



Children's Services Strategic Plan

Getting to Good

2017-2018



Coventry City Council

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Foreword by Voices of Care

We are pleased to be contributing to the overarching children's services strategic plan. It's important that we continue to build on how we have worked together until now to achieve even greater success for children and young people in Coventry.

We will continue to provide challenge where needed so that we can positively influence every aspect of young people's lives. We would like to have regular reports on achievements so that we can track whether we are being listened to. These are some of the areas that we would like you to focus on:

- All children within the Coventry care system including care leavers, should have access to good quality life story work. Foster carers, residential staff, social workers and PAs should all understand what 'good quality' looks like and how to achieve it.
- We feel it is helpful where social workers set out their expectations of us and we identify our expectations of them. We think all Coventry social workers should follow this model - it works well where each person identifies and agrees three expectations for the other to work too.
- We agree that there needs to be more of an emphasis on supporting the emotional and mental good health of children and young people. This should include awareness raising of where and how such services can be accessed.
- We suggest that practical skills for independence should be learnt from a younger age whilst still in fostering or residential care.
- Relationships with social workers and IROs are often very good, however we feel communication with individual children about their care plans needs to be further developed.

We all want Coventry to be the best place it can be for children and young people in care and our recommendations are sent to you with that wish in mind.

Voices of Care (Children in Care Council)





Introduction

Introduction

From the Lead Member

I am pleased to present this overarching Children's Services Strategy to you at this important juncture and phase of our improvement journey. It takes time as well as a shared commitment to improve children's outcomes and this plan sets out how partners in Coventry will work together to achieve this ambition. We are determined to maintain the pace and energy to implement, embed and sustain the improvements that we have set ourselves and will not stop until we succeed.

We have much to be proud of in Coventry but also still a lot to do. It's a challenging environment in public services and we must work harder to maximise opportunities for innovation and creativity.

I want to thank our partners, our staff and our young people who have helped to shape this plan and who plan and deliver services. Your hard work is appreciated – let's make Coventry a great place for all our children and young people.



Councillor Ed Ruane

Lead Member for Children's Services



From the Director of Children's Services

I am passionate about improving services for children. It is clear there is a commitment from politicians, partners and staff to make a real difference to ensure that children are at the heart of everything we do. Coventry City Council is committed to protecting vulnerable children and families in need of support and protection. This is a key part of our work in delivering the overall vision for the city: **'We want Coventry children and young people to: have supportive families; live safe from harm; achieve their potential; be healthy; and have positive and fulfilling lives.'**

I am pleased with the recent Ofsted judgement that Children's Services **"require improvement to be good"**. This shows the progress we have made and marks a key success in our improvement journey and demonstrates the significant improvements made. We are not complacent and still have a lot to do, but I am confident that we will continue to drive forward practice improvements and deliver service changes with energy and pace.

The leadership team are providing renewed focus on improvement and strategic direction for Children's Services. The trajectory for improvement is clear and evident. There is an explicit commitment to ensure that Children's Services reaches a position where it is continuously achieving good outcomes for the children and young people in Coventry.



Introduction

Our Children's Services Single Improvement Plan – Getting to Good 2017/18 supports the over-arching Children's Services Strategic Plan in conjunction with the Local Safeguarding Children Board (LSCB) priorities, the Early Help Strategy, Children and Young People Plan, Corporate Parenting Strategy, Transformation Strategy, and Workforce Strategy. The Single Improvement Plan identifies the actions that will assist Coventry City Council and its partners to raise our aspirations further and achieve our goal to achieve "good" outcomes for our children.

The transformational changes taking place are significant, a number of short term and long term projects are in progress and will be delivered over the next two years. This will support our commitment to our children and ensure that they receive the right help, in the right way, at the right time.



John Gregg

Director of Children's Services

The Children's Services Senior Leadership Team 2017



Paul Smith

Strategic Lead
Looked After Children



Neil MacDonald

Strategic Lead
Quality Assurance
& Performance



John Gregg

Director of Children's
Services



Lee Pardy-McLaughlin

Principal Social Worker



Jane Brooks

Strategic Lead
Help & Protection



Background

Background

In January 2014 Coventry City Council was judged inadequate by Ofsted and was issued with an Improvement Notice in June 2014. An action plan was developed and submitted to Ofsted and the Department for Education (DfE). An Improvement Board has overseen improvement activity and has challenged Children's Services and partners to improve.

A re-inspection of Children's Services took place in March 2017 which identified that progress had been made and that Children's Services is no longer inadequate. Children's Services have now been judged overall as "require improvement to be good", marking a key success in Coventry City Council's improvement journey. The specific judgements are as follows:

- **Help and Protection - Requires Improvement**
- **Looked After Children – Requires Improvement**
- **Adoption - Requires Improvement**
- **Care Leavers – Good**
- **Leadership, Management and Governance – Requires Improvement**
- **Overall Effectiveness – Requires Improvement**

The LSCB was not subject to a further review by Ofsted as this was a re-inspection of the local authority, however the LSCB was subject to a Local Government Association (LGA) peer review in December 2016. The outcome of the peer review was that the LSCB was found to be broadly meeting all its statutory responsibilities.

The Leader of the Council and Chief Executive have both given public commitments that Children's Services remains a key priority for the Council. Agreement has been

made to continue to prioritise the funding of Children's Services to maintain its capacity to improve. To support this Council priority, the Council and its partners will continue to operate a Children's Services Improvement Board.

Chaired by an experienced improvement consultant and retired Ofsted HMI the Children's Services Improvement Board will meet every 12 weeks to report on progress made against the improvement plan. The chair will continue to be commissioned for up to 5 days per month to work alongside Children's Services and partners to support the new senior leadership team. A representative from the DfE Intervention Unit and the Ofsted regional Senior Her Majesty's Inspector have been invited to attend as participant observers at the Board.

