



Education and Children's Services Scrutiny Board (2)

Time and Date

10.00 am on Thursday, 9th January, 2020

Place

Committee Room 3 - Council House

Public Business

1. **Apologies and Substitutions**
2. **Declarations of Interests**
3. **Minutes** (Pages 3 - 8)
 - a) To agree the minutes of the meeting held on 28th November, 2019
 - b) Matters Arising
4. **Libraries Update** (Pages 9 - 14)

Briefing Note of the Deputy Chief Executive (People)
5. **Update on Early Help and Family Hubs** (Pages 15 - 20)

Briefing Note of the Deputy Chief Executive (People)
6. **Children's Services Improvement** (Pages 21 - 24)

Briefing Note of the Deputy Chief Executive (People)
7. **Work Programme** (Pages 25 - 28)

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

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

Private Business

Nil

Martin Yardley, Executive Director, Place, Council House Coventry

Friday, 20 December 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 9th January, 2020 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, J Blundell, B Gittins (By Invitation), S Hanson (Co-opted Member), K Jones (By Invitation), B Kaur, L Kelly, J Lepoidevin, G Lloyd, K Maton (By Invitation), K Sandhu (Chair), P Seaman (By Invitation), R Thay and C Thomas

Please note: a hearing loop is available in the committee rooms

If you require a British Sign Language interpreter for this meeting
OR if you would like this information in another format or
language please contact us.

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Coventry City Council
Minutes of the Meeting of Education and Children's Services Scrutiny Board (2)
held at 10.00 am on Thursday, 28 November 2019

Present:

Members: Councillor K Sandhu (Chair)
Councillor P Akhtar
Councillor J Blundell
Councillor J Clifford (substitute for Councillor B Kaur)
Councillor J Lepoidevin
Councillor G Lloyd
Councillor C Thomas

Co-opted Members: Mrs S Hanson

Cabinet Members: Councillor P Seaman (Cabinet Member for Children and Young People)
Councillor K Maton (Cabinet Member for Education and Skills)

Employees (by Directorate):

People A Brennan, J Gregg, A King, G Lewis, H Nagra, K Nelson,
Place G Holmes, M Rose

Invited: I Parry - Centre for Public Scrutiny
G Banks - Chief Executive Coventry College
K Allen - Operations Manager Prospects Service
Students from Coventry College

Apologies: Councillors L Kelly, R Thay and B Kaur
Mrs K Jones

Public Business

23. Declarations of Interests

There were no disclosable pecuniary interests.

24. Minutes

The minutes of the meeting held on 3rd October, 2019 were approved.

Further to minute 19/19 the following documents were circulated; a glossary of acronyms; a briefing note from Adoption Central England confirming sessional work arrangements.

Further to minute 20/19 a visit to Broadgate house had been arranged for 5th December, 2019 for the Scrutiny Board to meet with Social Workers.

25. **Children's Services Improvement**

The Scrutiny Board considered a briefing note of the Deputy Chief Executive (People) which provided an update on progress with Children's Services improvement reported to the Continuous Improvement Executive Group on 22 October 2019. The next Continuous Improvement Executive Group would be held on 19 December 2019.

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 September 2020. At this time the Executive Group would cease, oversight and monitoring would be transferred to Coventry Safeguarding Children's Partnership. Improvement Board members fully supported the revised arrangements and membership of the group.

The Leader of the Council and the Chief Executive continued to give public commitment that Children's Services remained a key priority for the Council. This included prioritising funding for Children's Services to maintain its capacity to improve. The Council, alongside partner organisations continued a relentless focus on securing improvements in services for children, young people and families to ensure they were safeguarded and achieve positive outcomes.

The next standard Inspection of Children's Services was likely to be between September 2019 and September 2020.

The report noted progress with the following:

- Children's Services Strategic Plan Journey to Excellence 2019-2022 which included transformation and improvement priorities, a revised vision and the improvement journey achievements to date
- The new Performance Board which would focus on core performance data and understand areas of performance that required improvement
- Quality Assurance Framework which detailed how quality was managed and measured. Monthly visits had been introduced.
- Social Work Academy at which 56 Newly Qualified Social Workers had been recruited and supported in their professional development since July, 2018.
- Workforce review of business services and the Social Worker of the Year Awards.
- Through Care had been nominated for their innovative work including the TV documentary 'Superkids' and the development of the local offer.
- Partnership working and the recent SEND inspection and forthcoming Inspection of Children's Services. The Scrutiny Board 2 Task and Finish Group had been established to review partnership engagement and working in Children's Services.

The Cabinet Member for Children and Young People congratulated the Social Work Academy Team on winning the Guardian Public Service Award for Workforce Learning and Development. This was recognition for the work that had been undertaken to support the newly qualified social workers in the early years of

their professional development and transition from university to become practice ready. The award also recognised the work on the progression scheme and recruitment and retention.

The Chair had welcomed to the meeting some young people from Coventry College who were present for the item on Post 16 Transitions, however they were invited to join the Members of the Board for the whole meeting.

The Board joined the Cabinet Member in congratulating the Social Work Academy Team on winning the Guardian Public Service Award for Workforce Learning and Development.

The Board and the young people present questioned the Cabinet Member and officers on the following:

- Caseload
- The Strategic Plan and further detail of data, for example, age, gender, ethnicity and number of Looked After Children as a percentage of the population of the city
- Future retention
- Families that do not engage with services
- Funding
- Looked After Children Leaving Care
- Preventing neglect
- Plans for 2020

Officers were also proud of the Social Work Academy Team and brought the Guardian trophy to the meeting. Officers discussed the Strategic Plan and how the data charted the journey, also citing pockets of good and outstanding practice. Officers were supporting retention of staff within the service, but with a reduced turn-over of staff and a more stable workforce there potentially may not be the opportunity for internal progression in the future. This could in turn lead to attrition and the loss of social workers to neighbouring authorities that did not have such a stable work force. Options to address this were discussed and members were keen that opportunities were sought at a regional level to try and address some of these concerns, either by supporting a more stable workforce regionally or to shift the focus of the academy to post qualifying awards for Coventry social workers.

