

Coventry City Education Partnership

As champions of children:

- Successful partnership working enables children, young people and adults to access high quality education and learning, develop resilience, make positive life choices and contribute to a vibrant Coventry city.
- Lift the cloud of limitation for children and young people with Special Educational Needs and Disability and enable their entitlement to an ordinary life.



Children and Young People and their families at the heart of everything we do

Strength in partnership – cultural change from client to co-deliverers

Open and transparent

Collective moral purpose and accountability

Co-design and production

High quality demand-led services

High quality, committed work force with relevant skill set

Efficient & effective, value for money, outcome driven

Education and Skills Division

**Education and
Skills**
Kirston Nelson



**Education
Entitlement**
Sarah Mills



**Education
Improvement
and Standards**
Juliet Silverton



**SEND &
Specialist
Services**
Jeannette
Essex



**Employment
& Skills**
Kim Mawby



**Libraries,
Advice, Health
& Information
Service**
Peter Barnett



Education and Skills Overview - main areas of responsibility



Statutory

- Education Improvement
- Looked after Children (Education)
- Elective Home Education
- Alternative Provision (inc. PRU, Hospital Education)
- Library Service
- SEND (statutory assessment & review, Information & Advice Services, Early Years)
- School Organisation (Admissions, Pupil Place Planning)
- Assessment & Moderation
- NQT Awarding Body
- Adult Education (Coventry & Warwickshire)
- School attendance and exclusions
- Ethnic Minority Achievement

Traded

- Outdoor Education Service
- Coventry Music Service
- Governor Support Services
- Work Related Learning
- SEND support services
- Coventry Interpretation Translation Unit
- School Attendance
- Ethnic Minority Achievement

Other provision

- Employment and Skills provision

Statutory basis: Education Act 1996, School Standards and Framework Act 1998, Education Act 2002, Education and Inspections Act 2006, Children and Families Act 2014

Education and Skills - what we do...



- Lead and co-ordinate the Coventry **schools system** of 116 schools (primary, secondary and special) with over 55,000 children – Coventry Family of Schools and work in partnership with schools to **deliver improved education standards**
- Manage **external relationships** on behalf of LA/ Coventry schools (DfE, Ofsted, Regional Schools Commissioners)
- Work in partnership with other local authorities to **share good practice** – including co-ordinating the West Midlands Education & Skills Network
- Ensure there are **sufficient quality nursery places** for early years' children and that these are taken up. Circa 1,200 2-year-old funded claims, 6,300 3 and 4-year-old universal 15 hours claims, 2,000 claims for 30 hours claims 3 and 4-year olds.
- Work with schools and external stakeholders to enable **sufficient school places** for Coventry pupils, establishing robust future projections to ensure all available section 106 contributions and grants are fully maximised.

Education and Skills - what we do...



- Oversee, plan and delivery of **capital projects** for maintained schools including SEN and Alternative provision (£25m+ programme)
- Co-ordinate the **admissions** processes for entry into Coventry primary and secondary schools (circa 4,000 secondary, 4,400 primary number) – annually and in-year
- Work with schools and families to improve and **maximise attendance and inclusive practice** including supported transfers, reduction in exclusion practice and use of early intervention bespoke packages
- Deliver **Alternative Education** provision through the Coventry Extended Learning Centre provision including (school), Work-Related Learning activities (circa 470 pupils), the Hospital Education and Outreach Service, mentoring and coaching via the Rugby Works programme, Coventry Rugby Club re-engagement to school and Positive Youth Foundation early intervention programmes

Education and Skills - what we do...



- Identify children residing in the area who are not receiving suitable education - **Children Missing Education** and provide challenge/support
- Oversee schools approach to keep **children safe** in Education
- Manage the **statutory assessment process** (Education, Health and Care plans) for over 2,200 children with Special Educational Needs – new plans and annual reviews
- Deliver a wide range of **SEND support** (Education Psychology, Social, Mental and Health, Sensory and Complex Communication) to schools for children with special educational needs
- Oversee delivery of **travel assistance support** for eligible children and young people (including eligible children with Special Educational Needs)
- Schools buy-in **£3.9m of services from the local authority**

Education and Skills - what we do...