The Implementation Group which is represented by all partners has been re-focused and will meet two weeks following a Board to implement the actions that need to be taken forward. The Shadow Board, made up of front line practitioners, will continue and be represented at the Improvement Board.

As both the LSCB and Children's Services reach maturity and are able to operate effectively, transitional arrangements will allow the LSCB to take back its responsibility for the governance of the multi-agency strategic safeguarding partnership. Until that time, the LSCB will continue to report to the Improvement Board. It is proposed that both the Improvement Board chair and LSCB chair continue to report to the DfE on a quarterly basis following each meeting.

Further external audit and scrutiny, and peer reviews will support Children's Services continued improvement. There is an explicit intention to ensure that Children's Services reaches a position where it is continuously achieving good outcomes for the Children of Coventry and ongoing support and challenge is welcomed.



Our Vision

Our Vision



Children are at the heart of everything we do – they are involved as key partners in planning and decision-making

To contribute to this we will include children, young people, parents and carers in discussing and agreeing the changes to the way we deliver our services.

Using the Signs of Safety practice framework and incorporating a social pedagogic approach into our direct work we will prioritise making our recording, reports and communication accessible to children, young people and parents or carers so that they can understand our worries and concerns and are able to express views and contribute to decisions about their lives.

How well we are achieving this aspiration will be measured through participation, feedback and audit. In our revised structure, we will ensure there is capacity and resource to support child and parent participation in quality assuring services.

We will use the views and perceptions of children, young people, parents and carers to tell us if and to what extent they feel our services have enabled them to take responsibility for and be in control of their lives.

We will also invest in developing our existing corporate parenting activities to encourage and support colleagues from across the Council and Members to become directly involved with looked after children and care leavers.

Focusing on ensuring they experience the stability and security they need and support which is aspirational so that they are resilient, ambitious and confident when they leave care.



High quality, child-centred and effective self-help and support – providing the right service, at the right time in the right way

Our new model of delivery will focus activity on children who are not reaching important milestones or who are part of populations where there are significant health or social inequality gaps and will over time enable the transfer of resources from specialist services to our and our partner's early help and prevention offer.



Reflective and responsive to change – meeting the assessed diverse needs of our vulnerable children population

Our service model and consequently our business processes and workforce profile will reflect the Coventry child's journey of need and our service or care pathways will be aligned to this. Improving the capacity and capability for local 'conversations' about and with children and families by pro-active triage of children in need of social work support and intervention.

This activity will require clarity on what we need to deliver, what we need to develop or improve, and what we need to cease doing as part of managed business planning and commissioning cycles.

We will measure how far colleagues are able to utilise the LSCB thresholds to meet the needs of individual children, reducing re-referral rates and improving the consistency of relationship between social work services staff and children and families.

Our Vision

We will continue to actively quality assure our services, checking that signs of risk or harm are recognised and acted upon through partnership working. We will ensure that interventions provided are timely and result in specific actions, including family interventions and planned care changes.

We will continue to challenge and test the value and efficacy of our services and practice in order to achieve the outcomes we want for children and young people whilst meeting our required financial targets.



Working with families – to equip them with the knowledge and skills to enable them to raise their children in a loving, healthy and safe environment

Our aim is that every child who needs one has a trusted Lead Professional who works intensively with them and their families to solve problems and change behaviours.

We will use the Signs of Safety practice framework and incorporate a social pedagogic approach into our direct work and reviews so that children, young people and parents or carers can understand what our worries and concerns are and be at the centre of developing solutions.

We will measure how our planned interventions keep children safe and supported within the child protection and youth offending systems, and how far our services and arrangements support looked after children and care leavers to live in stable family settings and achieve and exceed initial expected health and education outcomes.

We will monitor how consistently our staff use evidence based managed interventions and tools to achieve planned or better outcomes, for children living at home, including reducing the need to come into care and for those with long term care plans.



Our services are outcome-driven - we are clear about the impact we have on children and young people

In our model, services are delivered around children and their families – supporting them to live in family and community settings, reducing disruption to their familial or social relationships and education.

We will build on our current preventative, safeguarding and edge of care service provision to focus explicitly on improving the capability and capacity of parents and carers and the support offered by family and community networks to promote positive life experiences for children and young people.

Our services will continue to focus on commissioning and facilitating positive experiences of care for children and young people which enable them to develop the skills and confidence to achieve and exceed their aspirations and which provide them with consistent relationships with significant trusted adults throughout their care placement and into young adulthood.

We will measure how sustainable the outcomes from our plans are, for example in reducing the incidence and level of harm for both individual children and for specific vulnerable populations.

Our Vision



Children will be supported at home wherever possible but if they can't they are able to live in or near Coventry in the most appropriate caring home

We will develop our Placements Sufficiency Strategy, in partnership with providers, with the aim of increasing the availability of local family placements for those children that need them and providing the wrap around support some children need to live safely and to make individual progress.

Our model will provide specific pro-active support for older looked after young people and care leavers ensuring that a significant adult network is available to support them into and beyond adulthood.



We aim to provide 'top class' early help and early years support – optimising the best start in life for children as part of an 'extended' universal offer

We have developed accessible local hubs to provide quick and straightforward advice as well as direct services to children and families. These will be aimed at supporting families to help themselves and to give colleagues from community and voluntary agencies advice on the possible next steps they could take to help children or young people through universal or multi-agency responses.

Working with Council colleagues and partners we will measure how well the most deprived 10% of the children's population and key groups, including children with disabilities, access and are able to use our services and the progress we make in reducing inequality in outcomes across the city.



