



Education and Children's Services Scrutiny Board (2)

Time and Date

10.30 am on Thursday, 16th September, 2021

Place

DR 1 and 2, Council House, Coventry

Please note that in line with current Government and City Council guidelines in relation to Covid, there will be reduced public access to the meeting to manage numbers attending safely. If you wish to attend in person, please contact the Governance Services Officers indicated at the end of the agenda.

Public Business**1. Apologies and Substitutions****2. Declarations of Interests****3. Minutes** (Pages 3 - 6)

- a) To agree the minutes of the meeting held on 24th June, 2021
- b) Matters Arising

4. Children's Services Ofsted Visit Outcome and Action Plan Progress
(Pages 7 - 36)

Briefing Note of the Director of Children's Services and the Children's Services Improvement Plan

5. Work Programme (Pages 37 - 40)

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

Julie Newman, Director of Law and Governance, Council House Coventry

Wednesday, 8 September 2021

Notes: 1) The person to contact about the agenda and documents for this meeting

is Michelle Rose, Governance Services, Council House, Coventry, telephone 024 7697 2645, 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 9:30a.m. on 16th September, 2021 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 F Abbott, P Akhtar, J Blundell, B Gittins (By Invitation), S Hanson, J Innes (Chair), Jones (Co-opted Member), S Keough, K Sandhu (By Invitation), P Seaman (By Invitation), R Simpson, R Thay, C Thomas and A Tucker

Public Access

Please note that in line with current Government and City Council Covid guidelines, there will be reduced public access to the meeting to manage numbers attending safely.

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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 10.30 am on Thursday, 24 June 2021

Note: This meeting was not held as a public meeting in accordance with the Local Government Act 1972

Present:

Members: Councillor J Innes (Chair)
Councillor F Abbott
Councillor P Akhtar
Councillor J Blundell
Councillor S Keough
Councillor R Thay
Councillor C Thomas
Councillor A Tucker

Co-Opted Members: Mrs S Hanson and Kellie Jones

Other Members: Councillor K Sandhu, Cabinet Member for Education and Skills

Employees (by Directorate):

A Coles, Education and Skills
J Gregg, Director of Children
G Holmes, Law and Governance
C Sinclair, Law and Governance
R Sugars, Education and Skills

Apologies: Councillor R Simpson, Councillor P Seaman (Cabinet Member for Children and Young People)

Public Business

1. Declarations of Interests

Councillor F Abbott declared an interest in the item regarding the Holiday Activity and Food Programme as she was a trustee of an organisation that had received funding for delivering the programme. As this was not a pecuniary interest she remained in the meeting for this item.

2. Minutes

The Minutes of the meeting held on 11 March 2021 were agreed as a true record.

There were no matters arising.

3. **Education and Children's Services**

The Board received a wide-ranging presentation which detailed (a) the Children and Young People's Plan, (b) Covid-19: Children's Services and Education Service context and (c) the Holiday Activity and Food Programme. In order to give due consideration to each matter, the Board considered each of the three areas separately.

(a) **Children & Young People's Plan – Priorities**

The Board noted that the draft Plan was a refresh of the 2020 Children and Young People Plan and had been developed through the following: understanding the impact of the COVID-19 pandemic on children, young people and families; understanding priority areas that need to continue from the 2020 plan and utilising the expertise of the agencies in the Children's Partnership.

The Plan had six priority areas: early help, mental health, health inequalities, education, training and employment, children with SEND and youth violence. The priorities, key issues and strategies were set out for each of those areas.

The Board considered the draft plan and questioned officers on a number of matters including:

- Sources of funding
- SEND – managing waiting lists
- Increase in youth violence and the importance of regular meetings of Members with local Police colleagues
- Plans for children not in education, employment or training (NEET)

The Board thanked Education and Children's Services staff for their excellent service in very difficult circumstances.

RESOLVED that the Board:

1. **Note the refreshed draft Children and Young People's Plan.**
2. **Agreed to add the following to the Work Programme:**
 - (a) **Poverty, Health Inequalities and links to the Marmot Programme and the impact on children and families and educational attainment.**
 - (b) **SEND, employment and post-16 opportunities**
 - (c) **Criminal, sexual exploitation of children and Young People**
 - (d) **Apprenticeships (with Scrutiny Board 3)**

(b) **Children's Services – COVID-19 context on Services**

The Board noted that Children's Services had continued to deliver protection, support and intervention to vulnerable families across Coventry, whilst maintaining critical services throughout the challenge of the COVID-19 pandemic. Details of the critical elements of the service and ongoing protection and support of children were presented together with details of the

impact on the workforce, performance, the current position and a detailed Children's Services Roadmap.

