



**Coventry Local Safeguarding Children Board Interim Annual Report**  
**September 2016 to March 2017**

# Foreword

I am pleased to introduce the Coventry Safeguarding Children Board (CSCB) interim report for September 2016 to March 2017.

The CSCB is required to publish an annual report on the effectiveness of safeguarding in our area including an assessment of local safeguarding arrangements, achievements made and the challenges that remain.

When I took over as Chair on 1 August 2016, I decided to change the period the annual report was dealing with, bringing it in line with a range of other business processes including the financial year. That is the reason why this report covers half a year. Future reports will be for a whole year April to March.

During this period, building on the work done by the previous chair, the Board has grown in the way agencies are able to challenge each other and hold others to account, both at full board and at the sub-group meetings.

Our approach was examined when we invited the Local Government Association to conduct a “diagnostic”, a type of peer review. They confirmed that we are moving with high ambition in the right direction. This was a very pleasing outcome that recognised the progress and hard work of the Board.

The changing and reducing financial landscape continues to be challenging for all agencies and so being able to have frank and strong discussions is vital in keeping our safeguarding system as strong as possible.

Progress against our priorities has been variable. Whilst the multi-agency response to child sexual exploitation is a real strength, the work to protect

children and young people from the effects of domestic abuse has made less progress. You will see the detail in the report along with a lot of rich and detailed data.

Whilst any lack of progress against priority areas is disappointing, we should not shy away from trying to understand and tackle difficult issues. Child protection and safeguarding in the multi-agency world is complex and so quick fixes are not always available. If we only took easy issues as our priorities we would not really be driving whole system change and service improvement which will lead to better outcomes for the children and young people of Coventry.

From April 2017, outside of the scope of this report, we adjusted our priorities and these will be reported on next time.

I thank the members of the CSCB for their professionalism, challenge and rigour and the business team for all their work during the last six months.

I must conclude by thanking the frontline practitioners for their dedicated work in safeguarding our children and young people.



A handwritten signature in black ink, which appears to read 'David Peplow'. The signature is stylized and written in a cursive-like font.

**David Peplow**  
Independent Chair

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# Introduction



# Introduction

This report outlines the achievements and challenges of Coventry LSCB from September 2016 to March 2017. It evaluates the impact of Coventry's services on outcomes for children and shows how the work of the Board has contributed to improving outcomes. It details the Board's progress in implementing its current priorities.

The objectives of an LSCB are clearly set out within Section 14 of the Children Act 2004:

- a) To co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and
- b) To ensure the effectiveness of what is done by each such person or body for those purposes.

In order to fulfil its statutory functions under Regulation 5 of the Local Safeguarding Children Boards Regulations 2006 as a minimum an LSCB should:

- assess the effectiveness of the help being provided to children and families, including early help;
- assess whether LSCB partners are fulfilling their statutory obligations;
- quality assure practice, including through joint audits of case files involving practitioners and identifying lessons to be learned; and
- monitor and evaluate the effectiveness of training, including multi-agency training, to safeguard and promote the welfare of children.

LSCBs do not commission or deliver direct frontline services, though they may provide training. While LSCBs do not have the power to direct other organisations and Board partners retain their own lines of accountability for safeguarding, safeguarding boards do have a role in making clear where improvement is needed.

This annual report provides an assessment of the performance and effectiveness of local services in improving outcomes for children. It details how Coventry LSCB has helped to create better outcomes for children through improving multi-agency processes and co-ordination, assessing the effectiveness of what is being done by agencies and feeding back to them, quality assuring practice and disseminating good practice, developing and providing multi-agency training and ensuring that agencies are fulfilling their statutory responsibilities. The Board challenges partners but also supports them to improve. It listens to the voices of children and directs its work accordingly.



# Local background and context



# Local background and context



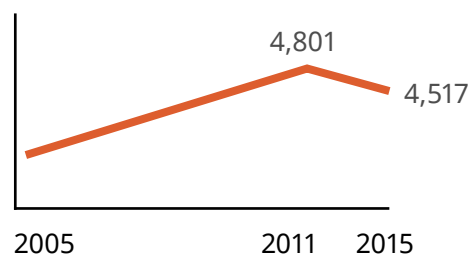
Coventry Children's Services and LSCB were inspected by Ofsted in January 2014 and judged to be inadequate. Since that time an Improvement Board has been established and the Department of Education has monitored progress. A new independent Chair of the LSCB took up post in September 2014 and completed her two year tenure in August 2016. She reported regularly to the Secretary of State and the Improvement Board on progress. Agencies working together to safeguard children in Coventry are working in a challenging context. There is a growing population, a diverse ethnic mix and higher than average levels of poverty.

## Coventry population<sup>1</sup>

**75,100** children and young people in Coventry aged 0-17  
**22%** of population  
**13,900** under 3



## Coventry births



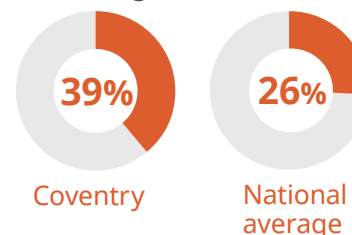
## Migration

Net international **3,100** in 2005 to **6,600** in 2015.

If current population growth trends continue, then by **2026** the total population of Coventry will rise by **15%** with the total number of children projected to rise faster than the adult population.<sup>2</sup>

## Minority ethnic groups<sup>3</sup>

% of children from minority ethnic backgrounds

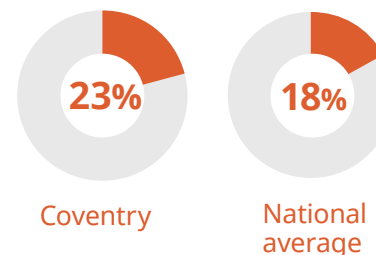


**80** languages spoken  
 In **8.7%** of households no one speaks English as their main language<sup>4</sup>

## Deprivation

**18.5%** of Coventry residents live in neighbourhoods that are among the most deprived 10% of neighbourhoods in England<sup>5</sup>

Children living in relative poverty



**17,100** children living in Coventry from households that have an annual income **less than 60%** of the national average.<sup>6</sup>

## Lone parents

Coventry also has a higher than average percentage of children living in lone parent households.

## Free School Meals

The 2013 School Census indicates that there are higher than average numbers of children in primary schools who are known to be eligible for and are claiming free school meals.

## Sources

1. 2015 mid-year population estimates, Office for National Statistics
2. 2014 Sub National Population Projections, Office for National Statistics
3. Mid 2011 Census based population estimates, Office for National Statistics
4. 2011 Census, Office for National Statistics
5. Index of Multiple Deprivation 2015, Department for Communities and Local Government
6. Children in low-income households, Department of Energy and Climate Change



# Outcomes for Coventry children





# Outcomes for Coventry children

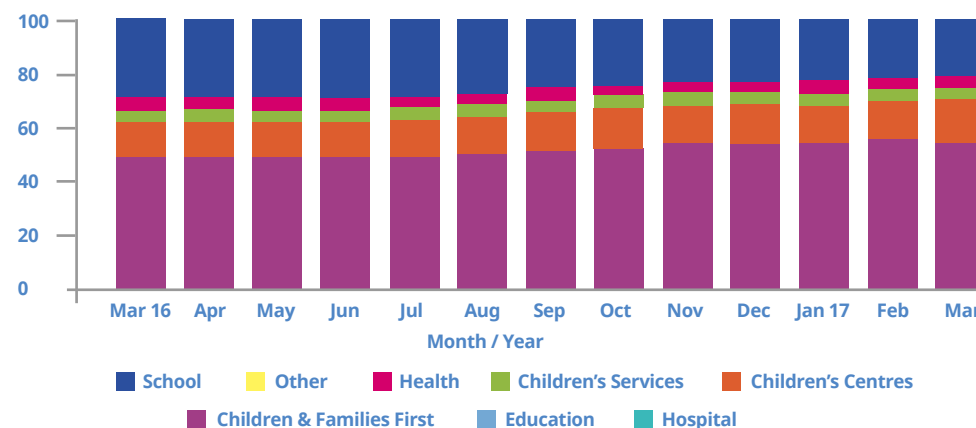
## Summary

Outcomes for children in Coventry have continued to improve over the last six months. The good news is that more children are getting help and support earlier, but more needs to be done to ensure that all children get assessed and helped quickly. This is particularly the case for children in need, for whom planning needs to be timelier and more focused on outcomes. The Board has worked to improve the guidance available to partners to improve the quality of referrals and the application of thresholds but there remains some significant difficulty for partners applying these in practice. In terms of Early Help for children and families there is more that could be done to engage a wider range of partners in leading support for families and in understanding the long term impact of interventions. With impetus from the Board, services have worked hard to continuously improve their joint working across all areas and so improve outcomes for children. This section provides more detail of the progress being made.

## Early Help

The number of families being supported through the common assessment framework (CAF) continues to rise, in 2016/17 2455 CAFs were completed. Over the year the percentage of early help work shown to be led by partners other than children's social care has decreased. More work is required to understand and overcome the barriers and challenges faced by partners to leading CAF work with families.

Figure 1: Open CAFs by lead agency



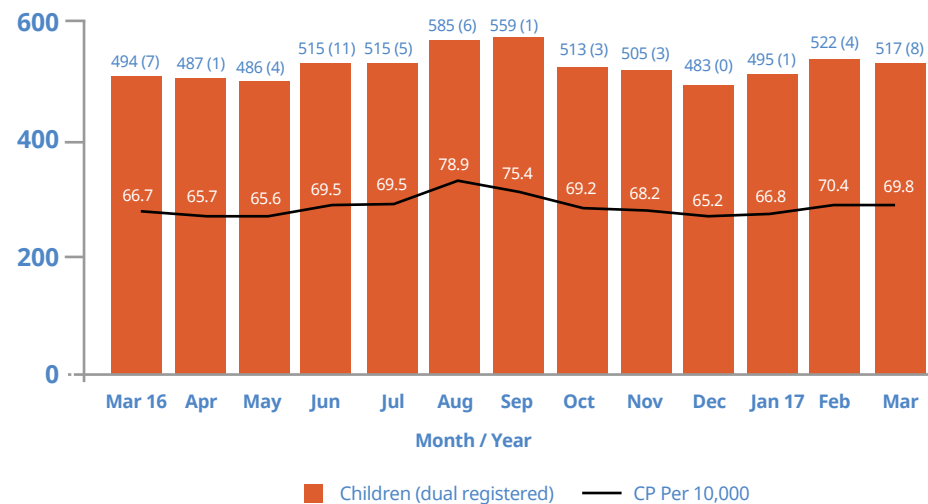
The outcome of CAF work is considered successful if it is completed with all actions completed. Over the year this figure has risen from 68.8% to 70.7%. However, this still does not clearly illustrate whether life has improved for the children involved. The recent audit carried out by the Board suggests that while there is some evidence of positive impact on children and families through early help that there is more work required in understanding the impact of interventions, especially in the long term.