We will continue to strengthen partnership working at operational and strategic levels so that we are even more trusting, effective and mature

Supporting vulnerable children and young people is not something we can do in isolation either as individual workers or a standalone organisation - working as part of a 'whole system' will enhance, multiply and add value to our own service offer.

We will measure our ability to deliver and develop services in partnership, through the Children and Young People Plan, the Joint Strategic Needs Assessment and the LSCB delivery plan.



We will build our committed workforce – creating an environment which supports stability and continuing professional development and allows good social work and support to children to flourish

Our Workforce Development Strategy has supported and improved the recruitment and retention of Social Workers and we will develop our training and development offer, focusing on improving and assuring the capability of staff to engage children, young people and families in order to assess, make judgements and decisions and to 'hold risk' whilst creating solutions with families and colleagues.

We will develop a workforce structure and career progression arrangements which reflect our revised model and recognise the value

Our Vision

and contribution of practice wisdom and skill to deliver the best outcomes to children and young people.

We will improve and assure the supervision of staff, promoting critical reflective practice which supports judgement and decision making and promotes emotional resilience amongst staff.



We aim to provide a high performing services where outcomes compare favourably with other similar local authorities

We will measure our achievements and progress through our performance framework, benchmarking and using the external scrutiny of the LSCB, the Children's Services Improvement Board and Ofsted.



Our Vision

Children are at the heart of everything we do



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

High quality, child-centred and effective services



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

Reflective and responsive to change



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

Working with families



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

Outcome-driven and impactful:



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

Services around children and families



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

Top class, early help



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

Mature partnerships



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

Committed workforce



Our workforce is stable, skilled, motivated and committed to delivering excellent services to children and young people in Coventry. They feel supported to make decisions, assess and hold risk and to develop creative and innovative solutions.

High performing













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

Our Vision

Our vision in practice and how it links to our plans and strategies



Vision principles	Children are at the heart of everything we do  1	High quality, child-centred and effective services  2	Reflective and responsive to change  3	Working with families  4	Outcome driven and impactful  5	Services around children and families  6	Top class, early help  7	Mature partnerships  8	Committed workforce  9	High performing  10
Related plans and strategies	Corporate Parenting Strategy 2016-2019 Children and Young People Plan 2016	Early help Strategy 2016 Quality Assurance Continuous Improvement Framework 2016	Children's Services Workforce Strategy 2017 Joint Strategic Needs Assessment 2016-2019	Placement Sufficiency Strategy 2016 Health and Wellbeing Strategy 2016-2019	Children and Young People Plan 2016 Transformation Strategy 2016-2018	Corporate Parenting Strategy 2016-2019 Placement Sufficiency Strategy 2016	Early Help Strategy 2016 Local Safeguarding Children Board Annual Plan 2016/17	Local Safeguarding Children Board Annual Plan 2016/17 Children and Young People Plan 2016	Children's Services Workforce Strategy 2017 Learning and Development Plan 2017/18	Corporate Plan 2016-2024 Corporate Workforce Strategy 2017-2020
Links to Boards	Corporate Parenting Board	Early Help Board MASH Board	Workforce Development Board	Health and Wellbeing Board	Children's Strategic Partnership Board	Corporate Parenting Board	Early Help Board	Local Safeguarding Children Board Children's Strategic Partnership Board	Children's Services Workforce Development Board	Strategic Management Board People Leadership Team Children's Services Leadership Team



Key Children's Services Improvement Priorities

Key Improvement Priorities

The Children's Services Improvement Plan responds to recommendations from the Ofsted re-inspection in March 2017. It also includes areas for development that the service need to strengthen and improve further on.

The overarching key improvement priorities featured throughout the Improvement Plan relate to workforce development, quality of front line practice and partnership working.

Workforce Development

Children's Services recognises that the workforce is its most valuable resource. A key element in delivering high quality services is improving the effectiveness of the recruitment of permanent social work staff across all teams and strengthening the service's ability to retain high quality experienced staff. Support, training and development of the workforce are fundamental to service innovation and improvement and help make Coventry a great place to work and live.

The new leadership team is providing a renewed focus on improvement and strategic direction. A re-design of Children's Services is being implemented in September 2017, which will ensure that children and young people have safe home and community environments, through the right intervention, at the right time and in the right way.

The service will continue to embed the workforce changes and develop staff to ensure a sustainable workforce is maintained providing services with good outcomes for children.

Quality of Front Line Practice

Quality assurance activity is established and has, until recently, focused largely on compliance. There is a shift to ensure that learning from audit activity is systematically used to lift the quality of practice, and at the same time promoting the application of sound professional judgment at the forefront.

New and revised practice forums for managers and front line practitioners provide a vehicle for discussions for sharing good practice so that all staff understand what 'good' looks like.

A programme of leadership coaching and mentoring has been established to strengthen management grip of front line practice.

Partnership Working

At a strategic level, partnership working in Coventry is strong, as evidenced by good multi-agency engagement in the LSCB, Children's Services Improvement Board, Health and Well-being Board and Children and Young People's Strategic Partnership. Joined up, strategic thinking and planning are ensured by regular meetings between the chairs of key multi-agency Boards and the officers who support them.




The engagement and commitment of partners across the city has led to the implementation of a range of developments which are helping to improve outcomes for children. This work will continue to strengthen decision making and outcomes for children.



Coventry Children's Services Single Improvement Plan

Coventry's Children's Services Single Improvement Plan – Getting to Good 2017/18

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

 Actions underway but no significant change in the target and performance measure.
  Actions underway with evidence of significant shift and direction of travel in target and performance indicator.
  Targets and measures met.