- Oversee and promote **quality education provision** for circa 450 **looked after children** per annum through the “Virtual School” including enrichment activities, support for additional needs and challenge on progress and attainment targets
- Provide focused support for newly arrived children into Coventry schools through the **Ethnic Minority Achievement** service.
- Co-ordinate the induction of **Newly Qualified Teachers (NQT)**
- Oversee work with young people who are **Not in Employment, Education and Training**

Education and Skills - what we do....



- Deliver a high-quality **Coventry Music Service** enabling circa 2,500 children in whole class instrument lessons every week, progress music contribution to be integral to City of Culture and embed music in alternative provision curriculum
- Deliver 12,700 outdoor education session per year through our **Outdoor Education** provision at **Plas Dol-y-moch** and bespoke enrichment activities for various groups including vulnerable learners
- Co-ordinate the **Duke of Edinburgh Awards** certificated courses across Coventry
- Provide **Governor Support services** to circa 99 schools including generic and bespoke training packages

Education and Skills - what we do....



- Manage the **Coventry library model** with 1.2m physical visits a year and a model of 17 libraries (core, partnership and community)
- Offer learning opportunities for adults and young people aged 16 and over via **Adult Education Service** with over 5,000 learners a year. This offer includes:
 - Accredited and non-accredited learning in a wide range of subject areas;
 - Provision from beginners to Level 5;
 - Study programmes, Traineeships and Apprenticeships;
 - Classroom based and Workplace learning.
- Lead the **Coventry skills** agenda including:
 - Managing Coventry's flagship Job Shop
 - Delivering £25m of grant programme with partners across the city , working with young people and adults to address barriers to work
 - Creating effective pathways to good quality jobs for Coventry's most vulnerable residents
 - Challenging and supporting local employers to develop and offer good quality jobs for local people

Impact: Coventry Ofsted Profile

Proportion of pupils attending good or outstanding provision
(June 6 2019)

Phase	City %	Statistical neighbours (SN April 19)	National (April 19)
Early Years <small>(as of 31 August 2018)</small>	94%	Below SN at 95%	Below National at 95%
Primary	94.8%	Above SN at 85% <small>(was 84% in Dec 18)</small>	Above National at 87% <small>(was 90% in Dec 18)</small>
Secondary	83.5%	Above SN at 76% <small>(was 78% in Dec 18)</small>	Above National at 80% <small>(was 83% in Dec 18)</small>
Special	100%	Above SN at 93%	Above National at 93%
Overall	90.7%	Above SN at 81% <small>(was 82% in Dec 18)</small>	Above National at 85% <small>(was 87% in Dec 18)</small>

2017-18 Priorities



- Continued improvement of: our Ofsted profile/ Primary & Secondary Outcomes – in line or better than National
- Continue to embed & evolve the Secondary improvement model to improve outcomes
- Redesign Alternative Provision & support for vulnerable learners to improve outcomes
- Securing further Strategic School Improvement Fund bids
- Review new education services ensuring they are meeting the need of schools and intervene/ expand where appropriate
- Continue to co-design/ implement a strategic plan for pupil growth and places including special and alternative provision
- SEND Inspection Readiness

2017-18 Achievements



- Continued strengthening of school-to-school support through the school improvement Primary and Special Networks and Secondary Collaboratives
- Development and implementation of an evaluation model for the school improvement strategy
- Coventry's Ofsted profile: continued increase in the proportion of pupils attending good/outstanding provision and now above national for all phases (see next slide)
- Upward trend for EYFS and Year 1 phonics
- Improvement in KS2 results, specifically attainment
- Upward trend for KS4 results and KS5 results, including NEETs
- Successful implementation and measured impact of the Strategic School Improvement Fund (SSIF) to support Coventry School Improvement (key themes: oracy and emotional wellbeing)