## Child Protection

Over the year, the number of children with child protection plans has remained relatively constant. This year there are currently 566 children with a child protection plan. This is still higher than in similar areas. Work has been started to ensure that children get help earlier, avoiding escalation, but there is still more that could be done.

**Figure 2: Numbers of children on a child protection plan**



Children are mostly still receiving the help they need in a timely way. 86% of initial child protection conferences are held within 15 days and 86.1% of children and family assessments are held within 45 days. This is a weaker position than was reported last year and there are concerns that timeliness is under pressure because threshold standards are not consistently applied. Following the LSCB audit earlier last year threshold guidance has been simplified and reissued across the partnership. Work is also underway to improve the way in which agencies can refer into social care and early help to ensure children and families receive the right help at the right time and

in the right way. The number of repeat referrals and the number of children becoming subject to a child protection plan for a second or subsequent time has dropped but remains high. This means that children are still being exposed to significant risk for a second or third time, which calls into question the effectiveness of the intervention already undertaken and the effectiveness of the continuum of need and how families are escalated through it.

**Figure 3: Children on a child protection plan by age and category of abuse**

Age Group	YTD	%	2015/16 %	2014/15 %	2013/14 %
Unborn	21	4.1	2.6	4.5	4.7
0 to 3	165	31.9	30.0	30.1	33.2
4 to 11	238	46.0	48.5	47.2	44.6
12 to 16	91	17.6	18.1	17.6	16.3
17+	2	0.4	0.8	0.7	1.2
<b>Total</b>	<b>517</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

Plan category	YTD	%	2015/16 %	2014/15 %	2013/14 %
Emotional	297	57.4	51.5	56.5	51.4
Neglect	179	34.6	41.2	32.4	35.9
Physical	13	2.5	2.4	5.3	7.2
Sexual	28	5.4	4.9	5.8	5.5
<b>Total</b>	<b>517</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>



In Coventry the most prevalent category of abuse is emotional. For the last three years between 51 and 58% of children on child protection plans have been primarily described as suffering from emotional abuse. Neglect is the second most prevalent category, with around 32-41% of children on a plan being subject to neglect. Statistics published by the National Society for the Prevention of Cruelty to Children (NSPCC) show that over the last five years across the whole of England the most prevalent category of abuse is neglect, with an average of 42-45% of children on child protection plans as a result of abuse. Across England in 2015 only 34% of children on child protection plans were subject to emotional abuse. The Board has now made neglect a priority and partners will work together to focus on how neglect is identified and dealt with in Coventry.

## Children in need and domestic violence

There are currently 2,154 open Children in Need cases, with 95.4% open less than six months. 53.1% of these do not yet have a plan. This is potentially because they are still in the early stages of assessment. It is important to avoid drift and the Children's Social Care managers monitor these on an on-going basis to prevent case work drifting, but there is concern that there are a number of children who are not having their plans progressed.

The number of domestic violence (DV) contacts has fallen in the last year, from 6,620 to 6,066. The number of contacts that result in no further action has also fallen from 41% to 38.4%. This is a result of changes to the screening process and quality improvements, although there is still work required to ensure that families and children are protected and supported appropriately and that information sharing with other agencies is effective.

## Looked after children

Coventry is broadly stable in the number of children who are looked after and is higher than the all England average and statistical neighbours, reflecting levels of deprivation in the city.

The health care offered to looked after children continues to be a focus for partners. 93% of looked after children have a completed health assessment. The Clinical Commissioning Group (CCG) monitors the local performance in relation to initial and review health assessments through a contractual KPI and work continues to improve the consistency of the statutory health assessments and care plans of looked after children. The education of looked after children is also an area of interest for the Board, but there is no new attainment data available in the last six months. The Board will consider progress in this area more fully in the next annual report.

Figure 4: Numbers and rate of looked after children

Year	2013/14	2014/15	2015/16	2016/17
<b>Children looked after at year end</b>				
Coventry	629	587	580	616
All England	453	457	464	-
West Midlands	651	669	660	-
Statutory Neigh.	555	578	554	-
<b>Per 10,000 population</b>				
Coventry	85.9	79.2	78.2	83.1
All England	60.0	64.4	60.3	-
West Midlands	73.0	79.8	73.2	-
Statutory Neigh.	78.0	81.3	76.4	-
Best performing stat. neigh.	Sheffield		46.0	



## Early Years

Across Coventry we continue to see an encouraging picture of improvement in the early years of children's lives.

**Figure 5: Giving every child the best start in life**

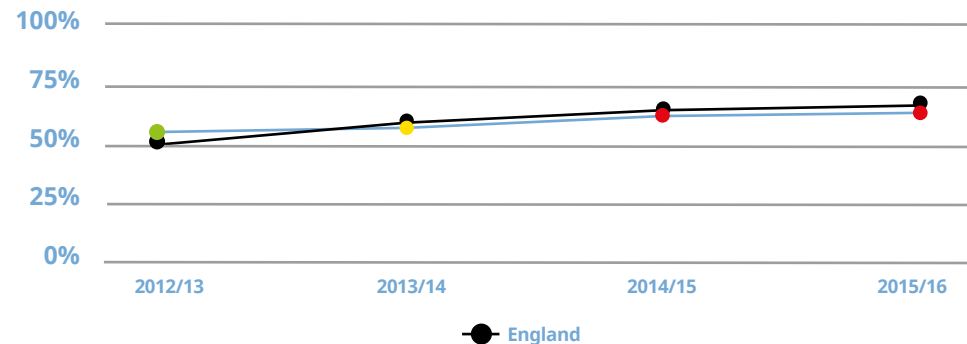
	vs West Midlands	vs England
% children achieving good level of development	Yellow	Red
% children achieving good level of development FSM	Yellow	Yellow
% mothers smoking status at delivery	Green	Red
Low birth weight babies	Yellow	Yellow
Breastfeeding initiation	Green	Green
Child poverty (under 16s)	Red	Red



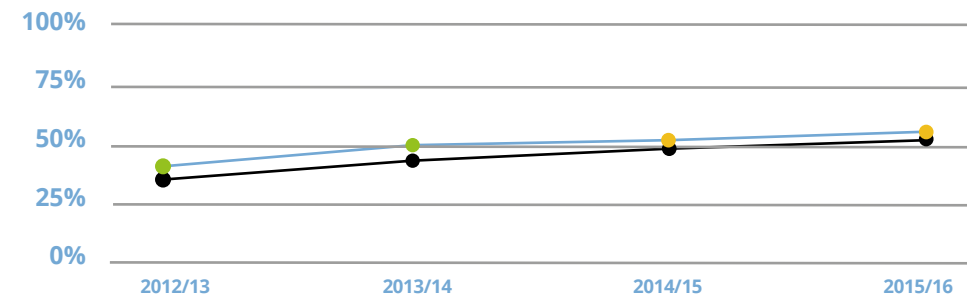
As an indicator for school readiness, the proportion of children achieving a good level of development by the end of reception is used. In Coventry, as with the England average, there has been an increase in the proportion of children achieving a good level of development in the last year, although there is still a large inequality within the city. For those eligible for free school meals, the proportion of children achieving good development is lower than the average for all children. However, for children eligible for free school meals, the proportion achieving good development in Coventry remains higher than the England average.

**Figure 6: School readiness**

CYP: School Readiness - the percentage of children achieving a good level of development at the end of reception (persons) Coventry



School Readiness: - the percentage of children with free school meal status achieving a good level of development at the end of reception (persons) - Coventry

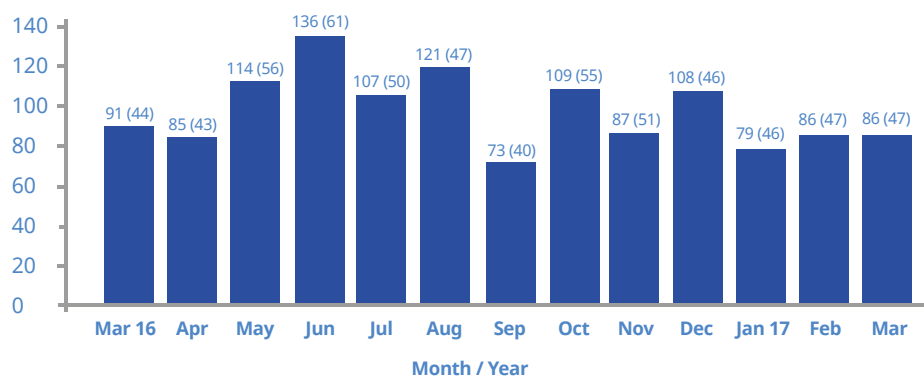




## Missing children

Missing children are concerning because being missing increases their vulnerability to abuse and exploitation. We now have a much better picture of missing children in the city, with higher numbers of missing episodes than in previous years as a result of improved reporting. There is still a high level of repeat missing episodes and concern that children are not being given the opportunity to be seen promptly to discuss the reasons for going missing and to ameliorate any associated risk. Those children who go missing the most and are the most vulnerable are monitored by the Missing Operational Group (MOG), but there is still work to be done to prevent children going missing so frequently and to ensure that the information contained in return home interviews is used effectively.

**Figure 7: Number of missing children and episodes**



## Child Sexual Exploitation (CSE)

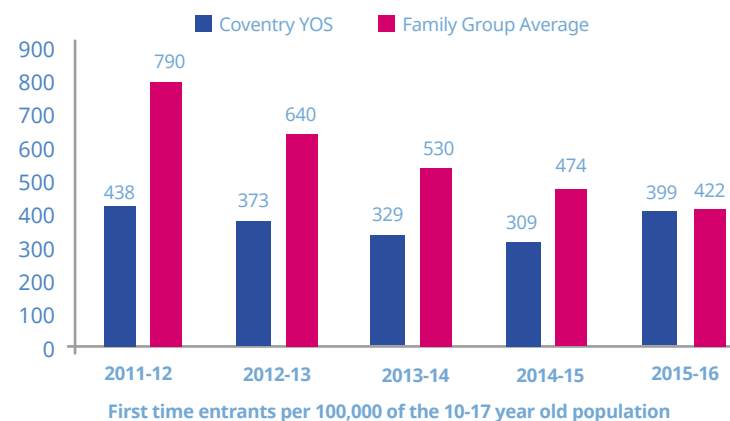
Agencies across Coventry have continued to develop the support they are able to offer children who are at risk of, or experiencing, CSE. They have also completed significant pieces of prevention work

with suspected perpetrators and with known locations. The CSE Subgroup regularly considers information on CSE across the city, including the numbers of children at risk and the numbers of children, who experience a reduction in their risk levels. Currently 191 children who are experiencing, or at risk of, sexual exploitation are being supported by services and are, therefore, likely to have significantly better outcomes.