Officers also discussed the strength based approach, constraints of funding, intervention levels and increasing early help. Members were reassured that the Council exceeded the minimum requirement for supporting Care leavers

RESOLVED that the Scrutiny Board

- 1) acknowledge progress and congratulate the Social Worker Academy Team on winning the Guardian Public Service Award for Workforce Learning and Development.**
- 2) recommend that the Cabinet Member for Children and Young People investigate options including scope for collaborative working with other Local Authorities by building on the success of the Social Work Academy to continue the retention of Social Workers in Coventry.**
- 3) request a six-month update on Children's Services data and a further breakdown of the information**

26. Early Years

The Scrutiny Board considered a briefing note of the Deputy Chief Executive (People) which provided an update on Early Years.

The briefing note and presentation detailed the following:

- A definition of 'School Readiness' and the expected 'Good Level of Development (GLD) against the 17 assessed Early Learning Goals (ELG)
- The Ofsted Profile of the 364 registered childcare providers in Coventry
- Performance and the gaps between Coventry children and vulnerable groups including disadvantaged children, children classified as not 'white British', disadvantaged white British boys, children with Special Educational Needs and Disabilities (SEND) children Looked After, gender differences and children with English as an Additional Language (EAL)
- Uptake of Places
- Family engagement in learning emphasising the goal was not to serve clients but to gain partners, which required a detailed understanding of the family contexts and barriers
- Partnership working, early help examples of activities with various partners were provided
- Next steps including the '50 things to do before you're 5' app

The Board and young people questioned the Cabinet Member and officers on the following:

- The distribution of hubs and providers
- Identifying disadvantaged groups
- Assessment of learning needs especially during transition
- Barriers to learning in particular to speech and language
- The statement that 'gaps in achievement can be determined at age 4 and children never catch up' and therefore the importance of early help
- The impact of the indices of multiple deprivation information that Coventry was in the most deprived fifth of all Local Authorities in England and deprivation was also linked to poorer outcomes
- The impact of migrant health needs assessment identifying that over 100 languages were spoken in Coventry and 9 per cent of households did not have someone in who speaks English as a first language
- The '50 things to do before you're 5' app

Officers discussed with the Board

- How the data was used to focus on certain groups and the benefits of this
- The challenges to increasing engagement of parents and the benefits of persistence with hard to engage parents
- The barriers parents and families face when engaging with services
- The recent evidence of benefits gained from having a strong conceptual development of any language not necessary English
- The '50 things to do before you're 5' adaptation of an app for use in Coventry

RESOLVED that the Scrutiny Board

- 1) Acknowledge the progress in early years and recognise the barriers that staff and parents continue to face**
- 2) Request a map with providers of early years provision and their locality to hubs**

27. Post 16 Transitions and Young People who are not participating in Education, Employment and Training (NEET).

The Scrutiny Board considered a briefing note of the Deputy Chief Executive (People) which provided an update on post 16 transitions and young people who were not participating in Education, Employment and Training (NEET).

The Chair welcomed the young people from Coventry College and thanked the Chief Executive for allowing the Board to hold the meeting in their Boardroom. Members at the meeting introduced themselves and the Chair explained the role of Councillors, procedure and that we were currently in a pre-election period which restricted the promotion of political parties.

The young people discussed their individual learning experiences and aspirations. The Chair thanked the young people for their presentation and asked about the advice they would give to young people leaving school. The advice they suggested included:

- Not giving up on your dreams as there would be alternative options to reach them
- It was okay to be unsure about what you want
- Do not stress too much
- Do not allow difficulties and disabilities to impact negatively on you

The Cabinet Member for Children and Young People also thanked the young people for sharing their journeys and discussed how employers could support the journey too.

The Cabinet Member for Education and Skills shared in thanking the young people and felt they were brave, inspiring role models. He echoed that learning was a journey with choices and different routes, if you do not succeed at a certain point then it was not the end of that dream.

The Chief Executive of Coventry College presented to the Board the Further Education offer and how they encourage students to find the 'best version of themselves' she was proud of the representatives able to contribute positively to the meeting. She discussed the strategic plan, priorities and purpose and that although they were judged as requires improvement they had pockets of outstanding work and high aspirations.

The report noted the recent changes to the Department for Education (DfE) definition of NEET and what information the Local Authority were required to collect and report to the DfE on. The report also contained performance information from 2017-2019 for NEET and Not Known and included detail about various categories including gender, special educational needs and ethnic groups.

Working in partnership was highlighted in the report including Prospects, who were contracted to deliver the service, working with a range of other teams including Through Care, SEND, Youth Offending Service and Positive Youth Foundation at various locations to assist young people. The report also detailed 'Ambition Coventry' which was funded via grants to 6 delivery partners with the aim of reducing youth unemployment and supporting marginalised groups of young people. The report stated that the NEET figure was higher at age 16 than 17 in Coventry, the West Midlands and nationally but this was a typographical error and the figures were higher at 17 than 16.

The Chair welcomed Karen Allen from Prospects to the meeting and her contribution to the discussion regarding working together, being persistent and resilient were key to supporting vulnerable young people.

The Board questioned the Cabinet Member and officers on the following:

- tracking young people who were NEET
- Strategies to encourage engagement
- Concerns about exploitation, activity unknown and homeless young people
- Work experiences

Officers discussed Coventry's positive NEET figures and continued commitment to support young people. Officers also discussed communication between partners, acting quickly and persistence. The embedded rhetoric regarding NEETs joining gangs when the reality was that vulnerable young people were being exploited and the focus needed to be on the prevention of this. Officers know who the young people were that were logged as activity unknown and they work to engage with these young people and support vulnerable young people. The number of young people that were NEET was a national problem. Barriers were being discovered and signposting established as well as working with employers to develop social values and site visits into employment.

RESOLVED that the Scrutiny Board

- 1) thank the college and the students for hosting the meeting, contributing to the discussion about post 16 transition and supporting young people.**
- 2) thank Karen Allen and Prospects for contributing to the discussion and supporting young people.**
- 3) request further data about qualifications of NEETs and those who had been excluded.**

28. Work Programme

The Scrutiny Board noted the work programme

29. Any Other Business

There were no other items of business.