RESOLVED that the Board note the impact on Children's and Education Services and the continued work to support children and young people in the City.

(c) Coventry Holiday Activities and Food (HAF) Programme

The Board considered the HAF programme in terms of: the national context; HAF programme principals which had been agreed by the steering group (representatives across community/voluntary sector, public sector partners) for the Coventry programme; and a Summer offer of approximately 50k half-day sessions and meals delivered by approximately 40 organisations to deliver activities such as music, crafts, team games, drama, story time and more.

The organisations referred to above included community/voluntary and faith groups, Coventry Youth Partnership members, Cultural Education Partnership members, sports/leisure providers, after-school clubs, universities, food providers etc together with a wider range of organisations/groups providing information and advice to families.

The Board questioned officers on a number of matters including their concerns regarding the insufficient timeframe given to recruit staff for the programme and suggested that more notice should be given for future events to allow time for recruitment and preparation. Councillor Sandhu, in noting Members concerns, indicated that she would be writing to Government regarding future forward planning for the programme.

The Board also discussed organisational arrangements and arising from the discussion asked that they receive a list of organisations who had been successful together with information on the number who had been unsuccessful.

In summary it was noted that:

- Coventry was well positioned to deliver a creative HAF offer to Coventry children and young people in line with national HAF guidance.
- There was a key focus on capturing stories, case-studies photos and videos from the activities including a Coventry HAF video.
- In September 2021 there would be a focus on learning from the programme, with the aim of contributing to the case for extension and expansion of HAF nationally.
- The next phase of the programme would be the Christmas holidays 2021.

RESOLVED that the Board:

- 1. Note the presentation on the Holiday Activities and Food Programme.**

2. Agreed to receive a feedback report on the programme later in the municipal year.

4. Work Programme and Outstanding Issues

The Scrutiny Board considered the Work Programme for the 2021/22 Municipal Year and agreed to add an item on 'Children withdrawn from School to be home-schooled'

RESOLVED that the Board note the Work Programme with the addition of the additional item referred to above and the items identified in Minute 3 above and which are summarised below:

- **Poverty, Health Inequalities and links to the Marmot Programme and the impact on children and families and educational attainment.**
- **SEND, employment and post-16 opportunities**
- **Criminal, sexual exploitation of children and Young People**
- **Apprenticeships (with Scrutiny Board 3)**
- **Report back on the Holiday Activity and Food Programme (HAF)**

5. Any Other Business

There were no other items of urgent public business.

(Meeting closed at 12.35 pm)



Coventry City Council

Briefing note

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

16 September 2021

Subject: Children's Services Ofsted Visit Outcome and Action Plan Progress

1 Purpose of the Note

- 1.1 To inform the Education and Children's Services Scrutiny Board (2) of the outcome of the Ofsted Focused assurance visit held on 12 and 13 May 2021 and progress against the Action plan.

2 Recommendations

- 2.1 The Education and Children's Scrutiny Board (2) are recommended to:
- 1) To note the current progress against the action plan at Appendix A
 - 2) Identify any areas the Board may want to add to their work programme 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 The Ofsted framework (ILACS) includes focused visits to local authorities who are judged to be 'requires improvement'. Children's Services have received two visits. 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.
- 3.3 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.
- 3.4 In March 2020, Ofsted paused ILACS inspections due to the COVID-19 pandemic. Children's Services was anticipating a standard Inspection by September 2020. Ofsted published their interim plans to reflect the COVID-19 context for a phased return to routine inspections which commenced from September 2020. The Interim visits were paused again during the November 2020 lockdown.
- 3.5 On 5 January 2021 a further national lockdown was announced. Ofsted confirmed that interim assurance focused visits will be undertaken during the national lockdown period commencing from February 2021.
- 3.6 The interim focused visit, (COVID-19 assurance) was undertaken on 12 and 13 May 2021. Interim focused visit differs from the usual focused visits in that they have a broader scope with a particular focus on the quality of decision making for children.

4 The interim Focused visit (COVID-19 assurance)

4.1 The methodology for the visit was in line with the inspection of local authority children's services (ILACS). The methodology was adapted to reflect the COVID-19 context. The visit was carried out largely on site, although remotely for the School HMI.