## Crime and young people

The total of recorded crime where victims are children has risen, but this is in line with the force average within the West Midlands. 26% of crimes against children were for wilful assault which would suggest the majority of offences are committed by a parent or someone in care and control of the child. 20% of crimes against children are recorded as having a positive outcome, which is in line with the force average. The police are now able to report on the number of police protections taken out in the city. The most common reason for police protection powers being used is physical abuse.

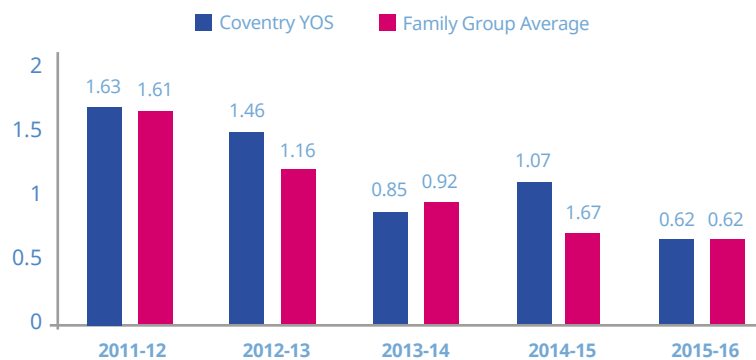
**Figure 8: First time entrants to the criminal justice system**





In recent years there have been a downwards trend in first time offending, with rates consistently below the national average, however first time offending increased in the last year. There is a continued downward trend in terms of youth re-offending, illustrating the effectiveness of youth offending services across the city.

**Figure 9: Proven re-offending rates**



## Educational attainment and attendance

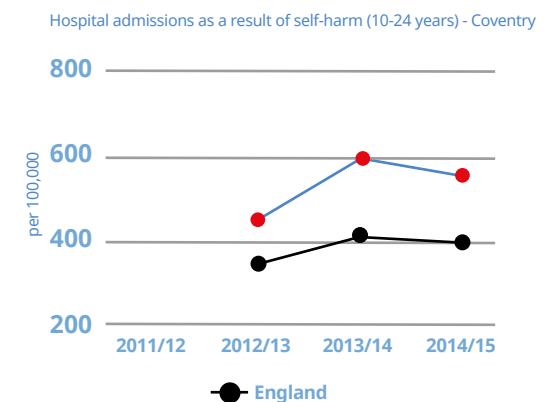
In previous years we have reported a continuing improving picture for reading, writing and maths at key stage 2, in 2015 78% of Coventry children achieved the required standard. In 2016 this dropped to 49%, but this is just three per cent below the England average and in line with a national drop in reported attainment due to changes in the way that attainment is measured. An average of 53% of children in Coventry achieved 5 A\* to C grades at GCSE last year. This is higher than the previous three years and closer to the England average than has been seen in recent years.

The educational attainment of children in Coventry remains an area of interest for the Board, but there is no new attainment and attendance information available since the last annual report. The Board will consider progress in this area more fully in the next annual report.

## Health

Coventry children are at less risk of serious childhood diseases as a result of a good uptake of immunisations. The majority of immunisation uptakes are at or above the national average. Infant mortality has seen a steady downward trend since 2007 and is now at the average for England. Teenage conception shows a significant downward trend, but remains stubbornly above the England average. The rate for children killed or seriously injured on our roads has significantly fallen in the period up to 2014 (latest available figures) and is now only slightly above the national average. The Board remain concerned about the mental wellbeing of children in Coventry. The rate of hospital admissions as a result of self harm is significantly higher than the national average and, although the rate is lower this year than last year it is still significantly higher than 2012/13. A recent report by the Children's Society (The Good Childhood Report 2016) concluded that children were experiencing increasing happiness with school and a decreasing happiness with friends and appearance. It also concluded that girls were significantly less happy than boys in terms of appearance and life as a whole. These factors are a significant indicator of wellbeing, which when low can mean that a child is more likely to develop mental health issues, of which self harm may be a feature.

**Figure 10: Hospital Admissions as a result of self harm (10-24 years)**





# Progress against priorities



# Progress against priorities

The Board's priorities have been in place since April 2015. Following publication of our previous Annual Report in September 2016, it was agreed that the priorities needed to remain unchanged. The Board priorities for the period covered by this interim report are:

## Current priorities:

To listen to and learn from the voice of the child and young person and to ensure that this learning shapes the way in which services safeguard young people in Coventry.

To ensure that the learning from Serious Case Reviews is used to improve outcomes for children and young people and that reviews are carried out efficiently and to timetable.

To evaluate the impact of Early Help arrangements on outcomes for children.

To ensure that missing young people and those at risk of sexual exploitation are protected by effective multi-agency arrangements.

To ensure that children and young people are protected from domestic violence by effective multi-agency arrangements.







The work that is undertaken by the Board is focused sharply on these priorities. Single agencies also contribute. Progress to date is outlined in the tables below.

### To listen to and learn from the voice of the child and young person and to ensure that this learning shapes the way in which services safeguard young people in Coventry.

Listening to and learning from the voice of the child has continued to be a high priority for the Board. We have continued with our live testimony from children and young people at our meetings. We have listened to the direct testimony of looked after children and their experience of education support and from a group of disabled children telling us about the difficulties they can face accessing services in Coventry. The Board has recognised the importance of Signs of Safety as a methodology for supporting families because it emphasises the direct input of children. Partners are now working together to deliver appropriate training to support the roll out across the city.

Services continue to strengthen their engagement with children and their families. The extensive work that agencies have undertaken to listen to the voice of children includes:

Amplifying the voice of the child has been a core priority for Coventry Children's Services. Continuing previous commitments to supporting the direct input of children into assessments and safety plans through the use of Signs of Safety, over 400 staff have now been trained in this important tool. The Voices of Care Council has influenced some key decisions including the design and location of new residential homes.

The CCG is strengthening patient engagement with children through a number of initiatives, including working on specific projects with local colleges and recruiting young people to participate in specific service development workshops, this will ensure that the voice of the child is heard in commissioning plans.

Public Health have helped children and their families to shape a new Family Health and Lifestyle service, which brings together a range of services including health visiting, schools nursing and the Family Nurse Partnership (FNP) as part of a developing family hub model.

The children's play team at UHCW continues to gather children's views of their hospital experience – using iPad games and a themed feedback wall. Every 24 hours the information is shared with staff for them to respond and make any necessary changes.

West Midlands Police have continued to use the voice of the child, as a victim, to shape their response to CSE. There is now a good practice model for supporting victims of CSE.





## To listen to and learn from the voice of the child and young person and to ensure that this learning shapes the way in which services safeguard young people in Coventry.

Within Coventry and Warwickshire Partnership Trust (CWPT) there is a Service User Assembly which gives children and their parents and carers a forum to be involved in the strategic development of services. There are also service user groups within the Family Nurse Partnership (FNP) and Children & Adolescent Mental Health Services (CAMHS).

Through their work managing adult offenders the Reducing Reoffending Partnership, supported by Barnado's has trained all their staff to consider situations through the eyes of a child, influencing the way in which decisions about licence conditions, breaches and prison recalls and releases are made.

The NSPCC facilitates a participation group for children and young people to enable them to explore their experience of working with the NSPCC and other agencies. This is then used to make practice improvements.

### Conclusion

Previous good progress on this priority has continued. Individual organisations are improving their focus on children and within the Board itself, the testimony from children and young people has shaped thinking.



## To ensure that the learning from Serious Case Reviews (SCRs) is used to improve outcomes for children and young people and that reviews are carried out efficiently and to timetable.

Since September 2016 we have not published any SCRs, although we are in the process of completing two. In the last six months we have focused on embedding the learning from Serious Case Reviews.

Multi-agency and relevant single agency training has been reviewed to incorporate learning from SCRs.

The Board has held a series of sessions focusing on learning from SCRs, with a particular focus on recognising neglect and parental drug and alcohol use.

The Board has also held a series of briefing sessions to frontline practitioners and managers across the partnership which has included learning from SCRs.

Information sharing has improved with GP practices being more fully engaged in the early help, through the common assessment framework, but there is still work to be done to ensure that decisions relating to cases that are stepped down from social care to partners are fully communicated and explained.

Previous work to educate parents about the risks of co-sleeping have contributed to a reduction in sudden infant deaths.

The key recommendations from the child sexual exploitation SCR demonstrated a need for long term support for those at risk of, or experiencing CSE, with particular emphasis on the support available to children when they become adults. The Board is currently working with Coventry Safeguarding Adults Board to deliver this recommendation and considering the potential of working with the voluntary sector.

A standard audit tool has now been developed for all multi-agency audits, which incorporates key lines of enquiry which will test whether learning from SCRs has been embedded in the long term.

### Conclusion

We have consistently delivered well in relation to this priority. There is evidence of significant changes to ways of working that have improved outcomes for children and young people. Sound processes are in place for the completion of good quality, timely reviews. In particular, in the last six months we have provided training across the partnership in relation to the completion of individual management reviews (IMR). Arrangements are also in place that assure Board members that recommendations are embedded in practice. However, there is some work still required around sharing information when cases no longer require social care support but do need involvement from other partners and in relation to supporting children who experience or are at risk of CSE as they become adults.



## To evaluate the impact of Early Help arrangements on outcomes for children.

Board members have continued to develop their approach to Early Help and how they judge its impact on outcomes for children. The Board completed a multi-agency audit evaluating the impact of Early Help (for more details see **Section 7**). The recommendations made it clear that there was more work to do to ensure partners are able to work together effectively to achieve sustainable improvements for families. The Early Help Board is now co-ordinating the implementation of the recommendations and will report progress regularly to the Effectiveness and Quality Subgroup. The work undertaken by agencies, this year, to ensure early help services are improved includes:

The Acting Early initiative brings midwives, health visitors and children's centre staff together to work in locality specific integrated teams. Through this work there are closer collaborative partnerships between all partners, including early help teams and schools. The programme is currently being evaluated.