Children Who Need Help and Protection

No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
1. Ofsted Recommendation: Improve the quality of chronologies to ensure they provide relevant detail relating to children's histories and the impact of previous interventions. Objective: To ensure that practitioners take account of the importance of the full history of the family and significant events and use this to inform purposeful interventions.					
1.1	Issue practice guidance to early help and social care staff about how to write a good chronology, using exemplars.	August 2017	Coventry City Council		Audit of chronologies shows improvement. Supervision is used to check compliance. All cases (including early help) have chronologies.
1.2	Deliver improvement workshops/training for early help and social work practitioners on developing good chronologies.	March 2018	Coventry City Council	3 workshops held	Audit of chronologies shows improvement.
2. Ofsted Recommendation: Review the authority's arrangements for privately fostered children and ensure that those arrangements and associated practice comply with statutory guidance. Objective: For all partners to be able to identify and refer private fostering arrangements to children's social care. For social care practitioners to understand the law, their roles and responsibilities and improve the quality of interventions.					

Coventry's Children's Services Single Improvement Plan – Getting to Good 2017/18

Children Who Need Help and Protection

No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
2.1	<p>Develop a Private Fostering Communication Plan to include:</p> <ul style="list-style-type: none"> • Advertising campaigns. • Professional training and information sessions. • Leaflet production and distribution to libraries, GP surgeries etc. • A list of key contacts within private schools, language schools etc. 	October 2017	Coventry City Council Health Police Schools Housing Probation NPS/CRC Independent sector	Increase in private fostering notifications.	Communication delivered to all staff by partner agencies. Numbers of staff trained in each agency increases. Reports of activity, performance and outcomes included in Private Fostering annual report from each agency.
2.2	<p>Improve quality of private fostering assessments and statutory visits:</p> <ul style="list-style-type: none"> • Deliver workshops for multi-agency staff on private fostering issues • Develop and issue practice guidance to support practitioners learning and understanding of private fostering • Undertake audits of assessments to check that they address safeguarding issues • Identify a lead manager for Private Fostering • Undertake audits of cases to check management oversight and sign off of assessments, visits and plans. 	March 2018	Coventry City Council Health Police Schools Housing Probation NPS/CRC Independent sector	100% of visits in timescales. 3 workshops held. 30 audits undertaken.	Audits of the quality of practice shows improvement. Compliance with Private Fostering National Minimum Standards.
2.3	Review private fostering procedures and ensure that all staff are familiar with them.	September 2017	Coventry City Council		Audit activity shows improvement in quality of assessments. Compliance in procedures being followed.
2.4	Produce an annual report on private fostering that includes a self-assessment against the private fostering National Minimum Standards.	April 2018	Coventry City Council Health Police Schools Housing Probation NPS/CRC Independent sector		Annual report shows clear trajectory for improvement. Partner contribution to the annual report.

Coventry's Children's Services Single Improvement Plan – Getting to Good 2017/18

Children Who Need Help and Protection

No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
<p>3. Ofsted Recommendation: Strengthen arrangements to ensure that the management of allegations of professional abuse is robust and effectively safeguards children.</p> <p>Objective: To ensure that allegations against professionals are addressed swiftly and protect children from harm.</p>					
3.1	Review systems and processes for the oversight of allegations against professionals, and develop a dataset to monitor progress.	October 2017	Coventry City Council		Changes and new systems introduced. Performance dataset and dashboard in use.
3.2	Recruit to the permanent role of Risk Management Co-ordinator (incorporates Designated Officer function).	October 2017	Coventry City Council		Audit activity shows improvement in timeliness and quality of investigations.
3.3	Implement a tracking process for referrals and throughput of cases and actions being completed in timescale.	October 2017	Coventry City Council		Audit activity shows improvement in timeliness and quality of investigations.
3.4	Quarterly reports presented to Children's Services Leadership Team setting out issues and themes.	October 2017 – Quarterly	Coventry City Council		Quarterly reports informs areas for learning and improvement.
<p>4. Areas for Development: Understanding of, and work with children at low risk of Child Sexual Exploitation (CSE) is less consistent. (Para 25) / A small number of young people with CSE concerns that are placed away do not benefit from seeing their families frequently enough. (Para 50)</p> <p>Objective: To ensure that young people with a low risk of CSE are provided with early intervention support. To ensure that proper consideration is given before placing a young person with CSE risks away from family networks.</p>					
4.1	Develop an early help offer for addressing low level CSE concerns in conjunction with partners.	December 2017	Coventry City Council Health Police Schools Housing Probation NPS/CRC Independent sector		Clear operating model in place for low level CSE work.

Coventry's Children's Services Single Improvement Plan – Getting to Good 2017/18

Children Who Need Help and Protection

No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
4.2	Ensure that the new delivery plan for CSE includes an action to implement and monitor the response to low level CSE concerns.	July 2017	Coventry City Council Health Police Schools Housing Probation NPS/CRC Independent sector		Clear operating model in place for low level CSE work.
4.3	Develop practice guidance that enables staff to develop a consistent approach to working with high and medium risk cases across all social care teams.	October 2017	Coventry City Council		Consistent service for all young people at risk of CSE.
4.4	The Horizon teams to undertake case learning sessions with LAC social workers about the impact of out of City placements for young people at risk of CSE.	October 2017	Coventry City Council	Reduction of young people with CSE concerns placed out of city. 2 case learning sessions held.	Consistent service for all young people at risk of CSE.
4.5	Review the sharing of information arrangements for CSE in respect of suspected perpetrators, and the opportunities for protective interventions.	December 2017	Probation NPS Coventry City Council Police Probation/CRC		Clarity about information shared in respect of perpetrators of CSE.
<p>5. Areas for Development: Children's views do not feature in plans, plans do not respond to changing circumstances. (Para 17)</p> <p>Objective: To ensure that children's views are prominent in plans and they reflect any changes in circumstances.</p>					
5.1	Issue guidance to staff about the need to capture children's views in plans and include links to good practice exemplars. Embed within plans as interactive guidance where appropriate.	November 2017	Coventry City Council		Exemplars in place and being accessed.