2018-19 Priorities



- Continue to improve our Ofsted profile
- Continue to embed and evolve the evaluation model for the school improvement strategy
- Improve the sharing and dissemination of good practice across the city
- Improve transition between primary/ secondary and secondary/ further education
- Improve Early Years and Primary achievement so that it is in line or above national
- Improve Secondary achievement so that it is in line or above national
- Continue to improve outcomes so they are in line with or better than national
- Review new education services ensuring they are meeting the need of schools and intervene/expand where appropriate
- Implement Secondary strategic plan for pupil growth and places

Next steps



- KS4/ 5 Curriculum Pathway Development
- SEND Outcomes Key Priority
- SEND Inspection Readiness
- Violent Crime Alliance
- Continue to co-design One Strategic Plan:
 - SEND
 - Primary
 - Alternative Provision
- Increasing joined-up approaches/ commercial services to schools
- Redesign alternative provision/ support for vulnerable learners to improve outcomes



Education & Skills Transformation Programme



**Education Service
Redesign**

One Voice

**Education
Improvement**

**Strategic Plan
(Primary, Secondary
and Special)**

**Future for
Coventry Education
Partnership**

**Sustainable
Funding
Model**

**SEND Inspection
readiness
Education, Social
Care and Health**

**Coventry Education
and Skills System**

**Integrated
Early Help, Libraries &
Adult Education**

**Partnership with Children's Services including: Looked After Children,
Social Emotional and Mental Health & Violent Crime**

**Fit for purpose Education & Skills System,
delivered in partnership**

Possible areas for Scrutiny



- SEND inspection - CQC and Ofsted
- Unvalidated Primary/Secondary data
- Violent crime and work with schools – to include contributions from Education, Children's Services, Public Health, police, schools
- Children missing education
- Validated education data including vulnerable groups
- One Strategic Plan
- Post 16 transition and NEETS (Skills)



Thank you

Any Questions?



An introduction to Children's Services



Education and Children's Services Scrutiny Board

John Gregg
Director, Children's Services



Director Children's Services



John Gregg

Strategic Lead for
Help & Protection



Rebecca Wilshire

Strategic Lead for
Looked After Children



Paul Smith

Strategic Lead for
Quality Assurance



Neil Macdonald

Principle Social Worker



Lee Pardy-McLaughlin

Our Vision

Children are at the heart of everything we do



1

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

High quality, child-centred and effective services



2

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

Reflective and responsive to change



3

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

Services around children and families



6

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

Top class, early help



7

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

Mature partnerships



8

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

Working with families



4

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

Outcome-driven and impactful:



5

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

High performing



10

The outcomes we achieve for children and young people compare favourably with high performing local authorities.



Coventry City Council

**Children's Services
People Directorate**



Children's Services Transformational Design Principles



1

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

2

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

3

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

4

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

5

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

6

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

7

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

8

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

9

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

10

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

11

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

12

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



Children's Services

The Strategic Lead for **Help and Protection** is responsible for the management and delivery of:

- The City Council's Children's Early Help and Family Hub Services
- CSE and Missing young people's services
- Youth Offending Service
- The City Council's child protection services including front door services, (including MASH and the Emergency Duty Team)
- Area Social Work Teams
- Social Work Academy
- Children's Disability Team



Children's Services

The Strategic Lead for **Looked After Children** is responsible for the management and delivery of:

- Looked After Children, Permanency and Through Care Teams
- Children's placement services, including the fostering agency, children's residential homes
- Adoption Central England
- Edge of Care Services
- Placement Management Team



Children's Services

The Strategic Lead for **Quality Assurance** is responsible for the management and delivery of:

- Quality Assurance of Children's Services
- The Safeguarding Children Board manager
- The statutory Child Protection Conference and Looked After Children's Independent review service
- Family Group Conference Service
- LADO function
- Children's Services Commissioning, Performance and Quality Assurance services, including Children's Participation Service.
- Strategic commissioning