Coventry City Council has adopted a 'strengthening families' approach across early help services. This whole family approach that builds protective factors and family resilience ensures that the root cause of families can be addressed, achieving more sustainable change. Ignite, Whitefriars Housing and Coventry City Council continue to work together in the Willenhall areas of the city; engaging with families to prevent rather than respond to crises and supporting families to achieve the outcomes they need to thrive in their homes and communities. This is achieved by building resilience and community support networks.

UHCW has continued to develop the iBumps teenage pregnancy service. It is focused on early intervention to support families through the whole antenatal period with a personalised and co-ordinated support package. Service users provide direct testimony of the positive impact the service has on their confidence as parents.

### Conclusion

We have continued with our commitment to early help. Our audit work has demonstrated that there are some positive and lasting outcomes for children and families from our early help offer. However, there still remain some system problems making effective communication between early help and social care much more difficult than it needs to be and these need to be resolved. Continuing work to ensure that all services involved in early help communicate well with each other should result in more children getting the help they need in a timely fashion.



## To ensure that missing young people and those at risk of sexual exploitation are protected by effective multi-agency arrangements.

The CSE strategy and plan have been revised in the last six months. This will ensure that our approach to CSE across the city remains focused on the current risks and issues. There continues to be a strong focus on understanding the picture of CSE locally and an increasing focus on prevention.

CSE Champions in each social work area continue to meet regularly with the Horizon Team to understand the intelligence picture around CSE and help practitioners to identify and understand the risks.

The multi-agency Horizon Team continues to work across teams providing support to social workers and other staff working with children who are at risk of or experiencing CSE. The Team is now starting to case hold, and use a relationship based model of working to build an enduring and trusting relationship with a child or group of children, leading to better outcomes for them. This has led to several significant prosecutions. Working with a range of voluntary agencies, Horizon has developed a victim care support package to ensure that the young people who bravely testified in the trial were supported through pre, during and post-trial leading to the retention of all witnesses involved. As a result of all their work the Horizon Team had its achievements acknowledged on a National level as it was awarded Silver in the Guardian Social Work Team of the Year Award. A specialist nurse is now embedded in the team to co-ordinate health assessments for all high/medium risk cases and developing a health framework for service provision for children experiencing, or at risk from, CSE.

Public Health continue to commission the Early Intervention Service – Compass Aspires. The service provides behavioural change interventions to young people identified as at risk from, or experiencing, CSE. It works closely with the Horizon Team and missing young people where there are identified sexual health, domestic abuse and substance misuse concerns.

A sexual violence prevention and an intimate partner violence protection project have recently been commissioned. Both projects involve the delivery of workshops in schools and youth groups. They are designed to address attitudes to women, improve self-esteem, educate about consent, identify acceptable and appropriate behaviour, explore issues of online safety, and raise awareness of CSE and grooming. This project is important in the progression of the prevention strand of our CSE work.

The police have obtained the first Risk of Sexual Harm Order in the West Midlands and continue to apply for these, along with harbouring notices to further reduce the risk of sexual exploitation within the city.



## To ensure that missing young people and those at risk of sexual exploitation are protected by effective multi-agency arrangements.

More awareness events have been held over the last six months including (CSE Awareness Day event) a week of targeted activity to coincide with the National Working Group (NWG) CSE awareness raising day on 18 March 2017. People in Coventry were urged to unite against CSE and make a personal pledge to help tackle the abuse.

Information on missing children continues to be regularly reported to the Board. The Council has developed systems to manage and respond to missing children and agencies are now more able to deliver an effective cross agency response. More return home interviews are being completed but there are improvements that need to be made to the way in which information from those interviews is used to inform effective responses.

Coventry City Council has set up a monthly panel to review supported accommodation. This is a multi-agency meeting involving housing providers, substance misuse services, early help workers and community safety officers. The panel discusses young people living in supported accommodation who are considered at risk and identifies strategies for supporting them better and helping them to stay safe.

### Conclusion

Progress on this priority continues to be good. Services are focused on supporting victims as well as acting to find and stop would be perpetrators and perpetrators. However, there is still work to do to ensure that learning from previous multi-agency audits and SCRs is embedded in practice. There is evidence that the response to missing children is improving but more work is still needed to understand the patterns and learn how to reduce repeat episodes in a child focused way.





## To ensure that children and young people are protected from domestic violence by effective multi-agency arrangements.

We have continued to progress our work in this area, ensuring that the various agencies dealing with domestic violence work well together and the multi-agency arrangements are fit for purpose.

The Board continues to work with the Police & Crime Board to ensure that domestic violence training across the city is well co-ordinated. This helps protect children by ensuring that there is a common understanding across the city and clarity on when to act.

Single agency work relating to this priority includes:

The Reducing Reoffending Partnership runs an accredited perpetrators programme called Building Better Relationships. This involves behaviour change focused group work with perpetrators of domestic violence in Coventry and support to victims.

The NSPCC has commissioned a new domestic abuse service, Steps to Safety. This will work with victims of domestic abuse and their children to ensure that children can express their experience of living with domestic abuse and that the impact of domestic abuse on children is better understood by professionals.

Police, Council and Health partners have reviewed the work together in the domestic violence screening process. This allows information sharing and action to be conducted more easily and improves the quality of subsequent safety planning.

Coventry City Council and adult substance misuse service providers have worked together to deliver hidden harm training to family workers across the city. This helps professionals to identify substance misuse as a hidden issue in other family problems, such as domestic abuse.

### Conclusion

There has been some progress on this priority with increased action to support victims but more still needs to be done to reduce the incidence of families affected by domestic abuse.





# Statutory responsibilities



# Statutory Responsibilities

This annual report is an interim report covering the period September 2016 to March 2017. Our statutory responsibilities in relation to the following were summarised in our September 2016 Annual Report:

- our biennial assessment of all LSCB member agencies and organisations, in relation to their duties under Section 11 Children Act 2004
- an annual self-assessment of educational establishments to review the effectiveness of the arrangements for safeguarding children, in relation to their duties under S157 and S175 Education Act 2002, Keeping Children Safe in Education 2015 and Working Together 2015
- an annual report from the Child Death Overview Panel (CDOP)
- an annual report from the Local Authority Designated Officer (LADO)

An updated report on our work in these areas will be included in our April 2018 Annual Report, as they have not been completed in the period covered by this interim report.





# Board development, learning and improvement



# Board development, learning and improvement

## Board development

The last annual report identified that the Board needed to focus on improving the quality of information recording and information sharing, providing a coherent multi-agency response to safeguard children from neglect and co-ordinating a multi-agency response to understanding the mental health and wellbeing of children in Coventry. These issues were considered at a Board workshop to reconsider the priorities. The workshop also considered what is working well and areas for improvement as evidenced in our learning from single agencies as well as our shared learning from SCRs, multi-agency audits and horizon scanning of regional and national issues. The Board subsequently agreed a new set of priorities and work plan to commence in April 2017. These new priorities are explored in more detail in **Section 10**.

In December we worked with the Local Government Association to complete a peer review of the work of the Board. The headline findings of the reviewers were that:

- Structures, processes and procedures are in place and are underpinned by a genuine willingness for partners to work together, but that the Board needs to evidence this maturity through increased formal constructive challenge and greater direct impact upon the lives of children and young people.
- The structure of the Board and its sub-groups are appropriate, with good formal and informal liaison between the sub-groups.

- The Board is cultivating an increasingly pragmatic approach to its bureaucracy, but also needs to ensure that it is intolerant of any delays that affect the embedding of the actions agreed.
- There are initiatives to improve common understanding of thresholds, early help and neglect issues, but work is not owned across the partnership.
- The Board has demonstrated an ability to ensure good joint working on agreed priorities, particularly Child Sexual Exploitation (CSE)

The peer review recommended that in order to progress the issues outlined in the feedback report, the Board should:

- cultivate a sense of urgency as regards all its improvement actions and be intolerant of delay
- make sure it understands what is happening 'on the ground'
- create a culture of collective challenge from very senior level outwards
- when planning, be specific as to whose responsibility it is to take the next step
- make sure action plans are impact focused upon the child and delivery is audited
- develop the multi-agency audit approach to ensure a sharper focus on practice improvement



- ensure the Learning and Improvement Framework is developed to become a continuous improvement activity that includes Board actions that in turn improve children's lives and frontline practice
- refine its dashboard to focus upon its priorities
- ensure it is satisfied that priorities are realistic and achievable

The Board has considered the peer review report and an action plan has been created in response to the areas for development. This will now need to be incorporated into our work plan for the coming year, however some significant changes have already been made.

### Quality assurance and audit

There is now a standard tool for multi-agency audit which outlines key lines of enquiry and ensures that the Board can monitor the extent to which recommendations from previous audits and SCRs are embedded in practice in the long term. An audit toolkit is also being developed which outlines a range of methodologies, other than case file audit, for quality assurance work which will allow for findings to be better tested and triangulated. Practitioner forums have also been introduced into the audit process. This will help the Board to better understand the barriers to some improvement activity becoming fully embedded, so that it can then work to remove those barriers.

### Performance information

The Board also held a workshop to review our dashboard of performance measures. Strategic leaders from all our partners attended and worked to create a framework that is more closely aligned with priorities and more focused on assessing outcomes for children. The new performance dashboard will be used from April 2017 and will ensure that the Board can make better informed decisions about where future work is needed.

### Learning and development framework

A new learning and development framework has been developed to ensure that the Board is continuously improving. This will be in use from July 2017.





## Learning events

As a Board we are committed to promoting our learning in a way that improves service delivery and outcomes for children. Over the last six months we have held a series of events which are summarised below:

### LSCB briefings

We have held four briefings in the last six months, reaching over 120 frontline practitioners and their line managers. Through these sessions we have promoted the purpose and work of the board and focused on sharing the learning themes from our SCRs and our multi-agency audit work.

### SCR learning and recognising neglect

We have held two training sessions in the last six months, covering recent case reviews with a particular focus on recognising and responding to neglect; this included an opportunity for practitioners to develop their skills and approach to parents while developing a positive working relationship.

## Learning and improvement framework

The successful learning events that the Board has held form a substantial part of our Learning and Improvement Framework. This outlines all the ways in which disseminate and embed learning across the partnership and can be found [here](#). We are now developing a revised framework to reflect the more mature understanding of learning and improvement by Board members, which will be published in July 2017.