Coventry's Children's Services Single Improvement Plan – Getting to Good 2017/18

Children Who Need Help and Protection

No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
5.2	Guidance to be issued to remind staff that plans should be reviewed at every review or when circumstances change.	November 2017	Coventry City Council		Audits show improvement.
6. Areas for Development: Interventions are sometimes too adult focused. (Para 21) Objective: To ensure that the purpose of interventions clearly spell out what impact they have on improving outcomes for the child/young person.					
6.1	Issue guidance to staff that emphasises the need to ensure that when interventions are sought, the purpose is clear in terms of what outcome it is achieving for the child. Embed within plans as interactive guidance where appropriate.	September 2017	Coventry City Council		Audits show improvement.
7. Areas for Development: Social workers do not regularly attend or make referrals to Channel Panel. (Para 28) Objective: To ensure that social workers know when and how to make a referral to the Channel Panel.					
7.1	Share the criteria and process for making referrals to Channel Panel with staff.	September 2017	Coventry City Council	Increase in referrals to Channel Panel.	Social workers understand how to make referrals to the Channel Panel.
8. Areas for Development: Homelessness. Objective: To ensure that partners understand what good practice looks like in addressing homelessness issues with 16-17 year olds.					
8.1	Undertake a multi-agency audit/panel on homelessness 16-17 year olds cases/ referrals and ensure that learning from audit is embedded into practice.	January 2018	LSCB Coventry City Council Health Police Schools Housing	10 audits undertaken. No young person placed in B&B.	Audit shows improved practice. Compliance to 16 to 17 year old homelessness protocol.

Coventry's Children's Services Single Improvement Plan – Getting to Good 2017/18

Children Who Need Help and Protection

No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
9. Areas for Development: Forced Marriage. Objective: To ensure that partners understand what good practice looks like in addressing cases of forced marriage.					
9.1	Undertake a multi-agency audit/panel of forced marriage cases/referrals and ensure that learning from audit is embedded into practice.	February 2018	LSCB Coventry City Council Health Police Schools Housing	5 audits undertaken.	Audit shows improved practice.
10. Areas for Development: Female Genital Mutilation (FGM). Objective: To ensure that partners understand what good practice looks like in addressing cases of female genital mutilation.					
10.1	Undertake a multi-agency audit/panel of Female Genital Mutilation (FGM) cases/referrals and ensure that learning from audit is embedded into practice.	March 2018	LSCB Coventry City Council Health Police Schools Housing	5 audits undertaken.	Audit shows improved practice.
11. Areas for Development: Domestic Violence Strategy / Guidance about multiple domestic violence referrals. Objective: To have a clear domestic violence strategy that sets out how Coventry addresses the issue. To ensure that our response to referrals about domestic violence is proportionate and takes the family history into account.					
11.1	Review the domestic violence strategy and plan for Coventry.	December 2017	Coventry City Council Health Police Schools Housing Probation NPS/CRC Independent sector	Number of domestic violence referrals/repeat referrals. Number of Common Assessment Framework (CAF) with domestic violence as the primary presenting need.	Domestic violence interventions used in Coventry are evidence based and demonstrate a reduction in domestic violence re-referrals.

Coventry's Children's Services Single Improvement Plan – Getting to Good 2017/18

Children Who Need Help and Protection

No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
11.2	Review the guidance about responses to domestic violence referrals and triggers for intervention, drawing on recent SCR findings.	September 2017	LSCB Coventry City Council Health Police Schools Housing Probation NPS/CRC Independent sector	Number of domestic violence referrals/ repeat referrals. Number of CAF's with domestic violence as the primary presenting need.	Domestic violence interventions used in Coventry are evidence based and demonstrate a reduction in domestic violence re-referrals.
12. Areas for Development: Emergency Duty Team (EDT). Objective: To identify further improvements that might be required in the emergency duty service.					
12.1	Undertake a review of the EDT service.	March 2018	Coventry City Council		Review identifies areas for improvement.
13. Areas for Development: Reduce the number of out of hour's admissions to care. Objective: To ensure that admissions to care that take place out of hours are only those that are truly emergency situations when there is no possibility of the child remaining within the family network.					
13.1	Undertake a workshop with the EDT service to review the interventions available to them and behaviours required of professionals that would assist them to focus on addressing emergency out of hours cases for accommodation only.	January 2018	Coventry City Council	A reduction in out of hour's admissions to care.	Early help interventions are used to stabilise families out of hours.
14. Areas for Development: Demand management and workflow. Objective: To ensure that managers can track progress of assessments using a check point system so that timely throughput is maintained.					
14.1	Introduce a system for check points for single assessments to enable better monitoring of the throughput of casework. Integrating this into Protocol as appropriate.	October 2017	Coventry City Council	Duration of cases from referral at check points.	Audits show improvement in timeliness and quality of assessments.

Coventry's Children's Services Single Improvement Plan – Getting to Good 2017/18

Children Who Need Help and Protection

No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
15. Areas for Development: Strategy Meetings/Discussions. Objective: To ensure that partners understand their role in strategy meetings/discussions and play a full part.					
15.1	Undertake workshops in the neighbourhood teams about the importance of partner engagement in strategy meetings/discussions.	December 2017	Coventry City Council	3 workshops held.	Attendance of partners at strategy meetings/discussions improve.