4.2 The two-day visit was carried out by four Her Majesty's Inspectors and one School HMI

4.3 The scope of the visit included:

4.4 Help and protection scope

- The effectiveness of the front door, with specific reference to any rise in and response to referrals, section 47 enquires and strategy discussions
- The progress of children subject to child protection and child in need plans (those who have experienced abuse, neglect or exploitation)
- The progress of those recently stepped up or stepped down to early help and the exercise of thresholds
- Edge of care/pre-proceedings, particularly those subject to letter before proceedings

4.5 Children in care and care leavers scope

- The focus on physical/mental health of children in care and care leavers, including how the local authority has maintained contact with the child/care leaver and how they're facilitated contact with families
- Placement decisions, including the quality of matching, particularly when sufficiency is a challenge

4.6 Impact of Leaders scope

- The quality assurance of practice and 'line of sight' to the quality and impact of practice with children and families
- Management and workforce capacity, including responses to staff well-being
- The effectiveness of leaders in leading and contributing to multi-agency working that leads to effective social work practice

5 Summary of the outcome of the visit

5.1 The letter confirming the outcome of the visit was published on 25th June 2021. The link to the report is available here: <https://files.ofsted.gov.uk/v1/file/50165169>

5.2 The findings stated that there was strong, timely and effective political and corporate support for children's services which had enabled leaders to respond promptly to mitigate the significant impact of the COVID-19 pandemic. Leaders have ensured the most vulnerable children have been seen in person, and staff were provided with personal protective equipment.

5.3 Children in care, both living in Coventry and those living outside of the city were provided with the technology and access to tuition and education where possible.

5.4 Inspectors stated that partnership working had strengthened during the pandemic with positive changes identified. Partners have maintained oversight of child safety and well-being. Decision making in the multi-agency safeguarding hub was timely and Strategy discussion held promptly.

5.5 Face to face visits have continued during the pandemic, subject to risk assessment.

5.6 Staff are positive about working in Coventry. They stated that their workload was manageable and that they valued the support and communication provided by leaders and managers at all levels during the pandemic.

5.7 Three areas were identified as areas for improvement:

- ***The timeliness of decision making for children to enter the Public Law Outline (PLO), and their circumstances being purposefully progressed once within it.***
- ***The quality of supervision, management oversight and case notes so that the rationale for decisions, made is clearly recorded.***
- ***Decision making and the recording of rationale with respect of children's placements***

6 Action Plan

An Action Plan (Appendix 1) was developed in response to the visit, the plan details the areas for improvement and the actions that are being progressed.

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Coventry Children's Services Improvement Plan

Ofsted Assurance Focused Visit 12-13 May- Areas for Improvement



The Children's Services Improvement Plan is a short plan to focus on the areas of improvement following the Ofsted Assurance Focused Visit held on 12-13 May 2021. The actions are divided into three sections: Children who need help and protection; Children looked after and achieving permanence; Leadership, management and governance. The delivery lead will be responsible for driving the completion of the action (in conjunction with relevant colleagues/partners) and for providing a progress update on a monthly basis, using the RAG ratings below.

	Actions underway but no significant change in the target and performance measure.		Actions underway with evidence of significant shift and direction of travel in target and performance indicator.		Targets and measures met.
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No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
Children who need Help and Protection								
1.0 Ofsted Area for Improvement: <i>The timeliness of decision making for children to enter the Public Law Outline (PLO), and their circumstances being purposefully progressed once within it.</i>								
Objective: Ensure that there is early consideration of pre-proceedings work before to avoid the need for care proceedings and threshold application is consistent and timely.								
1.1	To deliver a Workshop to raise the understanding of the Public Law Outline and timeliness of pre-proceedings to be delivered in Practice Week.		3 August 2021	Strategic Lead, Help and Protection /Legal	Increase in understanding of the PLO Increase in number of children/families in pre-proceedings Percentage increase in	Children and young people experience earlier permanency decisions. An increase in children and young people being able to live within their families, without		

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
	Target audience: SWs/ TMs/ IROs/ Conference Chairs				number of care applications that have had a period in pre-proceedings	<p>the need to enter foster care.</p> <p>Where pre-proceedings result in step down, there will be increased numbers of children and young people are not subject to care proceedings.</p> <p>Where pre-proceedings result in a care application, children and young people should have a clear permanency plan on issue and should experience shorter care proceedings.</p>		
1.2	Launch PLO Toolkit at PLO workshop on 3 rd July 2021.		3rd August 2021	Strategic Lead, Help and Protection	Performance data will indicate that Children and young people are	Children and young people experience		