Children's Services

- Area Teams
- CDT (Children's Disability Team)
- Responsive Services
 - EDT
 - MASH
 - CSE
- Placements
- Safeguarding Service
- LAC/ Permanence Service
- Commissioning
- Fostering
- YOS (Youth Offending Service)
- Throughcare
- Edge of Care
- Social Work Academy

Corporate Parenting



- When a child comes into care, the city council becomes the 'Corporate Parent'
- Put simply, the term corporate parent means the collective responsibility of the council, elected members, employees, and partner agencies, for providing the best possible care for the children who are looked after by the council
- Looking after and protecting children and young people is one of the most important jobs that councils do and when children, for whatever reason, cannot safely stay at home, it is up to us as the local authority to step in and give them the care, support and stability that they deserve.



Corporate Parenting

- Being a corporate parent means doing everything we can for every child in the council's care and every care leaver – to give them the opportunities that other children get
- “Is it good enough for my child?”
- We need to be ambitious for the children in our care, encouraging them to dream big and take chances even if they do not feel like that has been an option in the past
- This duty is now enshrined in law: Children and Social Work Act 2017.



Legislation

Children's Services is impacted by Legislation

- Children Act 1989
- Statutory Guidance and Duties
- Case Law
- Inspected and evaluated by Ofsted.

This is supported by:

- | | |
|---|--------------------------------------|
| - Children Act 1989 | - Children and Young People Act 2008 |
| - Children (Leaving Care) Act 2000 | - Equality Act 2010 |
| - Adoption and Children Act 2002 | - Children and Families Act 2014 |
| - Children Act 2004 | - Care Standards Act 2000 |
| - Education and Inspections Act 2006 | |
| - Safeguarding Vulnerable Groups Act 2006 | |

Our Journey

Stabilising the
workforce – recruiting
more social workers

Timely assessments
and interventions

2014
Ofsted inspection

Better identification of
need and risk

Improving skills and
capacity

2017
Ofsted re-inspection

Still to do:
improve the experience
improve our systems and processes
better outcomes for our children

Our Ofsted Journey



- **February 2014** Children's Services was judged inadequate
- **March 2017** Children's Services was judged as requires improvement to be good
- **January 2018** Focused Visit on MASH and Child in Need work
- **February 2019** Focused Visit on Achieving Permanence
- **September 2019-September 2020** Standard Inspection due

Redesign of Children's Services



Following Ofsted Inspection 2017, Children's Services was keen to build on the progress it had made and needed to transform and improve the way it delivered services and outcomes for children, young people and their families living across the city.

Service Re-design Outcomes



- Improve outcomes for children
- Improve the workflow through the system to ensure demand was better met
- Deliver a balanced budget
- Reduce the number of handoffs each young person experienced and allow relationship based practice to flourish
- Reduce demand for specialist services to ensure children get the right help at the right time

Service Re-design Implementation



The redesign of services was implemented in November 2017, this involved:

- Appointment of 12 Operational Leads
- Ceasing of all City Council universal youth work and directly provided term time provision along with the dissolution of the Children and Families First Service, to create eight Family Hubs providing for 0 to 19 year olds.
- Creation of four new area teams to replace the previous three neighbourhood teams
- Establishment of a dedicated Looked After Children's Service, incorporating Edge of Care and Through Care Services
- Establishment of a Social Work Academy with the aim of providing a supportive environment for all Newly Qualified Social Workers

The review of Children's Services redesign



- Feedback has been received from staff/managers/service users and partners
- Ofsted validated the redesign in February 2019 highlighting the impact of the changes to the service
- The Leadership team have reviewed what is working well; what is not working well ; and what needs to change
- The proposals for change will involve minor changes as a result of changes to the profile of children in the system
- The review will be concluded in June 2019 and communicated to staff

Key Challenges and Opportunities



- **Workforce-** recruiting and retaining an experienced children's services workforce.
- **Quality and Consistency of our practice.**
- **Continuing the improvement work** with partner agencies and managing demand.
- **Delivering a balanced budget against demand led environment**

Possible areas for Scrutiny



- MASH
- Early Help and Partnership working
- Youth Offending/ Youth Justice
- Health of LAC
- New Children's Homes
- Adoption
- Fostering
- Improvement
- Criminal Exploitation of Children (gangs and knife crime)
- Joint session with SB5 concerning CAMHS Education of LAC



Thank you

Any Questions?