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No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
16. Ofsted Recommendation: Ensure that the progress of prospective adopters is tracked effectively so that the potential for children to be placed without delay is minimised. Objective: To ensure that there are no delays in the adoption process with a particular focus on improving the learning and development offer for adopters, ensuring that all children and young people benefit from early preparation for permanence, and learning from adoption breakdowns.					
16.1	Develop a comprehensive tracking process for the adoption service, (building on the permanence tracking for looked after children). Integrating this into Protocol as appropriate	September 2017	Coventry City Council	Adoption scorecard.	Adoption scorecard shows improvement in all areas.
16.2	Undertake a review of all adopters who are waiting in excess of a year for a placement for learning and next steps.	October 2017	Coventry City Council		Learning shared with staff. Reduction in adopters waiting for placements.

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No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
16.3	Practitioners to undertake direct work with children and young people in order to explain the process of life story work and prepare them for the next stage, ensuring the child's view is captured. Managers to check that social workers are undertaking this work.	March 2018	Coventry City Council		All looked after children are well prepared for permanency. Effective supervision challenges poor performance. Quality Assurance by Independent Reviewing Officer/Agency Decision Maker/panel arrangements.
16.4	Undertake learning and development activity on effective practice in preparation for permanence and life-story work.	March 2018	Coventry City Council	4 events held.	All social workers for looked after children are confident to do this work with children.
16.5	Review content of adopter training to include learning from disruptions and adopter and adoptee (if appropriate) feedback.	October 2018	Coventry City Council	Reduction in the time from placement for adoption to application.	Increase in prospective adopter's confidence tested through survey.
16.6	Reports from learning from disruptions to be completed within a month and provided to the Adoption Panel within a month of completion.	June 2017 – May 2018	Coventry City Council	Disruption reports completed within 1 month. Learning reports to the Adoption Panel within 1 month of completion. Numbers of adopter disruptions.	Learning from disruptions is shared with staff. There is a reduction in adopter disruptions.
16.7	Managers to sign off all adoption support plans to ensure that they are comprehensive and up to date and reflective of the placement.	July 2017	Coventry City Council		Audits shows compliance and improvement.

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No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
16.8	Continue to participate in the development of the Regional Adoption Agency (RAA).	November 2017	Coventry City Council		Improved performance against the adoption leadership board targets (ALB). Regional Adoption Agency in place by 1 November 2017.
16.9	Oversee the development of a quality assurance framework for the work of the Regional Adoption Agency.	November 2017	Coventry City Council		Quality assurance framework in place.
<p>17. Areas for Development: Many children enter care in an unplanned way or too late. (Page 15)</p> <p>Objective: To ensure that the right edge of care interventions are in place to enable children and young people to remain within the family network.</p>					
17.1	Undertake a review of all early help and edge of care interventions available for children and young people, with a particular focus on teenagers.	January 2018	Coventry City Council	A reduction in the number of children and young people in care.	Review identifies areas for improvement, good practice and learning. All children will enter care in a planned way unless it is an emergency situation.
<p>18.0 Areas for Development: Knowledge about looked after children is not always reflected in case records or assessments. (Para 37)</p> <p>Objective: To ensure that record keeping is purposeful and reflects the child and young person's experience.</p>					
18.1	Issue guidance to staff enforcing the need to ensure that case records are up to date and accurate. Provide managers with regular reports of record keeping beyond agreed outlier threshold.	August 2017	Coventry City Council	Last activity on a case.	Audits show improvement.

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No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
19. Areas for Development: Care plans do not address the full range of children's needs. (Para 37) Objective: To ensure that care plans are comprehensive and address all the assessed needs of the child and young person.					
19.1	Exemplars of good practice care plans to be shared with staff to illustrate the need for care plans to address the full range of needs. Embed within plans as interactive guidance where appropriate.	September 2017	Coventry City Council		Exemplars in place and being accessed. Audits show improvement in plans being SMART and driving improved outcomes for children.
20. Areas for Development: Too few locally based foster placements and recruitment yet to deliver desired impact. (Para 39) Objective: To ensure that there are enough local foster carers in Coventry for our looked after children population.					
20.1	Fully implement Transformation Board project plan that includes reviewing and streamlining timescales for foster carer recruitment, marketing, and increasing capacity of existing in house foster carers.	April 2018	Coventry City Council	100 new carers recruited.	There is a reduction in the use of Independent Fostering Agency (IFA) foster carers that supports children remaining locally, maintaining their school place and living in a stable placement.
21.0 Areas for Development: Family group conferences are not used frequently enough to identify potential carers within the network. (Para 34) Objective: To ensure that family group conferences are used promptly to identify alternative carers if the child or young person cannot return home to parents.					
21.1	As part of the arrangements to establish a permanency planning tracking process for looked after children, the Family Group Conference Manager to be part of the Stage 1 Panel where all new admissions to care and edge of care cases are reviewed.	July 2017	Coventry City Council	Number of FGCs undertaken.	The use of family group conferences are assisting in more children remaining at home with their families.