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
	<p>This will include:</p> <ul style="list-style-type: none"> • PLO Flowchart • guidance on writing effective pre-proceedings letters • good practice examples 				<p>entering pre-proceedings in a timely way.</p> <p>Pre-proceedings letters dip-sampled will evidence quality meets good.</p>	<p>earlier permanency decisions.</p> <p>An increase in children and young people being able to live within their families, without the need to enter foster care.</p> <p>Where pre-proceedings result in step down, there will be increased numbers of children and young people are not subject to care proceedings.</p> <p>Where pre-proceedings result in a care application, children and young people should have a clear permanency plan on issue and</p>		

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
						should experience shorter care proceedings.		
1.3	<p>Consider all children and young people subject of a child protection plan for over 9 months for a Legal Planning Meeting</p> <p>Ensure recommendation from a child protection conference/looked after review to convene an LPM should be timebound and actively progressed by conference chair/IRO.</p>		At every 2nd Review Conference	Quality Assurance Service Managers	<p>Review Conference minutes to evidence consideration of whether risk is reducing in a timely way for the child and should an LPM be held.</p> <p>Recommendation from a child protection conference/looked after review to convene an LPM should be timebound and actively progressed by conference chair/IRO.</p>	All children and young people subject of a child protection plan for over 9 months will experience escalation when risk is not reducing in a timely manner.		

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
1.4	<p>Ensure monthly performance oversight is undertaken, focusing on pre-proceedings work and outcomes.</p> <p>Provide data to all Strategic Leads on a monthly basis to monitor progress against the expectations.</p>		<p>1st Monday of each month, commencing 5th July 2021</p> <p>Report to CSLT in July and October 2021</p>	<p>Strategic Lead, Help and Protection</p> <p>Case Progression Officer</p>	<p>Performance targets are to be set once benchmarking with stat neighbors and neighboring local authorities is known.</p>	<p>A clear rationale for any children for whom immediate issue of care proceedings is required is to be clearly recorded on the child's file.</p>		
1.5	<p>Increased use of Family Group Conference prior to pre-proceedings to identify wider family and community support at the earliest opportunity.</p>		1 April 2021	Operational Leads	<p>Increased proportion of children and young people benefit from an FGC and an earlier stage in their journey.</p>	<p>Children and Young People are engaged in a solution-focused approach, enabling them to have a voice at the earliest stage of their journey.</p>		
1.6	<p>Finalize Pre-proceedings letters as part of the Legal Planning Meeting</p>		1 April 2021	Strategic Lead, Help and Protection	<p>Pre-proceedings meetings to be held within 2 weeks of the LPM</p>	<p>Children will experience permanence decisions at the</p>		

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
	(LPM) to ensure that pre-proceedings meetings are held within 2 weeks of the LPM.				where pre-proceedings are agreed.	earliest opportunity.		
1.7	Ensure Practice guidance in the completion of pre-proceedings letters is developed.		18 June 2021	Strategic Lead, Help and Protection/Legal	Performance data will indicate that Children and young people are entering pre-proceedings in a timely way. Pre-proceedings letters dip-sampled will evidence quality meets good.			
1.8	Ensure all Viability and full Connected Person Assessments to be completed by the Connected Persons Team.		5 th July 2021	Operational Lead, Fostering	Performance Measures to be confirmed Viability assessments to be allocated within 5 days and completed within 5 days of	Children and young people will be afforded a timely opportunity to live within their extended family or network.		

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
					allocation. Full connected assessments are to be presented to the Fostering Panel within 12 weeks of allocations.			
1.9	Proactively review children within pre-proceedings at key milestones; every 6 weeks and ensure decision making is clearly evidenced on the child's records for escalation or step-down.		1 April 2021	Operational Leads – Area Teams, Horizon, CDT, LAC Perm	<p>Management oversight will be evident on the child's records identifying clear decision-making and management grip.</p> <p>Pre-proceedings will be timely and completed within 18 weeks.</p> <p>Performance data to evidence progress in this area, target to be set as in 1.4</p>	Children will experience permanence decisions at the earliest opportunity.		