The Board has also continues to develop its communication with professionals across the partnership. A newsletter is published regularly which has a wide readership at strategic and operational levels across the partnership. The Board makes regular use of Twitter and the website to promote its work and share information. In addition there is a standing 'Learning from Success' item at each Board meeting. At a deeper level the Board has also started to focus on key areas through 'Themed Questioning' at Board meetings. Additionally there has been a significant step forward in the sharing of learning from serious case reviews and multi-agency audit work, as detailed elsewhere in this report.





# Quality assurance and policy development



# Quality assurance and policy development

## Quality assurance and audits

In the last six month period the rolling audit programme has included audits on CSE, care leavers' experiences and the impact of early help.

### Child Sexual Exploitation (CSE)

This audit reviewed the effectiveness of multi-agency arrangements for supporting children at risk of and experiencing CSE. Examination of cases focused on the extent to which risk is identified early, the quality of risk and needs assessment and the effectiveness of planning and reviews. There was also an assessment of how well agencies worked together, the direct involvement of children and the impact of the support children received. A summary report of the findings can be found on our [website](#). Recommendations included: refreshing the multi-agency CSE strategy, refocusing activity on prevention, specifically to ensure that risk reduction strategies are effective, ensuring that responses remain focused on the needs and views of the child at all levels of CSE risk and ensuring that appropriate mechanisms for measuring the effectiveness of support and impact on children's lives is embedded across the partnership.

The CSE strategy has already been revised and the CSE Sub-group is focusing its work for the year on the prevention agenda.

## Care leaving experience

The purpose of this audit was to determine the outcomes for children leaving the care of the Local Authority as they become adults. Auditors focused on exploring how well care leavers are safeguarded, whether young people feel they were adequately prepared for independence and were able to influence the support they received, how well agencies worked together and whether improved outcomes for care leavers are achieved as a result of interventions. A summary report of the findings can be found on our [website](#). Recommendations included: making better use of health assessments and plans to support care leavers, ensuring that personal advisors are involved at an early stage so that care leavers are able to build good relationships with a consistent professional throughout their care leaving. There was also a recommendation to improve the availability of education, training and employment support to care leavers resident outside of the city.

## Impact of early help

The purpose of this audit was to explore how the early help offer within Coventry impacts on the lives of children and families who receive support through the common assessment framework. In particular the audit examined the sustainability of outcomes, the extent to which services were focused on



outcomes, how effectively partners worked together and how well children and families were able to directly influence the support they received. A summary report of the findings can be found on our **website**. Recommendations included: improving communication and understanding of LSCB guidance on applying levels of need to referral decisions, developing post intervention tracking to assess sustainability of support, embedding signs of safety as the preferred model of working and using a family hub model to improve multi-agency communication in the delivery of early help.

The Board has since agreed the adoption of signs of safety as the preferred model of working with families across the city and a roll out programme of training is now underway. A transformation programme to deliver family hub services is also at the consultation stage and will be rolled out throughout 2017.

The results of all audits are reported to Board and appropriate action plans agreed to implement any recommendations. The implementation of these is then monitored by the Effectiveness and Quality Subgroup. Our findings have also been shared with frontline practitioners through our LSCB Briefing Sessions and are published on our website. Updates are also publicised through our newsletter. As a result of this work we now have a clearer understanding of how well we are safeguarding children in Coventry and are putting things in place to share the good practice and learning that emanates from our audit activity.

## Policy development

Following last year's comprehensive revision of our policies and procedures we have continued to review them when required, especially in the light of learning from SCRs.

Our policy and procedures can be found **here** and our advice on applying thresholds **here**.





# Safeguarding training



# Safeguarding training

The LSCB quality assures single agency training, and delivers a programme of specialist multi-agency training and development. It has good information about agency participation in its multi-agency training and it regularly evaluates the impact of such training on practice. It does not yet have good enough information about levels of safeguarding training within the overall safeguarding workforce.

## Evaluating impact

Our multi-agency training programme is regularly evaluated to ensure that the impact on practice is understood. The evaluation includes an analysis of end of course and post course feedback specifically linked to impact on practice and evidence of how training has resulted in better outcomes for children.

The courses we have evaluated during 2015-16 include:

- Level 2 Working Together to Safeguard Children

### Level 2 Working Together to Safeguard Children

All those who responded reported that the training had increased their confidence in working with other agencies around safeguarding children concerns.

Evidence of better outcomes for children included:

- School - worker helped a family to access support and made a referral to the school nurse to support work around sleeping habits. This resulted in better school attendance. Worker's manager reported that worker had a clearer understanding of the processes around safeguarding children in school.
- Early Years (PVI sector) – worker contributed to a meeting with parents and feels that parents trust her more now and are more open with her. This has resulted in a good open relationship.
- Early Years (Children's Centre) – it helped her around talking to parents about the safety of their child and resulted in a positive outcome and engagement with the setting.

Examples of other outcomes:

- Work based training – worker has put on extra training for other staff
- Early Years (PVI sector) – worker has more awareness of the need to observe children for any safeguarding concerns and to liaise with parents for information
- School – worker continues to work with children with success and positive results. Worker's manager reported that the course had clarified information and allowed the worker to have more informed dialogue.

Evaluation of course impact on practice continues to consistently show that participants become more effective by drawing on what they have been taught in the Board's multi-agency courses.



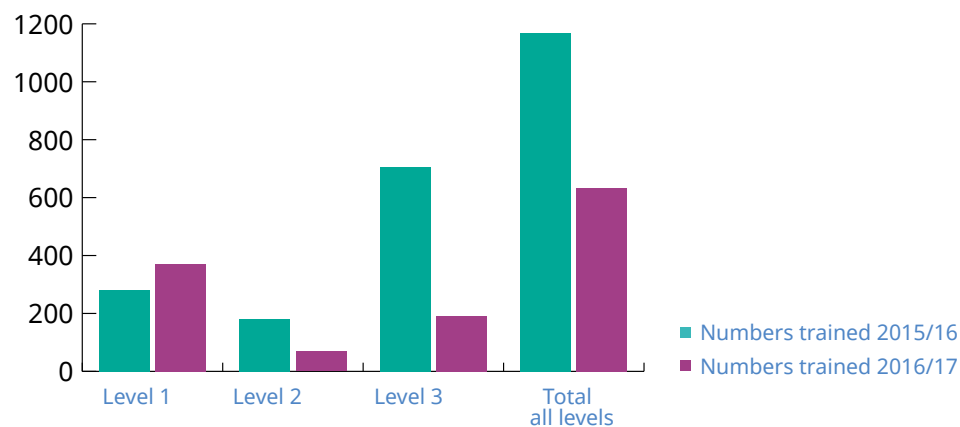
## Multi-agency training participation

Agencies provide some in-house single and multi-agency training of their own. Agencies are responsible for advising staff, depending on job role, on which training they should attend. The training year runs from April to March. Two sets of training figures have, therefore, been provided (April 2016 to September 2016 and October 2016 to March 2017) to cover the Annual Report period. From April 2016 recording categories for training attendance have been changed, so it is difficult to make direct comparisons about individual agency participation. The tables and charts below show the overall take up of LSCB provided training. A full breakdown of training participation data can be found in **Appendix 1**.

	Level 1	Level 2	Level 3	Total
Numbers trained 2015-16	280	182	706	1168
Numbers trained 2016-17 (Oct - Mar)*	372	69	191	632
Combined numbers for 2016-17	499	108	668**	1275

\* Full reporting for this period can be found on Appendix 1

\*\* Number includes annual conference and SCR learning sessions



In 2015/16 1,170 professionals attended inter-agency training, in 2016/17 1,275 attended training courses. One of the main factors which contributed to the increase in figures this time is an ongoing project with Coventry Muslim Forum around safeguarding responsibilities which includes Level 1 training for Madrasah teachers.

## CAF training

The CAF training is delivered by colleagues within the CFF Service, which forms part of the City Council. There are three types of CAF training provided across the LSCB.

### Lead professional CAF training

This is offered to professionals who will complete CAF assessments and take the role of Lead Professional/Keyworker. It is delivered by the team of Coventry CAF Co-ordinators who work within the CFF Service.

### CAF Awareness Training

This important training is offered to professionals who require an overview of the CAF process and the knowledge needed to attend the Team Around the Family meetings and contribute to the CAF plan. It is delivered by the team of Coventry CAF Co-ordinators who work within CFF.

### eCAF Training

eCAF is the electronic recording system for CAF. Training is offered to professionals who have completed Lead Professional or CAF awareness training. It is delivered by a small team of three people and led by the Coventry eCAF Co-ordinator. Drop-in sessions for support and general queries are also run for eCAF. These are held on a weekly basis, led by the Coventry eCAF Co-ordinator and are well attended.



## Agency training and development

Partner agencies have their own systems and processes in place for ensuring their staff are suitably trained in relation to safeguarding issues and to their role and responsibilities. A full summary of the training and development offered by each statutory agency will be included in our full annual report, due for publication after April 2018.