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No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
21.2	The Family Group Conference service to attend the front line staff practice forum to discuss their role and how to access their service.	September 2017	Coventry City Council	Number of FGCs undertaken.	The use of family group conferences are assisting in more children remaining at home with their families.
21.3	Details of the Family Group Conference Service to be included in the Menu of Services that is going to be placed on the Documents Library for staff to access information about.	July 2017	Coventry City Council	Number of FGCs undertaken.	The use of family group conferences are assisting in more children remaining at home with their families.
<p>22. Areas for Development: Together and apart assessments do not give sufficient consideration to the nature and type of attachments that brothers and sisters have to one another and the significant adults in their lives. (Para 45)</p> <p>Objective: To ensure that social workers have the skills to undertake good quality together and apart assessments taking account of the impact on attachment.</p>					
22.1	Staff from the adoption service provide mentoring support and team discussions with social workers working with looked after children so that their skills are shared.	November 2017	Coventry City Council	2 workshops held.	Social workers undertake good quality assessments. Audits show improvement.
<p>23. Areas for Development: Not all children in long term foster care benefit from life story work and the quality is not good enough. (Para 51)</p> <p>Objective: To ensure that all children and young people in foster care understand their life history and journey so that it contributes to achieving emotional security.</p>					
23.1	Undertake workshops with social work teams about life story work for children and young people in long term foster care.	December 2017	Coventry City Council	6 workshops undertaken.	Audits shows improvement.

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No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
24. Areas for Development: Delays in completion of Initial Health Assessments for a minority of children. (Para 48) Objective: To ensure that all looked after children have a health assessment within 28 days of coming into care.					
24.1	Health services to review reasons for timescales not being met and put a strategy in place to address this. Report to Corporate Parenting Board. Improve information sharing with Health to ensure they have all the information they require to set appropriate appointments.	March 2018	Health Coventry City Council	Initial Health Assessments (IHA) undertaken within 28 days.	Report to Corporate Parenting Board shows improvement in IHAs undertaken on time.
25. Areas for Development: Results of Strengths and Difficulties' (SDQ) are not shared with health agencies. (Para 51) Objective: To ensure that the outcome of SDQ scores are used to inform purposeful interventions for children and young people.					
25.1	Undertake a review Tri-x procedures to include guidance about how to complete SDQs and ensure that they are fed into plans.	October 2017	Coventry City Council Health		New procedures in place. The findings from SDQs are used in care planning.
25.2	Undertake workshops with staff about how to use SDQs effectively.	November 2017	Coventry City Council Health	4 workshops held.	The findings from SDQs are used in care planning.
26. Areas for Development: Foster to adopt needs greater promotion. (Para 60) Objective: To ensure that more children and young people benefit from foster to adopt placements.					
26.1	The fostering service to promote the recruitment of foster to adopt carers at the regional event.	June 2017	Coventry City Council	8 foster to adopt applicants recruited.	Increase in foster to adopt placements.
26.2	Develop practice guidance about what foster to adopt is about.	June 2017	Coventry City Council		Increase in foster to adopt placements

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No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
27.0 Areas for Development: Later life letters are not always completed. (Para 62) Objective: To ensure that all children and young people receive their later life letters in a timely way.					
27.1	The timely completion of later life letters to be included on the adoption tracker and closely monitored by managers.	June 2017	Coventry City Council	Later life letters started within 10 days of Placement Order. The letter to be received after the Adoption Order is made and no later than 10 working days after the adoption ceremony. 3 workshops held on later life letters.	All adopters receive later life letters in a timely way. Good practice guidance issued.
28. Areas for Development: Adoption Panel Advisor could support social workers more in developing their knowledge of good practice. (Para 66) Objective: To ensure that the learning from the adoption process held by the Adoption Panel Advisor is shared with social workers so that practice is enhanced.					
28.1	The Adoption Panel Advisor to undertake workshops at the Practice Improvement Forum and the Frontline Staff Practice Forum about sharing good practice.	December 2017	Coventry City Council	2 workshops held.	Good practice exemplars in place and being used.
28.2	Learning from the 6 monthly reports from the Adoption and Fostering Panels to be shared in the children's services bulletin.	September 2017	Coventry City Council		Good practice exemplars in place and being used.

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No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
<p>29. Areas for Development: The quality of pathway plans requires further improvement to improve their focus and provide clearer detail about the range of support that young people can expect. (Para 72)</p> <p>Objective: To ensure that care leavers' pathway plans set out clearly what support they will get to meet their identified goals and aspirations.</p>					
29.1	Workshops to be undertaken with the leaving care service about what a good quality pathway plan looks like.	October 2017	Coventry City Council	2 workshops held.	Good practice exemplars in place and being used.
<p>30. Areas for Development: The Local Authority is slow in ensuring that all care leavers receive a summary of their health histories. (Para 80)</p> <p>Objective: To ensure that care leavers have a full record of their care history when moving into adulthood and preparing for independence.</p>					
30.1	Health services to review reasons for timescales for health histories not being met and put a strategy in place to address this. Report to Corporate Parenting Group.	October 2017	Health	Number of care leavers with health passports.	All care leavers have health passports.
<p>31. Areas for Development: Independence support packages for care leavers are sometimes arranged late and do not focus enough on the emotional challenges and coping strategies they may need to employ when living alone. (Para 81)</p> <p>Objective: To ensure that there is a clear pathway of emotional health and wellbeing support for care leavers as they prepare for independence.</p>					
31.1	Review timeliness of independence support packages for care leavers.	December 2017	Coventry City Council		Pathway plans show early planning on independence.
31.2	Commission an offer and develop a pathway of emotional and mental health support to care leavers.	December 2017	Health		Emotional and mental health offer in place and being accessed.