(Meeting closed at 12.40 pm)



Briefing note

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

Date: January 2020

Subject: Libraries Update

1 Purpose of the Note

- 1.1 This Briefing Note is intended to provide the Scrutiny Board with an update on the current position of the Coventry Libraries and Information Service. The note includes information related to the recent service changes and delivery of savings, as well as updating the Board on current key performance measures and recent developments.

2 Recommendations

- 2.1 The Education and Children's Services Scrutiny Board are recommended to:
- 1) Note this briefing and identify any recommendations for the Cabinet Member

3 Information/Background

Connecting Communities Programme

- 3.1 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 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) along with the de-commissioning of the mobile library.
- 3.2 Phase one of the changes resulted in budget reductions of £802k, phase two of the changes supported a further reduction of £503k, totalling £1,305k. In line with the Medium-Term Financial Strategy in November 2018 a third set of proposals focusing on increased self-service and other limited service reductions was consulted on with staff and service users which reduced budgets by a further £319k.

4 Current Position Regarding Each Library

- 4.1 Below is a summary of the current status of the 17 public libraries which currently operate in the City:

Community Libraries

- 4.2 Cheylesmore Library – completed transition to community control by Cheylesmore Community Centre in March 2018. The library is well integrated into the Community Centre and has a vibrant group of dedicated volunteers who support library users with access to library resources.
- 4.3 Earlsdon Library – completed transition to community leadership in September 2019. Earlsdon Carnegie Community Library now have a lease on the building and are currently working towards delivery of their business case through a proposal to utilise transition funding approved for them. Whilst opening hours were initially reduced as the move to community-leadership commenced more recently they have been expanded as the

capacity of volunteers has increased. Usage of the library has increased as the range of activities and events at the library have increased.

- 4.4 Finham Library – completed transition to community leadership in June 2019. Opening hours were initially reduced as the move to community-leadership commenced however more recently they have been expanded as the capacity of volunteers has increased. Finham Library Action Group who now have a lease for the building have ambitious plans for developing the library as a community hub with a proposal currently being evaluated for regulatory consent which will enable the public to have access to a wc and modest capacity for refreshments to be served.

Core Libraries

- 4.5 Bell Green Library – issues related to the Riley Square development have been resolved and plans are being developed for investment in the square which will be positive to the library. Adult Education provision is also available from the library. Over the past year some significant issues related to anti-social behaviour have been recorded which are being supported by the local Police.
- 4.6 Central Library – this is the library with the most extensive citywide provision (particularly related to IT), open 7 days per week, library shares space with Carers Trust and Adult Education. The introduction of periods of self-service has been completed successfully. Some issues of anti-social behaviour noted with a multi-agency response being developed.
- 4.7 Foleshill Library – continues to be well used particularly by BAME community.
- 4.8 Stoke Library – subject so some significant anti-social behaviour over recent months which have required support from local Police.
- 4.9 Tile Hill Library – library building includes Adult Education provision, continues to be well used.

Partnership Libraries

- 4.10 Aldermoor –issues with the development of partnership agreement with Stoke Aldermoor Community Association regarding the Life Centre provide difficult to overcome. The Council is sharing the space with the Inini Initiative a social enterprise working with BAME communities resulting in better well-being by raising awareness of mental illness such as depression, anxiety, stress and schizophrenia in women, men and children.
- 4.11 Allesley –potential partners have been in discussions but have not reached fruition – significant increased usage has been reported over the past two years. Officers continue to consider options for developing a Partnership Library model.
- 4.12 Caludon Castle – usage of the library remains modest and no plans have been developed so far for a potential partnership or community model.
- 4.13 Canley – usage of the library remains modest and the condition of the building is closely monitored. Work continues to develop a proposal for a Canley Library resource to be co-located with other services/provision.
- 4.14 Coundon – plans for a partnership model for this library have been hampered by the condition of the building. Several proposals have been investigated and officers continue to consider options for the site.
- 4.15 Hillfields – some increased usage observed after relocation to WATCH building, IT use in particular is positive.
- 4.16 Holbrooks – currently located in HCCA building – usage still modest.
- 4.17 Jubilee Crescent – located in the Jubilee Crescent Community Centre – new lease recently issued to CA – still working with various partnerships - levels of anti-social behaviour have increased and are increasingly of concern.

- 4.18 Willenhall – located in Hagard Centre with joint work on aspects of programme – levels of anti-social behaviour have been an issue in the past and continue to be monitored.

5 Volunteers

- 5.1 The three community-based organisations delivering Cheylesmore, Earlsdon and Finham libraries continue to have healthy numbers of volunteers supporting these libraries. The Library Service itself also has positive opportunities for local people to volunteer training over 113 with now around 62 volunteers supporting Council library settings. Recruitment of volunteers is now part of the day-to-day operation of the service. Volunteering in Libraries has been a stepping-stone for many into paid employment, including at least 3 who have gone on to be appointed to Library Service jobs.

6 Single Staffed Libraries

- 6.1 The Council consulted with staff regarding plans to introduce single-staffed libraries last year. Following representations from staff, Trades Unions and from others including the Scrutiny Board it was decided in consultation with the Cabinet Member not to pursue this in the form proposed. As future budget proposals are considered and options for the co-location of services are developed opportunities for creative staffing models will be explored.

7 Other 2019 Budget Reductions

- 7.1 Other proposals for reduced budgets were introduced as per the proposals discussed by the Board in November 2018. These included the introduction of a 'Library Express' model at Central Library, ending the provision of hard copy newspapers and magazines (except for the Coventry Telegraph) and the introduction of a privately-run café within Central Library and an externally funded Visa scheme. Work on the café and new meeting room has been completed and the café should be fully open in early 2020. The Visa scheme has been successful with an expansion of the capacity planned from February.

8 Library Performance Information

- 8.1 A snapshot of Coventry Libraries performance is provided in Appendix A. Visits and loans from Libraries remain positive. The use of ICT (both number of sessions and hours) shows an increase year on year. Changes to the opening hours of community-led libraries has started to result in improved performance.
- 8.2 A recent Cipfa survey identified Central Library in Coventry as having the second most visitors in the West Midlands (after the Hive, Worcester) and the third highest number of loan issues (after the Hive, Worcester and Rugby Library).