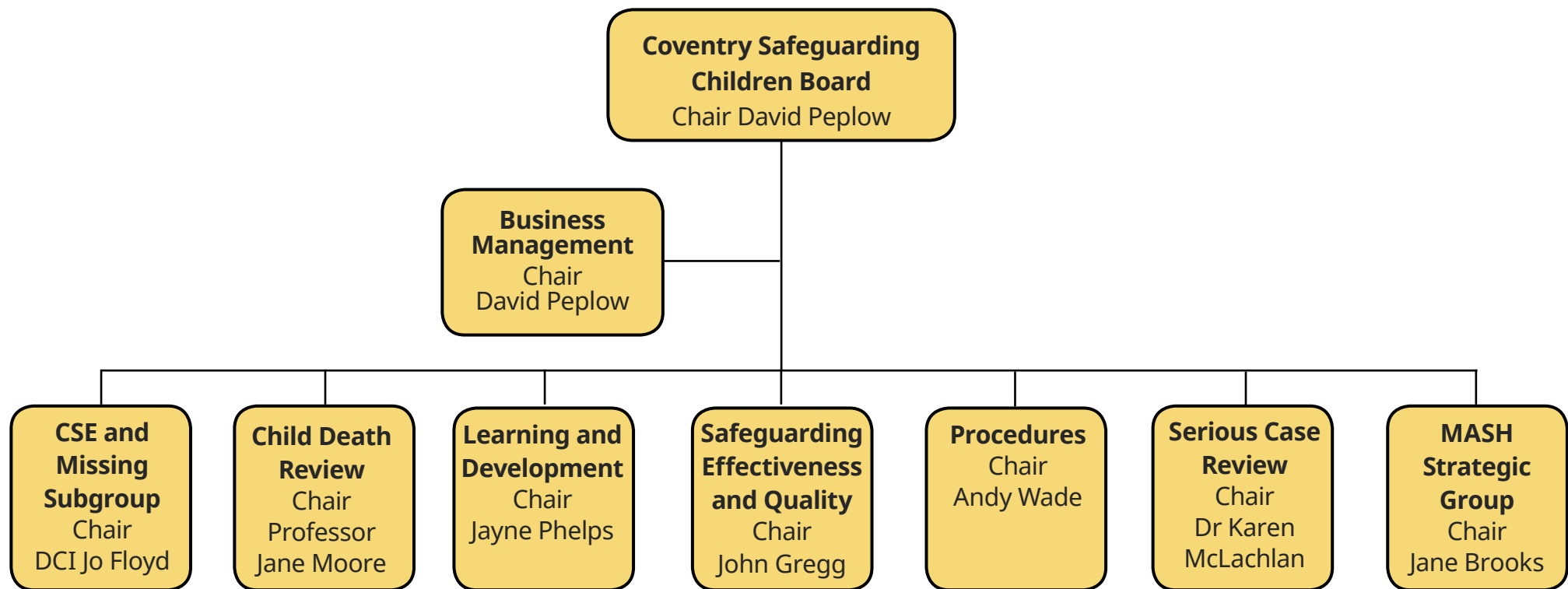
# Governance and Accountability



# Governance and Accountability

## Board structure and membership

The requirements for LSCB membership are set out in Working Together 2015. The members of the Coventry Board and their attendance at Board are detailed in **Appendix 2**. Attendance is good. The Board structure is detailed below.







The Coventry LSCB sub-groups and panels have work plans which support those of the main Board and will be maintained to operate under the direction of the Coventry LSCB Business Management Group. Each sub-group has a distinct purpose and terms of reference.

### **Effectiveness and quality**

The effectiveness and quality sub-group is responsible for meeting the statutory function in monitoring and evaluating the effectiveness of single agency and inter agency safeguarding processes, assessing the quality of work undertaken and enabling learning to be shared with all relevant agencies.

### **Child Death Overview Panel (CDOP)**

The panel investigates the deaths of children in the area and uses the findings to take action to improve the health and safety of children and prevent other deaths.

### **Child Sexual Exploitation and Missing**

This group ensures an effective response to children and young people who are missing from home or care; children and young people who are at risk of CSE or those who are being abused via Child Sexual Exploitation.

### **Policy and procedures**

This group reviews and revises existing policies and procedures in the light of local and national priorities and changes; drafts new policies and procedures as required; and resolves issues arising in the day to day safeguarding processes.

### **Serious Case Review**

This sub-group is responsible for ensuring the Board meets the statutory functions, in relation to SCRs. This includes making recommendations to the chair as to when a review should be carried out, carrying out reviews and ensuring the learning is shared across all partners, so that improved outcomes for children can be achieved.

### **Learning and development**

The learning and development sub-group monitors the quality of multi and single agency safeguarding training and ensures that there is appropriate training available for, and accessed by, all staff who require it.

### **Multi-Agency Safeguarding Hub (MASH)**

This group is responsible for the strategic management and review of the Coventry MASH and ensures that there are appropriate multi-agency arrangements in place for effective information collation and sharing, in relation to referrals to social care.

The Board also has a virtual communications sub-group. This group includes partners from a wide range of organisations who share learning, agree joint approaches to campaigns and media issues and ensure information is cascaded effectively within partner organisations.

Coventry LSCB does not work in isolation in its aim to improve outcomes for children across the city. The work of other strategic boards also directs and influences the experience of children. There is a governance process between the LSCB, Coventry Safeguarding Adults Board (CSAB), the Police & Crime Board, the Health and Wellbeing Board, the Improvement Board and the Children and Young People Partnership Board to ensure effective working together. Lead officers for each board meet bi-monthly to support this.



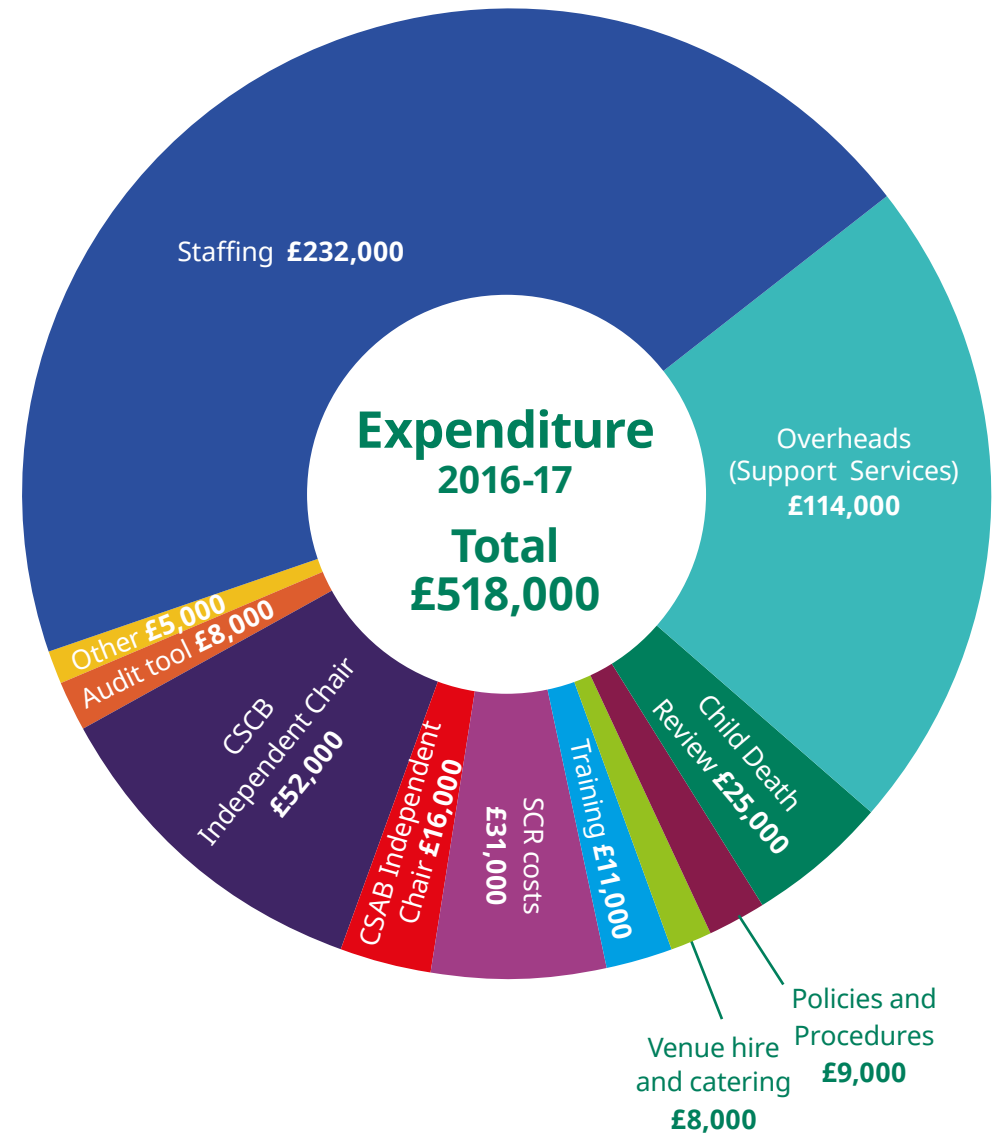


They review work plans, priorities and future plans to ensure synergy and manage overlaps, and agree a lead Board where overlaps do occur. This group will also review the effectiveness of the way in which the Boards are able to work together. The chairs of each strategic board meet quarterly to discuss challenges in areas of mutual interest and to review reciprocal membership arrangements. This enables greater collaboration when there is a shared agenda. This has been particularly evident in the joint hosting of the safeguarding and radicalisation awareness event.

### Budget

The Board operates a joint budget supporting the work of the Coventry Safeguarding Children’s Board and the Coventry Safeguarding Adults Board. In financial year 2016/17 the expenditure budget was £487,000. The actual expenditure was £507,000. Consequently there was an overspend of £20,000. A breakdown of the expenditure can be seen opposite.

Agencies have contributed to the operation of the Board. 78% of funding for the Board is provided by Coventry City Council, 15% by Coventry and Rugby Clinical Commissioning Group, 6% by West Midlands Police and 1% by probation services. There is also a small contribution from CAFCASS. All agencies contribute by hosting meetings, including organising tours of their buildings and facilities and hosting learning events.





# Priorities for 2017 / 2018



# Priorities for 2017/18

This report outlines clearly the progress that has been made in improving safeguarding in Coventry. Board partners are now committed to a shared set of priorities and there is a genuine willingness for partners to work together. Both multi-agency practice and individual partner audits are robust and there have been significant improvements to the way learning from SCRs is embedded; but there is still work to be done to ensure that all multi-agency processes are good all the time.

To ensure that partners are able to build on this strong foundation of effective partnership working, the Board has agreed a new set of priorities. Reflecting the developing maturity of the board, they are more focused on safeguarding concerns affecting children in Coventry and less focused on the development of the Board itself.

Our plan on a page provides more detail about how we will progress and achieve our priorities and can be found in **Appendix 3**.

Our priorities for 2017/18 will be to ensure that:

1	Children and young people who are looked after have equal opportunities to other children and young people.
2	Early help services, including mental health support, are available to children and young people and are resulting in positive outcomes.
3	Missing children and young people, and those at risk of Child Sexual Exploitation, are protected by effective multi-agency arrangements.
4	The profile of understanding of emotional abuse and neglect, including domestic abuse, is raised, that abuse is identified as early as possible, and that appropriate interventions are provided to prevent further abuse and harm.
5	The Board to work towards developing the safeguarding partnership and continue to look forward and improve in light of the Wood Report and Children and Social Work Act.