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
1.10	Complete compliance audit of new pilot and report to Children's Services Leadership Team(CSLT).		Pilot commenced 14th April 2021 Compliance audit to be completed by September 2021	Strategic Lead, Help and Protection Case Progression Officer		Learning from these audits will improve the timeliness of court proceedings.		
1.11	Audit of children's records where further assessments were required to be repeated within care proceedings.		30 September 2021	Strategic Lead, Help and Protection Strategic Lead, Looked After Children, Practice		Learning from these audits will improve the timeliness of court proceedings.		
1.12	PLO Training plan to be informed by outcome of audit work and workshops.		Ongoing monitoring of PLO Training plan	Strategic Lead, Help and Protection Strategic Lead, Looked After Children, Practice		Children will experience permanence decisions at the earliest opportunity		

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
				Legal				
1.13	To deliver a lunchtime webinar to share examples of where pre-proceedings has and has not been applied and the impact this has had upon children and families. (webinar to be recorded and uploaded to practice hub)		23 September 2021	Principal Social Worker Case Progression Officer	Contribute to increase use of pre-proceedings	Children will experience permanence decisions at the earliest opportunity.		
1.14	A monthly interface meeting between Area Teams, CDT and Horizon will permanency teams (LAC/Permanence and Through Care)		31 October 2021	Strategic Lead, Help and Protection Strategic Lead, Looked After Children, Practice	Monthly meeting will be scheduled and taken place Note of meeting will be captured and circulated	Transfers between the teams will improve in timeliness, consistency of practice Children and their families will need to repeat their story less often		

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
<p>2.0 Ofsted Area for Improvement: <i>The quality of supervision, management oversight and case notes so that the rationale for decisions made are clearly recorded.</i></p> <p>Objective: To improve the quality of supervision and ensure that practitioners understand the distinction between supervision and management oversight and all decisions are recorded on the file.</p>								
2.1	<p>To deliver 4 workshops/sessions with team managers, taking a restorative approach, to cover:</p> <ul style="list-style-type: none"> • supervision-frequency and consistency • the distinction between oversights and supervision • making supervision reflective and recording this 		31 July 2021	Principal Social Worker	<p>To deliver 4 workshops</p> <p>Evidence on files.</p> <p>Links to Practice Improvement subgroup.</p>	<p>Management oversight and supervision training will be recorded so the rationale for decisions for children are clear on file.</p> <p>Social Workers are clear on the priority actions for children to reduce drift and delay in progress.</p>		

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
	<ul style="list-style-type: none"> • supervising direct work with children • representing the child's story through supervision • tracking delays through SMART actions and review • outcomes and scaling 							
2.2	Gather feedback and share key messages from workshops with CSLT.		31 August 2021	Principal Social Worker	Improved quality of recorded decision making for children	Relevant policy or procedure changes to support management decision making considered and taking effect.		
2.3	Review and re-align Practice Standards, Supervision Policy and Recording Guidance to ensure		30 September 2021	Principal Social Worker	Improved quality of recorded decision making for children	Infrastructure which supports managers to make		

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
	documents support Team Managers with recording and decision making.			Family Valued Programme Manager		good decisions for children		
2.4	Deliver the Core Series Training		From July – December 2021	Children's Services Workforce Trainer	Mandatory training for all practitioners	Good quality direct work, chronologies and assessments of children support decision making for children		
2.5	Review and re-write the definition for management oversight and supervision with clear examples for both to ensure decisions are clear and explicit on the child's file.		6 September 2021	Principal Social Worker	Improved quality of recorded decision making for children	Where there is consistency in the recording of decision making based upon agreed practice standards.		
2.6	To produce guidance on the use of language for practitioners.		30 September 2021	Principal Social Worker Family Valued Programme Manager	Decision making which drives relationship-based practice with children and families	Relationship with practitioners lead to improved outcomes as children's needs and circumstances		

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
						are best understood		
3.0 Objective: To improve the quality and timeliness of assessments for children at risk of exploitation through the performance dashboard								
3.1	Review the current manual system for recording child exploitation and pull through the data to ensure this is reported via the dashboard.		31 August 2021	Operational Lead, Responsive Services	Timeliness of assessments	Children and young people will receive timely assessments.		
3.2	Deliver Exploitation awareness raising workshops to practitioners and managers.		July 2021 (during Practice Week)	Operational Lead, Responsive Services	All practitioners and managers have a good awareness of exploitation and have confidence in progressing children and young people through the appropriate pathways.	Children and young people will receive timely assessments Child/Young Person Risk assessment to be completed on all cases of Exploitation for medium/high levels of risk.		