9 Other recent developments

Development of the Cultural Offer

- 9.1 Get It Loud in Libraries – Central Library continues to host live music events in association with the Arts Council supported by Get It Loud in Libraries. Recent events include the band Yak performing in November as well as an event with the Charlatans frontman Tim Burgess in conversation in support of his new lyric book. The first event of the New Year will be a performance by the band John on 8th February 20.
- 9.2 The Council is in advanced discussions with the Arts Council and City of Culture around a bid of national significance to support the digital agenda in Coventry Libraries. Potential partners include the BBC and British Film Institute. A secondary bid is also being developed with the Arts Council exploring reading in the City. The project aims to achieve 1 million reads in 2021 by engaging people in Coventry in a wide range of reading activities.
- 9.3 In addition, the service works with various partners on potential future projects. Current work includes collaboration with the two Universities and plans for Libraries from each institution to deliver a range of activity including a readathon, reminiscence boxes, a human

library and festival of reading for reading groups. The Library service is building a new partnership with the Shakespeare birthplace trust to deliver a new Early Years programme of activity in libraries.

- 9.4 The Library Service is also in discussions with Coventry University regarding the potential move of the Fab Lab into Central Library. This move would bring together digital creativity sessions with digital fabrication opportunities and so create a central location offering opportunities of play, creation and learning as well as providing stimulus for local entrepreneurship.

9.5 Health and Wellbeing Agenda

- a. Libraries continue to play an important role in promoting good health and mental wellbeing. One recent initiative which the service is very proud of is the Creative Kindness partnership with Grapevine. Led by volunteers, the group meets at Central Library and provides valuable support for isolated people. The following video really showcases the outcomes from the partnership [watch via FB](#) .
- b. Reading Well for Children launches in February 2020. The Library Service will be widely promoting this collection which supports the mental health and wellbeing of children.

Libraries of Sanctuary

- 9.6 Coventry Library Service is well placed to become recognised as a 'Library of Sanctuary'. Work is progressing with the National Libraries of Sanctuary movement to achieve this certification.

10 Future Service Development

- 10.1 Coventry libraries provide an important element of the services available to Coventry's local communities and as such future service development will be considered as part of place based working initiatives.

Name	Peter Barnett
Job Title:	Head of Service – Libraries and Migration
Contact Details	02476 972680

18th December 2019.

Appendix A

Library Performance 2018-2019

Figures in that table have been coloured green to show an increase and red to show a decrease when compared to the previous year – 2017-2018

	Visitors	Issues	Membership	ICT Hours	ICT Sessions
Core Libraries					
Central	356,583	221,054	25,780	155,989	311,034
Bell Green	137,703	43,588	3,718	16,949	25,809
Foleshill	106,252	54,489	5,823	23,834	38,326
Stoke	126,881	50,327	4,457	21,423	30,551
Tile Hill	100,296	72,294	4,786	13,505	20,893
Partnership Libraries					
Aldermoor	20,193	14,825	1,203	2,653	4,878
Allesley Park	46,756	43,290	1,855	4,856	5,719
Caludon Castle	24,653	23,210	900	3,566	11,169
Canley	18,578	10,461	826	2,467	2,752
Coundon	39,684	38,362	2,484	4,492	6,108
Hillfields	4,723	3,630	691	6,482	14,374
Holbrooks	907	1,385	89	489	1,262
Jubilee Crescent	62,392	41,872	3,654	10,121	16,229
Willenhall	90,077	19,974	2,570	8,097	13,564
<i>Council Run</i>	1,135,678	638,761	58,836	274,922	502,668
Community					
Cheylesmore	18,882	18,982	1,240	2,372	4,363
Earlsdon	57,275	35,386	3,980	6,177	7,955
Finham	31,278	16,727	1,385	1,028	1,587
<i>Community Run</i>	107,435	71,095	6,605	9,577	13,905
TOTAL 2018-19	1,243,113	709,856	65,441	284,499	516,573
Total 2017-18	1,254,416	754,000	69,906	270,711	490,298

Visitors – Figures for April to October 2019 are showing a 17,086 increase.

Issues – Figures for April to October 2019 are showing a decline of 1,766

The figures above do not cover e-resources – e-books, e-audiobooks and e-magazines which continue to rise each year. The issues of e-resources continues to grow in Libraries:

2017/18	21,698 issues
2018/19	37,410 issues
2019/20	29,132 issues – up 10,493 for the period April to October

Following the removal of printed newspapers and magazines in April 2019 the take up of e-magazines and e-newspapers has dramatically increased with Library users downloading on average 1,250 magazines each month and reading over 4,000 newspaper articles each month.

Membership – Figures for April to October 2019 are showing a decline of 1,506

ICT Hours – Figures for April to October 2019 re showing an increase of 14,895

ICT Sessions - Figures for April to October 2019 re showing an increase of 24,687



Coventry City Council

Briefing note

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

Date: 17.12.2019

Subject: Update on Early Help and Family Hubs

1 Purpose of the Note

- 1.1 To provide a 12 months progress report on the Early Help Offer of the Family Hubs, including information regarding access by children, young people, and their families, and service reach from the Hubs into the wider communities
- 1.2 To provide further data regarding the support for young people accessing the service over 16 years, and the re-referral data
- 1.3 To update on the development of the early help dashboard, including data for those over 19 using the service
- 1.4 Provide an update on the priorities identified in the previous report
- 1.5 To present the Early Help Strategy and embedded transformation plan, which includes the continued development and delivery of the Family Hub model as part of the early help offer

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 in operation 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 Special Educational Needs (SEN) and their families.
- 3.2 The Family hubs have been operational since November 2017 following the Cabinet decision in March 2017 to agree the implementation of Connecting Communities programme, which included the reduction of Children Centres and the redesign of Children services. It was agreed at that time that 8 of the previous Children Centre buildings would become the Family Hubs, and the Local authority would base its newly formed Early Help family support staff within them.
- 3.3 The Family hub practitioners deliver a range of services targeted at families who need early help, and the buildings also host universal services for all families such as well baby clinics, and targeted services such as Coventry Independent Advice service.
- 3.4 Family Hubs are a delivery point in local communities to provide interagency working and they aim to deliver the right help at the right time. Practitioners working from the Family Hubs include Local authority Children Services staff, health visitors, midwives, school

nurses, adult learning, Police community support officers (in East and Central), Coventry Independent Advice Service, and an increasing range of other partners to meet the local needs.