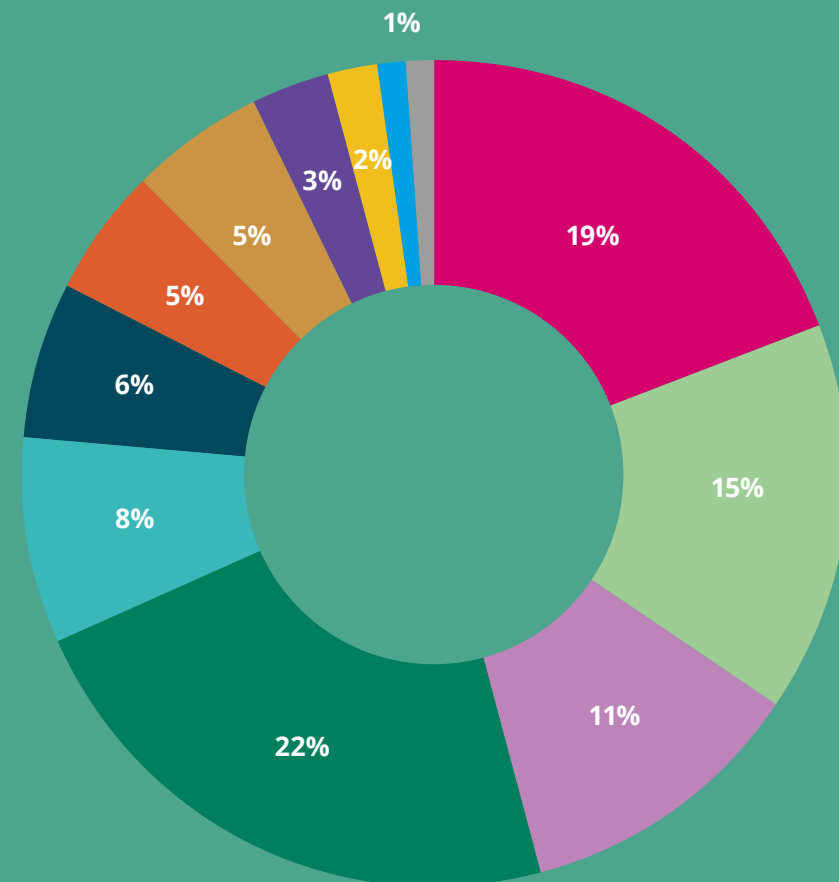
# Appendices



## Appendix 1: Multi-agency training statistics

### Total trained

Category	Total trained in 2016/17 Oct to March	%
Early Years Providers	114	19
CWPT	92	15
Primary Schools/Secondary/Academies	70	11
Faith Groups	136	22
Vol/Indie/Private	46	8
Other	36	6
Local Authority (other)	31	5
UHCW	31	5
Children's Centres	21	3
Social Care	14	2
Children & Families First Team	8	1
Private Schools	4	1
Police	3	0
CRC Probation	2	0
Public Health	1	0
FE Colleges	0	0
Youth Services/YOS	0	0
Coventry and Rugby CCG	0	0
National Probation Service	0	0
CAFCASS	0	0
NHS England	0	0
WMAS	0	0
<b>Total</b>	<b>609</b>	<b>100</b>

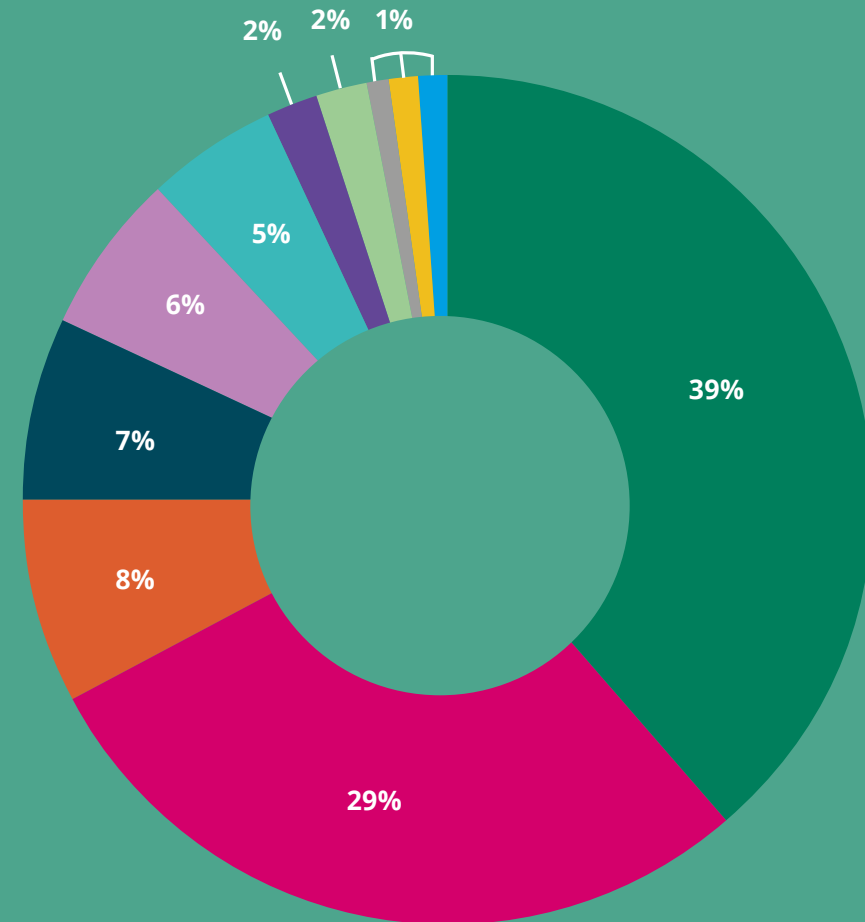


\* Some Early Years organisations fall within the Local Authority but for these figures they are included in the separate category so that the whole range of Early Years organisations can be counted together. Those which are separate to Local Authority include private and voluntary nurseries, child-minders and crèches.



## Level 1

Category	Total trained in 2016/17 Oct to March	%
Faith Groups	135	39
Early Years Providers	103	29
Local Authority (other)	27	8
Other	25	7
Primary Schools/Secondary/Academies	20	6
Vol/Indie/Private	19	5
Children's Centres	7	2
CWPT	6	2
Private Schools	3	1
Social Care	2	1
Children & Families First Team	2	1
FE Colleges	1	0
Youth Services/YOS	0	0
UHCW	0	0
Coventry and Rugby CCG	0	0
WMAS	0	0
NHS England	0	0
Public Health	0	0
National Probation Service	0	0
CRC Probation	0	0
CAFCASS	0	0
Police	0	0
<b>Total</b>	<b>350</b>	<b>100%</b>

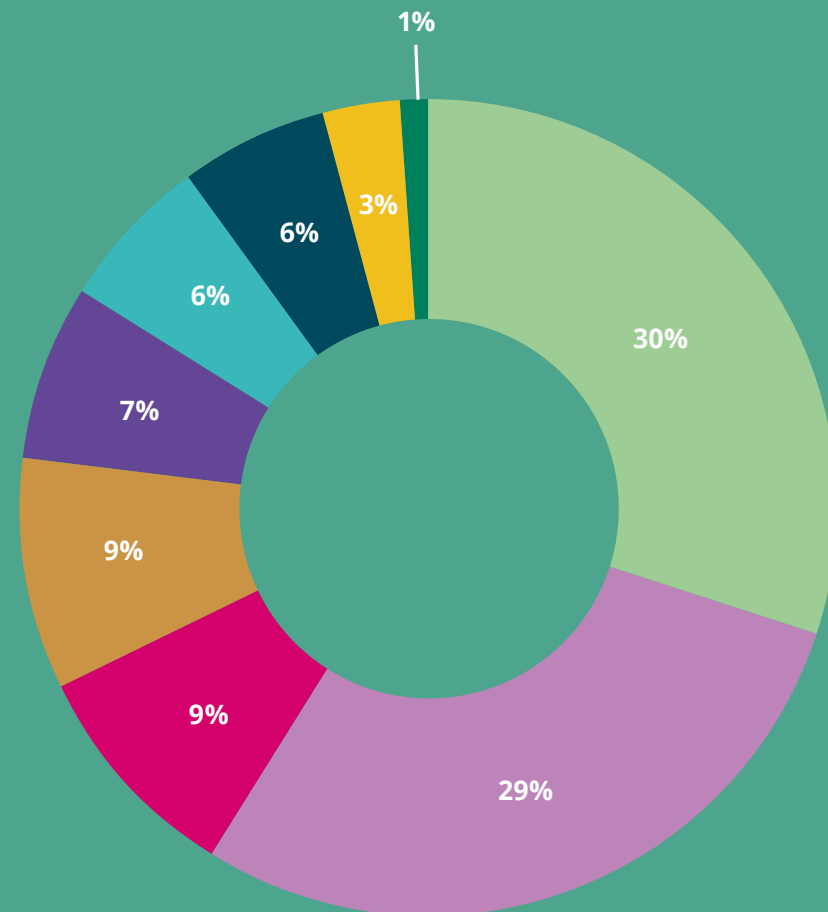


N.B. Some organisations deliver their own in-house training which is equivalent to Level 1 training.



## Level 2

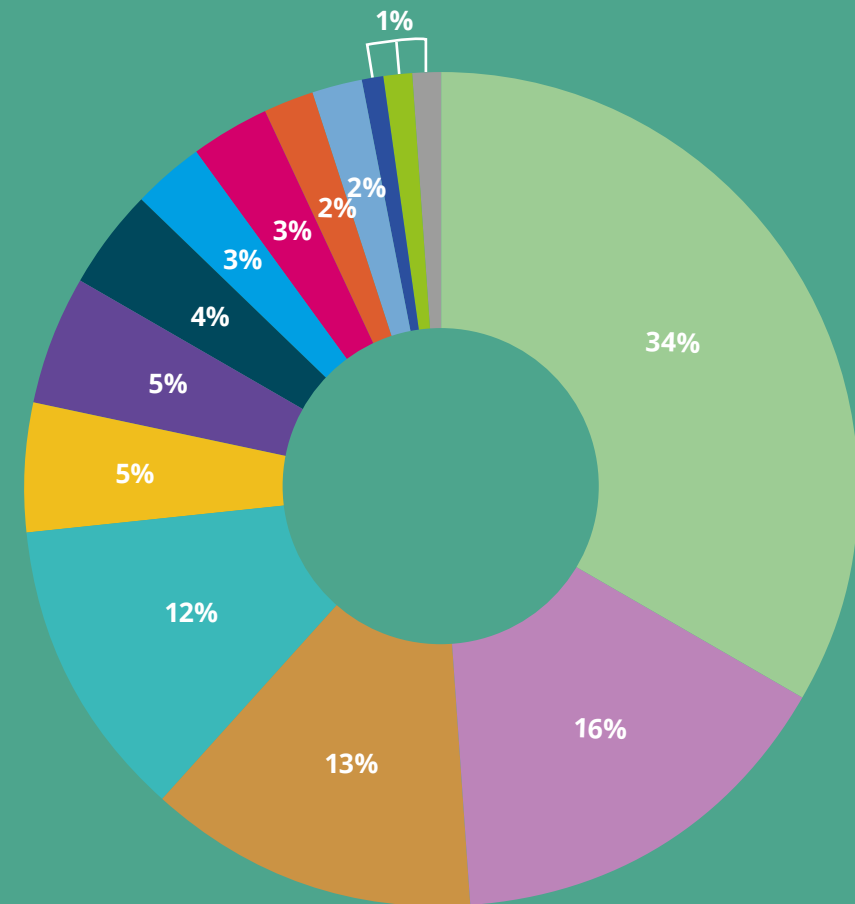
Category	Total trained in 2016/17 Oct to March	%
CWPT	21	30
Primary Schools/Secondary/Academies	20	29
Early Years Providers	6	9
UHCW	6	9
Children's Centres	5	7
Vol/Indie/Private	4	6
Other	4	6
Social Care	2	3
Faith Groups	1	1
Private Schools	0	0
Coventry and Rugby CCG	0	0
WMAS	0	0
NHS England	0	0
Children & Families First Team	0	0
Public Health	0	0
Local Authority (other)	0	0
Youth Services/YOS	0	0
National Probation Service	0	0
CRC Probation	0	0
CAFCASS	0	0
Police	0	0
FE Colleges	0	0
<b>Total</b>	<b>69</b>	<b>100%</b>