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
3.3	Develop guidance for practitioners in assessing children and young people who are low risk.		30 September 2021	Operational Lead, Responsive Services		Low risk guidance for CE to be developed.		
3.4	Continue to promote Exploitation Consultation sessions.		31 August 2021	Operational Lead, Responsive Services		Children and young people will receive timely assessments		
3.5	Identify Best practice examples and share across service.		30 September 2021	Operational Lead, Responsive Services eam Managers/ Operational Leads at Team Meetings		To improve the quality and timeliness of assessments for children at risk of exploitation		
4.0 Objective: To improve awareness of missing and ensure all processes are streamlined and understood by practitioners and partners.								
4.1	Raise Awareness across Children's Services of the missing procedures.		31 July 2021	Operational Lead, Responsive Services	All practitioners and managers are clear about expectations when children	Children and young people receive a consistent and effective response		

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
				(in conjunction with Operational Leads across service)	and young people go missing.	when they go missing. Children and young people are encouraged to engage in return home interview in order that we can capture their voice and use this to influence their care planning.		
4.2	Review current processes to consider streamlining of meetings to reduce duplication and introduce choice for young people in whom completes their RHI.		30 September 2021	Operational Lead, Responsive Services Strategic Lead, Looked After Children, Practice Operational Lead, Through Care	Missing process to minimize duplication and focus effort on reducing missing episodes	Clear, effective plans will focus on reducing missing episodes for children and young people.		

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
4.3	Include Return Home Interview performance on the dashboard.		1 July 2021	Operational Lead, Responsive Services Performance Lead	There will be increased automated oversight of the timeliness and completion of RHIs, enabling better management oversight and grip.	Children and young people receive a consistent and effective response when they go missing.		
4.4	Deliver workshops to introduce the new form, develop practitioners understanding of expectations of timeliness and consistency of practice to be upheld when undertaking Return Home Interviews with children and young people.		30 September 2021	Operational Lead, Responsive Services	The timeliness and consistency of practice in RHIs will improve, providing better understanding of the reasons that children and young people go missing.	Children and young people receive a consistent and effective response when they go missing.		

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
4.5	Enhance Youth Work offer across the service.		30 September 2021	Operational Lead, Responsive Services		Children and young people with an identified need to youth work intervention to reduce their missing episodes will receive support.		
4.6	Confirm Youth Work offer to children looked after		30 September 2021	Operational Lead, Responsive Services Operational Lead, Through Care		Consistent approach for all children looked after at risk of missing episodes		
4.7	Ensure accurate data around missing episodes		31 July 2021	Operational Lead, Responsive Services		Ensure children only recorded as missing when this is the case allowing focus to be on those children that are missing		
Children looked after and achieving permanence								

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
<p>5.0 Ofsted Area for Improvement: Decision making and the recording of rationale with respect to children's placements.</p> <p>Objective: To ensure that all children and young people placed have a clear decision recorded for each move or activity.</p>								
5.1	To ensure all supported accommodation placements are reviewed by the strategic lead.		30 June 2021	Strategic Lead, Looked After Children, Practice		Children and young people placed have a clear decision recorded for each move or activity		
5.2	To ensure all new supported accommodation placements are signed off by strategic lead. (Add to the List of Delegated responsibility document)		30 June 2021	Strategic Lead, Looked After Children, Practice Strategic Lead, Looked After Children, Corporate Parenting		Children and young people placed have a clear decision recorded for each move or activity		
5.3	To ensure Management oversight is added to the file for all placement moves.		21 June 2021	Strategic Lead, Looked After Children, Practice		Children and young people placed have a clear decision recorded for each move or activity		Template developed to be added to recording standards

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
5.4	Young people placed in supported accommodation when this was not care plan to be reviewed at resource panel on a monthly basis.		1 July 2021	Strategic Lead, Looked After Children, Corporate Parenting		Children and young people placed have a clear decision recorded for each move or activity		Will follow review taking place – commission will also support with this
5.5	Undertake further work on improving Pathway Plans.		30 June 2021	Strategic Lead, Looked After Children, Practice				
5.6	Review transitional planning with Adult Services to agree any changes to the current age for transition.		31 October 2021	Head of Service, Adults Social Care Strategic Lead, Looked After Children, Corporate Parenting				
6.0 Objective To ensure direct work with children and young people improves practice.								
6.1	Liaise with young people and participation team to update direct work		30 September 2021	Principal Social Worker		Children and young people receive a consistent and effective practice.		