- 3.5 **Access** - Anyone can access the family hubs, and there is a daily “Here to Help” service available for people that come to the centres, phone up or make a “request for early help”. There are also a timetable of activities and services delivered throughout the year that serve as opportunities for children, young people and adults to engage with the Family hub and the early help offer.

- 3.6 Data for the year 2019-2020 indicates the following usage.

	No of children living in the reach area	Total no of children 0-19	Anon count	No of children 0-5 years	No of children 5 -11 years	No of children 11-16 years	No of young people aged 16-19	No of people over 19 years
Aspire (Lower stoke)	8392	959	700	318	100	63	9	437
Wood side (Willenhall)	4252	762	1087	118	109	59	9	437
Pathways (Radford)	15813	1577	2029	455	177	129	31	747
Mosaic (Tile Hill)	12805	2265	2154	457	175	827	32	708
Park Edge (Bell Green)	9156	1158	477	377	108	44	10	608
The Moat (Wood End)	9400	1816	392	551	179	84	15	937
Harmony (Hillfields)	6045	1185	1174	337	157	76	11	578
Families for All (Foleshill)	6033	1419	1283	231	197	118	36	783

- 3.7 From January,2020 there will be a new digital sign in system operating in all family hubs, which will enable more accurate “footfall” data and improvements are being made in the data collection, and analysis process which will enable more accurate performance reporting.

- 3.8 **Request for early help (Jan 2019-Nov2019)** for targeted family support are received as diversions from MASH, by practitioners working with children and young people (schools, health, youth services, Police etc) and from services that are supporting adults where there is a concern raised about the children. They are also generated from self-referrals from families that come into the Family hubs and ask for help or attend one of our engagement activities or other services hosted in the hubs.

Hub/area	No of children 0-16 years living in the reach area (Jan 2019)	No of early help episodes requests Children - Families	Diversions to Family Hubs from MASH resulting in an open episode	Social care to early help teams (step downs)
Aspire (Lower stoke)	8392	320 children 150 families	146 children	35
Woodside (Willenhall)	4252	274 children 136 families	95 children	37
Pathways (Radford)	15813	532 children 263 families	170 children	35
Mosaic (Tile Hill)	12805	402 children 218 families	140 children	31
Park Edge (Bell Green)	9156	368 children 183 families	60 children	20
The Moat (Wood End)	9400	330 children 172 families	80 children	29
Harmony (Hillfields)	6045	166 children 293 families	91 children	3
Families for All (Foleshill)	6033	471 children 211 families	65 children	8
Total numbers	71,896	2863 children 1626 families	847 children	198

3.9 **Staff ratio – families open on an early help plan** – The local authority staff are responsible for a range of the activities delivered through the family, including the multiagency co-ordination and support to children, young people and their families through an Early help assessment and resulting early help plan ([Right Help Right Time](#) level 3).

Hub/area	No of children living in the reach area	Total No of EH episodes (children) started (Dec 2018 – Dec 2019)	No of early help episodes currently open (As of Dec 2019)	No of LA staff who are supporting families with an Early help assessment /plan working in the Family hubs	Average Ratio of “Case load” (Staff : Families)
Aspire (Lower stoke)	8392	263	110 children 56 families	11 staff members = 7.5(wte ¹)	7.5