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Agenda Item 5

SB2 Work Programme 2019-20

Last updated 6/6/19

Please see page 2 onwards for background to items

20th June 2019
Introduction to the Education and Skills Service
Introduction to Children's Services
18th July 2019
Children's Services Improvement Plan
Adoption Central England
19th September 2019
SEND inspection
Unvalidated Primary and Secondary school data
3rd October 2019
28th November 2019
9th January 2020
13th February 2020
Children Missing Education
School Performance Information – validated data (February 2020)
19th March 2020
2nd April 2020
Date to be decided
Education, Sport, and Participation Strategy
Violent Crime Prevention
Secure Provision
Serious Case Review
Retention of Social Workers
Early Help Hubs (February 2020)
Children's Service Executive Group
Library Review
Post 16 transition and NEETS
One Strategic Plan

Date	Title	Detail	Cabinet Member/ Lead Officer
20th June 2019	Introduction to the Education and Skills Service	An overview of the services provided to enable Members to identify work programme items for the coming year	Kirston Nelson Cllr Maton
	Introduction to Children's Services	An overview of services provided to enable Members to identify work programme items for the coming year	John Gregg Cllr Seaman
18th July 2019	Children's Services Improvement Plan	An updated improvement plan for next period – identifying actions across the 3 priority areas – the report will set the scene for the year and identify other issues for the Board.	John Gregg Cllr Seaman
	Adoption Central England	As requested at their meeting on 21 st June to provide a further progress report, along with some facts and figures on the current position with adoption	Paul Smith Cllr Seaman
19th September 2019	SEND inspection	An overview of the joint inspection with Ofsted and CQC of services for children with special educational needs and disabilities.	Kirston Nelson Jeanette Essex Cllr Maton
	Unvalidated Primary and Secondary school data	A summary of initial results from 2018/19	Kirston Nelson Cllr Maton
3rd October 2019			
28th November 2019			
9th January 2020			
13th February 2020	Children Missing Education	To include children excluded, at risk of exclusion and home schooled	Kirston Nelson Cllr Maton

SB2 Work Programme 2019-20

Date	Title	Detail	Cabinet Member/ Lead Officer
	School Performance Information – validated data (February 2020)	A report on school performance data using validated data, including LAC and vulnerable groups, as well as gender analysis	Sara Mills Kirston Nelson Cllr Maton
19th March 2020			
2nd April 2020			
Date to be decided	Education, Sport, and Participation Strategy	Following their meeting on 6 th September 2018, Members requested further information on the draft strategy	Sarah Mills Cllr Maton
	Violent Crime Prevention	To look at partnership work on preventing violent crime, including police panels, education, children's services, public health, police and schools	Key partners 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
	Serious Case Review	To consider progress on recommendations from a recent SCR	Rebekah Eaves
	Retention of Social Workers	Following up on progress on the recommendations from the T&F group on retention of social workers.	
	Early Help Hubs (February 2020)	To cover the recommendations made at the meeting on 14 th February 2019 – the dashboard to include those over 19 using the service	John Gregg/ Rebecca Wilshire
	Children's Service Executive Group	Regular progress reports to be received by the Board after every Executive Group meeting	John Gregg
	Library Review	Members requested to consider a report to the Cabinet Member 3 months after implementation on lone working in libraries	Peter Barnett
	CAMHS	A 12 month follow up report on progress requested at the meeting on 4 th April 2019	John Gregg

Date	Title	Detail	Cabinet Member/ Lead Officer
	Post 16 transition and NEETS	To look at higher and further education destinations, support to NEETS and	Kirston Nelson Cllr Maton
	One Strategic Plan	To consider any Cabinet Reports on the One Strategic Plan	Kirston Nelson Cllr Maton