### Level 3

Category	Total trained in 2016/17 Oct to March	%
CWPT	65	34
Primary Schools/Secondary/Academies	30	16
UHCW	25	13
Vol/Indie/Private	23	12
Social Care	10	5
Children's Centres	9	5
Other	7	4
Children & Families First Team	6	3
Early Years Providers	5	3
Local Authority (other)	4	2
Police	3	2
CRC Probation	2	1
Public Health	1	1
Private Schools	1	1
National Probation Service	0	0
FE Colleges	0	0
Youth Services/YOS	0	0
Coventry and Rugby CCG	0	0
WMAS	0	0
NHS England	0	0
CAFCASS	0	0
Faith Groups	0	0
<b>Total</b>	<b>191</b>	<b>100%</b>







## Appendix 2: Coventry LSCB board membership and attendance

The table below lists the current membership of the LSCB. Correct as of 26 April 2017.

Board Member	Title/Organisation
David Peplow	Independent Chair, Coventry Safeguarding Children Board
Tracey Wrench	Vice Chair, Director of Nursing and Quality, CWPT
Gail Quinton	Executive Director, People Directorate, CCC
Kirston Nelson	Director of Education, CCC
John Gregg	Chair of Effectiveness and Quality Subgroup, Director of Children's Services
Danny Long	Chief Superintendent, Policing, West Midlands Police
Jacqueline Barnes	Interim Director of Nursing, NHS England West Midlands
Andy Wade	Chair of Policies & Procedures Subgroup, Head of Service, West Midlands, National Probation Service
Robert Coles	Head of Safeguarding, West Midlands Ambulance Service
Carmel McCarthy	Director of Housing Operations, Whitefriars Housing
Andrea Simmonds	Partnerships Officer, West Midlands Fire Service
Glynis Washington	Deputy Chief Nursing Officer - Coventry & Rugby CCG
Paul Green	Headteacher, Lyng Hall Secondary School
Kobina Hall	Head of Coventry/Solihull, The Staffordshire & West Midlands Community Rehabilitation Company Limited
Dr James Burden	Safeguarding Lead GP, NHS
Cllr. Ed Ruane	Cabinet Member, Children & Young People, CCC
Vacant	Community Lay Member



Name	Title/Organisation
Cllr. John Blundell	Leader of the Opposition, Member Services
Carmel McCalmont	Associate Director of Nursing (Women & Children's/Safeguarding)/ Head of Midwifery, UHCW
Liz Gaulton	Interim Director of Public Health
Gill Mulhall	Headteacher, Little Heath Primary School
Debbie Newman	Headteacher, Corpus Christi Primary School
Michelle Horn	Primary Care Lead Nurse, Coventry & Rugby CCG
Jayne Phelps	Chair of Learning & Development Subgroup Designated Nurse, CCG
Peter Turgoose	Service Manager, Coventry NSPCC
Julie Newman	Legal Advisor, CLYP & Adults Manager, Legal and Democratic Services
Neil Macdonald	Strategic Lead Quality Assurance and Safeguarding, People Directorate CCC
Dr Jo Gifford	Consultant Community Paediatrician, Interim Designated Doctor, Coventry & Rugby CCG & Named Doctor for CP, CWPT
Debbie Wright	Principal, Further Education
Linda Cane	Service Manager, CAFCASS
Ian Green	Detective Chief Inspector, Specialist Children Team, West Midlands Police, Chair of CSE & Missing Steering Group
Officers to the Board	
Vacant	Business Manager, Safeguard Children & Adults Boards
Mo Ali	Business Support, Safeguarding Children Board (Minuting)
Anne Pluska	Learning & Development Co-ordinator



Board attendance is summarised in the table below. There is an agreement in place for NHS England and West Midlands PPU to attend as required.

Organisation	12/10/16	24/11/16	26/01/17	22/03/17	Meetings attended	Meetings expected at	%
Independent Chair LSCB					4	4	100
Coventry & Rugby CCG					4	4	100
Coventry & Rugby CCG (Designated Doctor)					3	4	75
CWPT					4	4	100
UHCW					4	4	100
GPs					2	4	50
NHS England					3	4	75
Public Health					3	4	75
West Midlands Police - Policing					3	4	75
West Midlands Police - PPU			N/A		3	3	100
Local Authority (Executive Director)					4	4	100
Local Authority (Children's Services)					4	4	100
Local Authority (Safeguarding)					3	4	75
Local Authority (Education and Inclusion)					3	4	75
Local Authority (Early Years)				N/A	3	3	100
Primary Schools					3	4	75
Secondary Schools					3	4	75
Further Education					3	4	75



Organisation	12/10/16	24/11/16	26/01/17	22/03/17	Meetings attended	Meetings expected at	%
Community Lay Member					0	4	0
Councillors (participant observers)					4	4	100
Community Rehabilitation Company					1	4	25
National Probation Service					3	4	75
NSPCC					2	4	50
West Midlands Fire Service					0	4	0
WM Housing					4	4	100
West Midlands Ambulance Services		N/A	N/A	N/A	1	1	100
South Warwickshire Foundation Trust			N/A	N/A	2	2	100
Legal Services					4	4	100
CAFCASS	N/A		N/A	N/A	1	1	100
<b>Officers to the board</b>							
Business Manager, LSCB					4	4	100
Training Co-ordinator					3	4	75
Administration					4	4	100

Priority	Why	Metrics	Outcomes
1. The Board to ensure that children and young people who are looked after have equal opportunities to other children and young people.	<ul style="list-style-type: none"> <li>To ensure equality of opportunity for all children in Coventry</li> <li>The full picture for children who are looked after is not clear</li> </ul>	<ul style="list-style-type: none"> <li>Data set has to be compared with children who are not looked after and OOC looked after children</li> <li>Number of placement breakdowns</li> <li>Percentage of moves to permanency</li> <li>Health assessments</li> <li>Dental health checks</li> <li>Quality of health assessments</li> <li>Educational attainment and NEET</li> <li>Disproportionality around missing and CSE</li> <li>Youth justice and criminality figures</li> <li>Virtual school data</li> </ul>	Children who are looked after have equal opportunities to children who are not, and information is used to support and care for children and young people in a way that meets their needs.
2. The Board to ensure that early help services, including mental health support, are available to children and young people and are resulting in positive outcomes.	<ul style="list-style-type: none"> <li>To ensure that early help is given both to children and to young people experiencing challenges</li> <li>To ensure that early help supports families to build strength and to overcome challenges</li> </ul>	<ul style="list-style-type: none"> <li>Number of children in care, LAC, CP plans, CAFs (including repeat CAFs), re-referrals</li> <li>Appropriate attendance at health screening</li> <li>Response to children who demonstrate distress e.g. self-harm</li> <li>Healthy height and weight</li> <li>Number of CAMHs referrals</li> <li>Reduced referrals to social care</li> <li>Number of early help assessments</li> <li>Pre and post diagnostic support for children and young people with autism and ADHD</li> <li>Autism and ADHD diagnosis waiting times</li> <li>Results from Ignite Project</li> </ul>	Children live in nurturing and supportive homes.
3. The Board to ensure that missing children and young people, and those at risk of CSE, are protected by effective multi-agency arrangement.	<ul style="list-style-type: none"> <li>Good progress has been made in Coventry, but good practice is not sufficiently embedded to be business as usual</li> <li>There are further areas for development, particularly in relation to long-term support and police understanding</li> </ul>	<ul style="list-style-type: none"> <li>Missing children data- number, episodes, frequency and patterns, location</li> <li>CSE numbers and risk levels, then risk reduction</li> <li>Content of return home interviews and how these are used to inform practice (e.g. review 2 RHI every month)</li> <li>Referral source</li> <li>Use of blame language recorded by professionals reduces</li> </ul>	Children are protected from abuse and exploitation and enjoy their childhood.
4. The Board to ensure that the profile of understanding of emotional abuse and neglect, including domestic abuse, is raised and that abuse is identified as early as possible.	<ul style="list-style-type: none"> <li>SCRs have identified that children are too frequently left in neglectful situations for long periods of time</li> <li>Neglected children are at risk of other sources of harm</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in domestic abuse incidents</li> <li>Increase referrals for time to talk</li> <li>Reduced CP plans where the abuse category is neglect or emotional abuse</li> <li>CAF plans</li> </ul>	Children have positive relationships and feel safe at home.
5. The Board to work towards developing the safeguarding partnership and continue to look forward and improve in light of the Wood Report and Children and Social Work Act.	<ul style="list-style-type: none"> <li>The context for safeguarding Board arrangements is changing and the Board needs to ensure that CSCB structures are fit for purpose</li> <li>To ensure that all relevant partners are engaged</li> </ul>	<ul style="list-style-type: none"> <li>Attendance at Board meetings</li> <li>Attendance at sub-group meetings</li> <li>Challenge tracker</li> <li>Multi-agency training</li> </ul>	That safeguarding activity is maintained through the transition process and that regulations outlined in legislation and guidance are complied with. That the Board is responsive and flexible to changes locally and nationally.