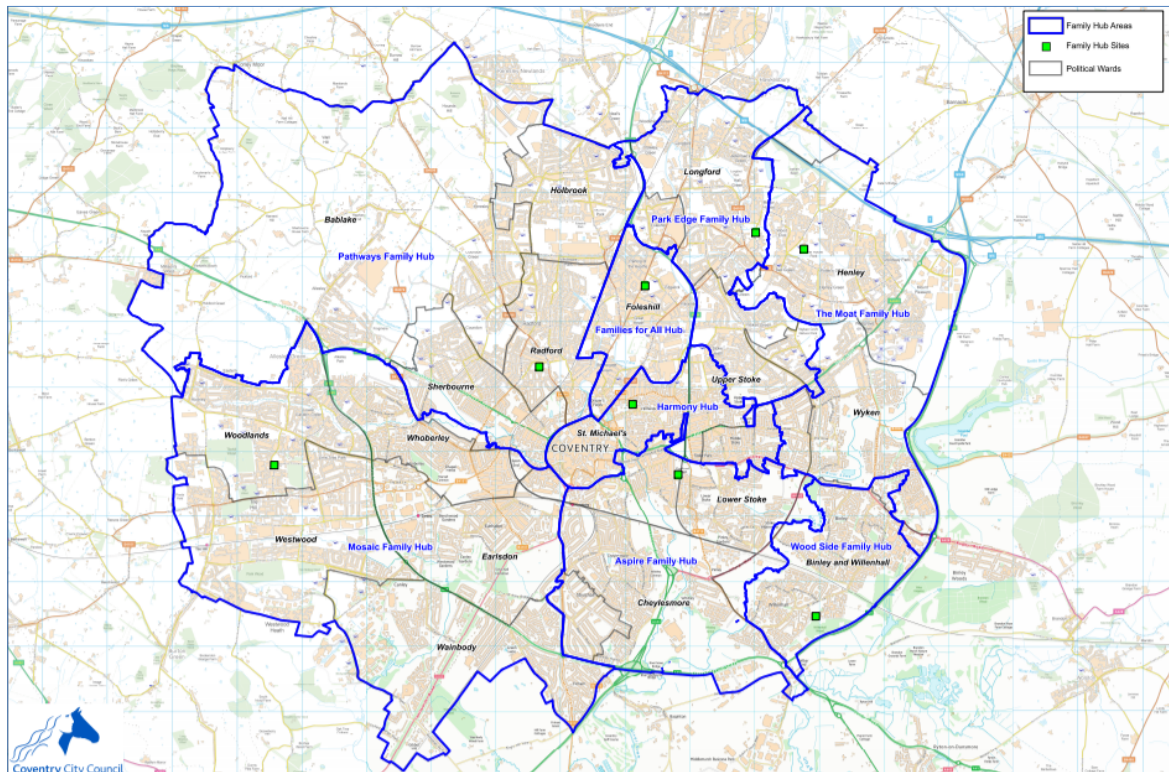
¹ Wte = whole time equivalent

Woodside (Willenhall)	4252	250	159 children 75 families	9 staff members = 8.5 wte	9
Pathways (Radford)	15813	318	168 children 88 families	9 staff members = 7.5 wte	12
Mosaic (Tile Hill)	12805	286	153 children 88 families	10 staff members = 8 wte	11
Park Edge (Bell Green)	9156	173	164 children 73 families	8 staff members = 6.5 wte	11
The Moat (Wood End)	9400	145	126 children 55 families	7 staff members = 6 wte	9
Harmony (Hillfields)	6045	196	99 children 57 families	11 staff members = 9 wte	6.5
Families for All (Foleshill)	6033	111	63 children 32 children	7 staff members = 5.5 wte	6

4 Updates on Priorities identified

- 4.1 The Early Help Partnership has updated their Early Help Strategy (2020-2022), including the Transformation plan is supported and monitored by the Early Help Sub-Group. This plan includes the “blue print” for the consolidation and development of the Family Hub core offer, led by the learning from the Ignite programme, which is ending, to inform the continued development of the Family Model.
- 4.2 The development of 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 continues to be a priority.
- 4.3 A workforce development strategy is being developed across the Early Help partnership, to ensure consistently good practice. All staff working in the family hubs have been trained in and are using Signs of Safety as the shared practice model, and this has also been provided to many of the partners.
- 4.4 The new early help assessment has been implemented and shared with a range of partners. The Early Help Co-ordinators (EHACs) continue to support the use of the Early Help Assessment and Early Help Plans in schools and will be supporting agencies across the partnership. An increase in the number of families supported across the partnership continues to be a priority and is being progressed through regular communication with partners to support the delivery of the Right Help at the Right Time guidance.
- 4.5 Service user feedback is embedded in practice to ascertain the family experience of Family Hub support. Families are routinely asked for feedback about the help they have received from the Family Hub as part of the Childrens service audit process. A baseline survey has been undertaken with Hub users, both staff from across the partnership and families and the feedback is very positive and will be used to shape our services.
- 4.6 Community engagement continues to be a priority in the delivery of Family Hub activities across the wider reach area to ensure that families can access services in their local community where possible. Outreach services and activities are delivered in the communities according to need, and some of the Family hubs are starting to deliver a “Here to help” service in the local community as well as in the Family hubs.

- 4.7 Requests for early help come from across the city and the Family hubs provide city wide coverage. Access to the Family hubs is closely monitored and outreach initiatives have been developed to help ensure that residents have access to the services.



- 4.8 New initiatives established by the Family hubs include :

- **Wood Side Family Hub** have activated a Here to Help function at the Hagard Community Centre. This occurs once a week for 2 hours alongside the community being able to access free bread. The offer allows the community to access Early Help at a time that is convenient to them. A volunteer works alongside a practitioner from Woodside Family Hub to support the Food Bank based at the Hagard on a Wednesday, and this strengthening the Here to Help offer and connecting families to their local Hub.
- **Families for All Café** To date the cafe have served 2,628 meals from food donated from local supermarkets. The feedback we have received from children and families about the café is wonderful. The most rewarding aspect is when a child / young person is given an opportunity to sample a new food or flavour. This engages their curiosity of the world and can provide a platform to explore different cultures. Parents are asking for recipes because they have become inspired about planning, shopping and cooking meals which they have never experienced before, thus improving physical, emotional and mental well- being.
- **Harmony Family Hub** has established two groups to support the local needs of children and families. The Youth Group was formed following the transition group (This is My Life) that was delivered over the summer holidays. The children who attended the Youth Group expressed an interest in taking part in cooking sessions, sports activities as well as debating local concerns. The Kids Clubs is aimed at local primary children who are unable to find safe places to play in Hillfields. The session allowed the children to voice what they wanted in the session and share any worries relating to the area they live.
- **Pathways Family Hub** has taken positive steps to ensure that the Hub is available and accessible for use by Early Help partner agencies. This includes using the provision outside the working hours. This is a valuable service which has been provided to the young people who are involved with Youth Offending, Health and Youth Services.

- **Aspire** is working in partnership with the Stoke Aldermoor Social Action group and piloted a Breakfast Club during October half term. Detached Youth Work has also taken place in Stoke Aldermoor and Cheylesmore, this has enabled the voice of children to be captured.
- Integrated working with Police has demonstrated effective partnership working with the introduction of a designated PCSO based in the East area (**Park Edge and The Moat**) and this has seen enabled range of needs identified at a very local level resulting in swift responses and intervention being offered to families within the community, such as a targeted intervention for girls at risk of criminal exploitation and involvement in gangs.
- At **The Moat**, staff are running 2 weekly youth groups for identified children in years 6 and 7 where opportunities are provided to engage in a range of group activities that aims to develop and enhance social skills and support self-esteem building.
- There was a very successful package of support made by **Mosaic Family Hub** to children in year 6 (aged 10-11 years) prior to them transitioning to secondary schools, aimed at helping their personal, social and emotional development and helping them to consider ways to keep themselves safe. The Hub delivered sessions for the Young people in partnership with Canley Fire Station, and it was described as a 'fantastic partnership' which inspired future generations of Fire Fighters.

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

9 January 2020

Subject: Children's Services Improvement

1 Purpose of the Note

- 1.1 To inform the Education and Children's Services Scrutiny Board (2) of the progress with Children's Services improvement reported to the Continuous Improvement Executive Group on 19 December 2019. The next Continuous Improvement Executive Group will be held on 25 February 2020.