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
	toolkit and align with a Coventry context and re-share with managers.							
6.2	Share good direct work examples through Practice Development Forum's.		Monthly	Principal Social Worker		Children and young people receive a consistent and effective practice.		
6.3	Create a short clip for Team Managers to play in team meetings for discussion and reflection upon impact of direct work in practice.		July-August 2021	Principal Social Worker		Children and young people receive a consistent and effective practice.		
6.4	Undertake an audit of Direct Work through dip sampling.		30 September 2021	Principal Social Worker Children's Services Workforce Trainer		Children and young people receive a consistent and effective practice.		

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
Leadership, Management and Governance								
7.0 Objective: To ensure learning from quality assurance activity drives and improves practice through Practice Improvement Monthly meetings.								
7.1	Strengthen links between Quality Assurance and the Social Work Academy through the workforce development training subgroup to review learning from quality assurance activity and ways to influence practice development, alongside reviewing the impact of this learning and development activity linked to individual audits and supervision.		30 September 2021 ; to be tested through quality assurance activity with a timescale of 31 December 2021	Strategic Lead, Quality Assurance Principal Social Worker Operational Lead, Quality Assurance	Learning is embedded through OL/TM sharing learning, webinar's and re-audit of areas for development. Links to management oversight and supervision workstream.	Children and young people will benefit from improvements in the standard and consistency of practice by practitioners in Children's Services.		
7.2	Review PDF and how audit findings and learning are shared across CS's to maximize impact		30 September 2021	Principal Social Worker	Learning is embedded and practice impacted.	Children and young people will benefit from improvements in the standard and consistency of		

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
	of learning, including areas of good practice and areas for improvement.			Operational Lead, Quality Assurance		practice by practitioners in Children's Services.		
7.3	Review QA case file audit tool in line with Signs of Safety, restorative practice and relational practices, making the case file audit process more collaborative with practitioners and a learning and development process.		30 September 2021	Strategic Lead, Quality Assurance Principal Social Worker Operational Lead, Quality Assurance	Learning is embedded	Children and young people will benefit from improvements in the standard and consistency of practice by practitioners in Children's Services.		
7.4	Revise casefile audit tool to further complement and support evidence of good practice as well as impact and outcomes for children; the tool needs to help us gain the clearest and most balanced understanding of		30 September 2021	Strategic Lead, Quality Assurance Principal Social Worker Operational Lead, Quality Assurance	Increase in the proportion of audits graded meets good for impact and outcomes for children/good practice evident.	Children and young people will benefit from improvements in the standard and consistency of practice by practitioners in Children's Services.		

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
	what difference/improvement our involvement has made for the child/family concerned and what else could be realistically done to achieve this/make further difference and improvement.				Positive child and family feedback is in the majority.			
7.5	Establish a Practice Board to support the development of practice using our four lenses quality assurance approach, as set out in Coventry Children's Services quality assurance and continuous improvement framework		13 September 2021	Principal Social Worker		The action enables Practice board to be established, with the impact for children to be more measurable by January 2022 through business as usual processes which test the measures practice board focuses on, drawing on quality assurance activity to confirm a shift in practice. This will include improvement in		

No.	Actions	RAG Action complete	By When	Delivery Lead	Performance measure	How will we know it's working well for children?	RAG Performance measure and impact	Progress
						performance quantitative data, increase in positive family feedback and an increase in the proportion of audits rated meets good for impact and outcomes for children and good practice is evident		

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Agenda Item 5

Education and Children's Services Scrutiny Board (2) Work Programme 2021-22

Last updated 07/09/21

Please see page 2 onwards for background to items

24th June 2021
Children and Young People's Plan i) Overview of services ii) Covid-19 context iii) Holiday Activity Fund including provision of Free School Meals
16th September 2021
Ofsted Outcomes and Action Plan Briefing on support for self-isolating families
21st October 2021
Criminal and sexual exploitation of Children and Young People Education & Skills and Children's Services Covid-19 recovery update
25th November (tbc)
Marmot, Health Inequalities and children and families Library provision
27th January 2022
Covid-19 recovery update
17th March 2022
-
Items for 2021-22
School Performance Information – validated data Children Missing Education One Strategic Plan Adoption Service Annual Report Family Health and Lifestyles Service update Coventry and Warwickshire Maternity, Children and Young People Programme (MCYP) (Joint SB5) Use of technology by Children's Services Children's Services Strategic Plan and Journey to Excellence Family Valued Programme Youth Provision in Coventry Safeguarding Children's Partnership Annual Report Poverty, Health Inequalities and links to the Marmot Programme SEND, employment and post-16 opportunities Apprenticeships (with Scrutiny Board 1&3) Children withdrawn from school to be home schooled