2 Recommendations

- 2.1 The Education and Children's Scrutiny Board (2) are recommended to:
- 1) To note the current progress
 - 2) Identify any areas the Board may want to look at in more detail
 - 3) Identify any further recommendations for the appropriate Cabinet Member

3 Information/Background

- 3.1 Ofsted re-inspected Children's Services on 6th - 30th March 2017, the outcome of the inspection was published on 13th June 2017, Children's Services were judged as "requires improvement to be good".
- 3.2 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. It was agreed that the Children's Services Improvement Board is replaced by a Continuous Improvement Executive Group to retain political and corporate oversight of Children's Services Continuous Improvement.
- 3.3 The 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 September 2020. At this time the Executive Group would cease and oversight transferred to Coventry Safeguarding Children's Partnership and monitored as business as usual. Board members fully supported the revised arrangements and membership of the group.
- 3.4 The Leader of the Council and the Chief Executive continue to give 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 framework includes focused visits to local authorities who are judged to be 'requires improvement' the first visit was held on 30-31 January 2018. The visit focused on the Multi Agency Safeguarding Hub (MASH). The letter confirming the outcome of the visit was published on 22 February 2018.
- 3.6 The Ofsted Annual Conversation with regional representatives is undertaken each year, this took place on 14th February 2019. The meeting is part of a broader meeting covering education and early years.
- 3.7 A further focused visit was held on 26-27 February 2019. The visit focused on permanency planning and achieving permanency. The letter confirming the outcome of the visit was published on 21st March 2019. The next standard Inspection of Children's Services is anticipated to be between September 2019 and September 2020.

4 Children's Services Continuous Improvement Progress

- 4.1 The Continuous Improvement plan was reviewed by Executive Group board members on 19 December 2019, overall good progress is being made against actions in the plan.

5 Performance Board

- 5.1 A Children's Services Performance Board was established in October 2019, two meetings have been held to date to review and scrutinise critical performance indicators.
- 5.2 The Performance board have reviewed the following critical performance indicators:
 - % Re-referrals (referrals started within 12 months of a previous referral start date)
 - Section 47 which do not go to an Initial Child Protection Conference (ICPC)
 - % repeat Child Protection Plans
 - % of new episodes of Care where the child was previously looked after in the last 12 months.
 - % LAC Initial Care Plans recorded within 10 working days YTD 38.1%
 - % first LAC Review held within timescale
 - % LAC Long Term Stability
- 5.3 Ongoing dip sampling is being undertaken to review and understand the issues of concern, reports identifying findings will be addressed through the next Performance board.
- 5.4 Executive Group members were reassured that work is being undertaken to address performance issues and critical performance indicators are highlighting improvement in the right direction. The Performance board will continue to focus closely on core performance indicators and report progress to the Executive group.

6 Workforce

- 6.1 The Social Work Academy were successfully awarded the Guardian Public Sector Awards for Innovation in Workforce Development and Recruitment in November 2019. The award recognises the success of the Social Work Academy in offering a supportive environment, where Newley Qualified Social Workers can develop their practice with reduced caseloads; building upon their skills, and knowledge and values gained in their qualifying courses; bridging the gap between Student Social Worker and Newley Qualified Social Workers, by modelling, coaching and teaching best practice; supporting Newley Qualified Social Workers to enter their teams outside of the Social Work Academy, confidentially and competently, whilst recognising that at this stage they are still Newley Qualified Social Workers, in their Assessed and Supported Year of Employment. This is a significant achievement for the service.
- 6.2 Children's Services held a Learning and Development Networking event on 14 November 2019. The event focused on learning and development and included a talk on motivational interviewing by Luke Tibbetts from the University of Warwick. The event was a good

opportunity to network and showcase what Coventry has to offer working as a Social Worker in Coventry.

6.3 The Local Authority Children's Social Work Workforce Data Collection year ending 30th September 2019 was submitted at the end of November 2019 for the period 1st October 2018 to 30th September 2019.

6.4 Summary of data for the last four years (2016 to 2019) is highlighted below:

- The number of social workers has increased each year to 328 (310 FTE) as at September 2019; over the 4-year period, there have been more new starters than leavers each year. Social workers have also increased in the West Midlands to 3,429 (3,199 FTE) and England national figures also show a rise in social workers to 31,720 (29,470 FTE) as at September 2018
- The number of agency workers has decreased from 57 to 38 workers as at 30 September 2019; As a result, the Agency Worker rate has decreased to 10.8, which is below the England (15.4) and West Midlands (16.3) agency worker rates for 2018
- The Vacancies FTE has decreased to 32 in September 2019 from 72 in September 2018; the vacancy rate of 9.3 in September 2019 has decreased from 20.4 in 2018 and which is well below the England and the West Midlands rates for 2018 (16.5 and 18.4)
- The Turnover rate has decreased to 11.1 in September 2019 from 18.3 in September 2018; and is lower than both the England and West Midland averages (15.2 and 15.9) for 2018
- Sickness Absence in days has increased this year after a fall the previous year.
- The Average Caseload has reduced to 13.4 cases per worker reported as holding at least 1 case as at 30th September 2019 compared with 15.1 in 2018. This remains lower than the England and West Midlands rates (17.4 and 17.9 in 2018)
- In 2018-19 4 Frontline programme students successfully qualified, registering with the HCPC in October 2019 having commenced in the Social Work Academy. For 2019-20, 5 Frontline programme students commenced on the programme to qualify in September 2020

7 Children's Services Conference

7.1 The first Children's Services Conference was held on 6th November and spilt over two half day session, with half the staff attending the morning session and the other attending the afternoon session. The conference was an opportunity for all Children's Services staff to come together: The half day sessions included news and updates; time for reflection; reporting on a Serious Case Review; launch of the Strategic plan and updated vision; Ofsted planning expectations and a time to celebrate successes.