Education and Children's Services Scrutiny Board (2) Work Programme 2021-22

Date	Title	Detail	Cabinet Member/ Lead Officer
24th June 2021	Children and Young People's Plan i) Overview of services ii) Covid-19 context iii) Holiday Activity Fund including provision of Free School Meals	An introduction to the Board on the priorities of the service for the coming year, including the impact of Covid-19 on children and young people in school, as well as a focus on the planned activities over the summer, including the provision of Free School Meals over the summer holiday	John Gregg/ Kirston Nelson Cllr Sandhu/ Cllr Seaman
16th September 2021	Ofsted Outcomes and Action Plan	To look in detail at the recommendations from the Ofsted visit in May 2021 and progress on actions	John Gregg Cllr Seaman
	Briefing on support for self-isolating families	Information for Members on support to families.	
21st October 2021	Criminal and sexual exploitation of Children and Young People	Progress on the work of the Violence Reduction Partnership as well as work being done	
	Education & Skills and Children's Services Covid-19 recovery update	Education & Skills to cover feedback from summer holiday activity fund as well as plans for Christmas holiday FSM provision. Children's Services to cover demand on services and progress on new ways of working with use of new technology	
25th November (tbc)	Marmot, Health Inequalities and children and families	Following on from an item at Scrucro – looking specifically at children and families.	
	Library provision	With particular reference to those now being delivered with/by volunteers e.g. Earlsdon and the 'new' library in Holbrooks	
27th January 2022	Covid-19 recovery update		
17th March 2022	-		

Education and Children's Services Scrutiny Board (2) Work Programme 2021-22

Date	Title	Detail	Cabinet Member/ Lead Officer
Items for 2021-22			
	School Performance Information – validated data	A report on school performance data using validated data, including LAC and vulnerable groups, as well as gender analysis. Possibly overlaying with Marmot	Kirston Nelson
	Children Missing Education	To include children excluded, at risk of exclusion Children home schooled will be considered as part of a separate item	Kirston Nelson Sara Mills, Jeanette Essex
	One Strategic Plan	The One Strategic Plan was approved by Cabinet in Feb 2020. The Board will monitor progress on implementation of the plan.	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
	Family Health and Lifestyles Service update	The service includes the following; Family Nurse Partnership (supporting first time teenage parents), Health Visiting, Infant feeding, Stop Smoking in Pregnancy, Family Weight management – Be Active Be Healthy, School Nursing and support for BAME families. The paper will provide an overview on how the service is being redesigned to ensure that there is an even greater focus on increasing levels of service to those with greater health inequalities in Coventry.	Harbir Nagra Sue Frossell Charlotte Finlayson - SWFT
	Coventry and Warwickshire Maternity, Children and Young People Programme (MCYP) (Joint SB5)	Looking scrutinise plans to develop and deliver joined-up services commissioned for babies, children, young people and their families being developed as part of the Coventry and Warwickshire Health and Care Partnership work programme.	Anna Hargraves, South Warwickshire CCG
	Use of technology by Children's Services	As requested by the Board at their meeting on 11 th March, an item on the use of technology to improve communication with service users be considered	Cllr Seaman John Gregg

Date	Title	Detail	Cabinet Member/ Lead Officer
	Children's Services Strategic Plan and Journey to Excellence	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. At their meeting on 11 th March the Board agreed that this report would replace the regular progress reports from the Improvement Board	John Gregg Cllr Seaman
	Family Valued Programme	To consider progress and impact on families of the programme	John Gregg Cllr Seaman
	Youth Provision in Coventry	How and where we work with outside partners (and specifically the third sector) to deliver it	
	Safeguarding Children's Partnership Annual Report	To include recommendations and progress on any serious case reviews	
	Poverty, Health Inequalities and links to the Marmot Programme	To look at the and the impact on children and families and educational attainment.	
	SEND, employment and post-16 opportunities	To consider how children with SEND are supported to access employment and training opportunities post 16	
	Apprenticeships (with Scrutiny Board 1&3)	Tie in with the careers. National Careers Service.	
	Children withdrawn from school to be home schooled	Following concerns that the numbers of electively home education children has risen as a result of concerns around Covid, Members requested an item on how these children are being supported and safeguarded.	Kirston Nelson Cllr Sandhu