7.2 The feedback from staff has been very positive. Staff stated that there was a good balance of sharing information and celebrating success. It provided an opportunity for all staff to meet the senior leadership team. There was an interactive opportunity for the audience through the use of Slido. The information has been collated and questions asked in the Serious Case Review and Ofsted preparation session will be developed into an FAQ document and disseminated to staff in preparation for the next Ofsted inspection. The conference will be held twice a year in April and December next year.

8 Child Exploitation - A partnership approach to responding to young people engaged in violent crime and gang activity

- 8.1 A joint presentation by Coventry City Council and West Midlands Police was presented to the Executive Group on 19 December 2019 to provide assurance to senior leaders and members of how child exploitation issues are being addressed; to provide local and national context; to provide assurance that partners are working together and to provide information about Children's Services partnership response.

9 Ofsted Preparation

- 9.1 In preparation for Children's Services next Ofsted inspection, work is progressing with the update of the next Self-Assessment, which was last completed in January 2019. The updated self-assessment will be completed by mid-January 2020. A presentation to Political Cabinet will be held on 21 January 2020 to provide an update to members on Ofsted readiness and our journey to 'good'.

10 Overall Summary

- 10.1 It remains a challenging operating environment and the service continues to work hard to maximise the opportunities for innovation and creativity.
- 10.2 In the lead up to the next Inspection, the Children's senior leadership team and extended Leadership Team will continue to work together to drive forward practice improvements and service changes. This phase of improvement relies heavily on corporate support and the support from partners to ensure that improvement continues. 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.

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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 – Continuous Improvement Board report
19th September 2019
SEND update Education Performance
3rd October 2019
Adoption Annual Report Children's Services Continuous Improvement Board report – 12 August
28th November 2019 - Coventry College
Early Years/ school readiness Post 16 transition and NEETS Children's Services Continuous Improvement Board report 22 October
9th January 2020
Early Help Hubs Library Review Children's Services Continuous Improvement Board report 19 December
13th February 2020
Children Missing Education School Performance Information – validated data Serious Case Review
19th March 2020 - cancelled
2nd April 2020
Retention of Social Workers – progress on recommendations Children's Services Continuous Improvement Board report 25 February Parenting Strategy
Date to be decided
Education, Sport, and Participation Strategy Secure Provision Serious Case Review Children's Service Executive Group CAMHS One Strategic Plan Partnership working Task and Finish Group Unregulated Children's Homes
2020/21
Education Performance – Autumn 2020 Adoption Service Annual Report Children's Services Strategic Plan and Journey to Excellence (first meeting 20/21)

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 – Continuous Improvement Board report	An updated improvement plan for next period reported to the Continuous Improvement Board from 23 rd May 19 – 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
19th September 2019	SEND update	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
	Education Performance	A summary of initial results from 2018/19	Kirston Nelson Cllr Maton
3rd October 2019	Adoption Annual Report	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
	Children's Services Continuous Improvement Board report – 12 August	To report on the information presented to the Children's Services Continuous Improvement Board report at their meeting on the 12 th August	
28th November 2019 - Coventry College	Early Years/ school readiness	How both education and early help hubs are supporting school readiness	Kirston Nelson/ John Gregg
	Post 16 transition and NEETS	To look at higher and further education destinations, support to NEETS and	Kirston Nelson Cllr Maton
	Children's Services Continuous Improvement Board report 22 October	To report on the information presented to the Children's Services Continuous Improvement Board report at their meetings on the 22 October	John Gregg Cllr Seaman

Date	Title	Detail	Cabinet Member/ Lead Officer
9th January 2020	Early Help Hubs	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/ Jane Moffat Cllr Seaman
	Library Review	Update on previous report to the Board.	Peter Barnett Cllr Maton
	Children's Services Continuous Improvement Board report 19 December	To report on the information presented to the Children's Services Continuous Improvement Board report at their meeting on the 19 December	John Gregg Cllr Seaman
13th February 2020	Children Missing Education	To include children excluded, at risk of exclusion and home schooled	Kirston Nelson Sara Mills, Jeanette Essex Cllr Maton
	School Performance Information – validated data	A report on school performance data using validated data, including LAC and vulnerable groups, as well as gender analysis	Kirston Nelson Juliet Silverton Cllr Maton
	Serious Case Review	Members will consider progress on recommendations made by a recent serious case review.	Rebekah Eaves Cllr Seaman
19th March 2020 - cancelled			
2nd April 2020	Retention of Social Workers – progress on recommendations	Following up on progress on the recommendations from the T&F group on retention of social workers made by SB2 29 th March 2018	John Gregg Lee Pardy-McLaughlin Cllr Seaman
	Children's Services Continuous Improvement Board report 25 February	To report on the information presented to the Children's Services Continuous Improvement Board report at their meeting on the 25 February	
	Parenting Strategy	Following on from last year's progress report	Sue Frossell
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	Kirston Nelson Cllr Maton

Date	Title	Detail	Cabinet Member/ Lead Officer
	Secure Provision	To look in more detail at the provision of secure placements and custody for young people across the region including those arrested and not bailed.	John Gregg
	Serious Case Review	To consider progress on recommendations from a recent SCR	Rebekah Eaves
	Children's Service Executive Group	Regular progress reports to be received by the Board after every Executive Group meeting	John Gregg
	CAMHS	A 12 month follow up report on progress requested at the meeting on 4 th April 2019 as a joint meeting with SB5	John Gregg
	One Strategic Plan	To consider any Cabinet Reports on the One Strategic Plan	Kirston Nelson Cllr Maton
	Partnership working Task and Finish Group	To look at more detail at how partners are working together on to protect children and young people	Cllr Sandhu John Gregg External partners
	Unregulated Children's Homes		
2020/21	Education Performance – Autumn 2020	A summary of initial results from 2019/20 – to include benchmarking information from previous years	Kirston Nelson
	Adoption Service Annual Report	Annual report – including information about the diversity of the adoption panel and adopters as well as support to birth mothers after their children have been adopted	Cllr Seaman Paul Smith
	Children's Services Strategic Plan and Journey to Excellence (first meeting 20/21)	At their meeting on 28 th November, the Board requested progress on data from performance highlights, with demographics where possible, provided in the strategic plan. Also, to include RAG ratings from the action plan.	John Gregg Cllr Seaman