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No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
32. Areas for Development: Corporate Parenting Strategy. Objective: To ensure that the corporate parenting strategy sets out what partners are promising to do to fulfil their corporate parenting functions, and what specifically is required to progress the leaving care service from 'good' to 'outstanding'.					
32.1	Develop a new Corporate Parenting Strategy for looked after children and care leavers.	November 2017	Coventry City Council		All agencies playing an active role in supporting looked after children and care leavers.
32.2	Develop a route map of how to progress the 'good' inspection rating in the leaving care service to 'outstanding', drawing on the experience of other local authorities.	December 2017	Coventry City Council		Route map in place to get to 'outstanding'. Audits show improvement.
33. Areas for Development: LAC school attendance. Objective: To ensure that looked after children achieve at school and participate in activities just as well as other children.					
33.1	Undertake a review of systems and approaches to improve school attendance of looked after children.	November 2017	Coventry City Council Schools	LAC attendance at school.	LAC attendance at school improves.
34. Areas for Development: Foster carer records on Protocol. Objective: To ensure that full records about foster carers are available in one place on an electronic system.					
34.1	Develop a plan for the inclusion of all foster care records to be available on Protocol.	December 2017	Coventry City Council		Foster care records on Protocol.

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No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
<p>35. Ofsted Recommendation: Ensure that the Local Safeguarding Children Board supports partners to understand and consistently apply appropriate thresholds to levels of need at every stage of the child's journey, including the early help pathway.</p> <p>Objective: To ensure that all partners play their part in identifying and addressing need before problems escalate through early help support and make the right referrals to social care.</p>					
35.1	<p>Undertake a review of the current CAF system, including:</p> <ul style="list-style-type: none"> The roles and responsibilities of all partner agencies, such as Health, Housing, Schools and Adult Services, in fully identifying needs and assessing families that may need help as a shared responsibility. Current criteria for CAF levels 2 and 3. Format of the CAF assessment. Impact of interventions. 	November 2017	<p>Coventry City Council</p> <p>LSCB</p> <p>Health</p> <p>Police</p> <p>Schools</p> <p>Housing</p> <p>Probation NPS/CRC</p> <p>Independent sector</p>		Review identifies improvements.
35.2	Simplify the early help assessment process and ensure that the revised arrangements use common language throughout about children's needs, and incorporate a signs of safety methodology.	March 2018	<p>Coventry City Council</p> <p>Health</p> <p>Police</p> <p>Schools</p> <p>Housing</p> <p>Probation NPC/CRC</p> <p>Independent sector</p>	<p>Increase in early help assessments by all partners.</p> <p>Decrease in referrals to social care.</p> <p>50% reduction in number of step down cases referred back to social care within the last 6 months.</p>	

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No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
35.3	All agencies to ensure that they increase their lead professional role in undertaking early help assessments.	March 2018	LSCB Coventry City Council Health Police Schools Housing Probation NPS/CRC Independent Sector	Increase in early help assessments by all partners.	Clear guidance for staff and partners about the changes. Audit of quality of assessments show SMART planning in place. Audits of the early help system show improvement in identifying needs and addressing them. Quality Assurance of Commissioned early help services.
35.4	Review of the Initial Contact Service.	August 2017	Coventry City Council	90% of contacts to social care processed within 24 hours.	Effective resourced structure in place. Audit activity shows improvements in quality of practice and management oversight.
35.5	Strengthen partnership arrangements in the front door: <ul style="list-style-type: none"> • All partners to comply with completion of the Multi-Agency Referral Form (MARF). • All referrals to include consent (unless significant harm) prior to sending to the MASH. • Undertake workshops with partners about threshold application. • Undertake multi-agency audits of threshold application. • Establish a task and finish group that examines demand and outcomes of referrals. • Review Threshold Document. 	February 2018	LSCB Coventry City Council Health Police Schools Housing Probation NPS/CRC Independent sector	100% consent sought on referrals (unless significant harm). 90% MARFs received following a referral. 100% compliance in Multi-Agency Safeguarding Hub checks completed on time. 5 audits undertaken per month. 4 workshops undertaken.	Referrals are timely and evidence clear threshold and decision making.

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No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
35.6	<p>Strengthen social care response in the front door:</p> <ul style="list-style-type: none"> Managers to record rationale for decision making on Protocol. Monitor and share 'poor' and 'good' referrals with partners and use them for learning. Feedback/outcomes to referrers to be issued in a timely way. Implement signs of safety methodology format in the MASH. Review sample of assessments and child protection enquiries that led to no further action for learning. 	November 2017	Coventry City Council	Reduction in no further action following referrals and child protection enquiries.	Referrals are timely and evidence clear threshold and decision making.
35.7	Undertake a review of referrals to the front door that result in no further action as part of a demand management project.	November 2017	LSCB Coventry City Council Health Police Schools Housing Probation NPS/CRC Independent sector	Reduction in no further action following referrals. Increase in early help assessments.	Referrals are timely and evidence clear threshold and decision making.

36. Ofsted Recommendation: Ensure that the introduction of the risk management methodology across the authority includes partners and the authority at all stages.

Objective: To ensure that the signs of safety methodology is understood and used across Coventry to support children and families.

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No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
36.1	All identified partners receive training in Signs of Safety.	May 2018	LSCB Coventry City Council Health Police Schools Housing Probation NPS/CRC Independent sector	80% attendance at training sessions. 100% partnership staff are trained to undertake early help assessments using signs of safety	Training programme in place. Audit activity shows compliance to quality of assessments. Effective supervision challenges poor performance. Early help support is embedded to drive consistency in practice across the city.
36.2	Appoint a Signs of Safety Implementation Manager working to the Principal Social Worker.	October 2017	LSCB Coventry City Council		Signs of Safety understood across the partnership.
36.3	Undertake audits of early help assessments to test that: <ul style="list-style-type: none"> • Early help assessments are timely, regular and thorough. • Step up and step down plans identify how work will be continued. • Early help assessments are timely and evidence clear thresholds and decision making. 	April 2018	Coventry City Council Health Police Schools Housing Probation NPS/CRC Independent sector	Reduction in children in need cases by 10% 50% reduction in number of step down cases re-referred back to social care within 6 months. 120 audits undertaken.	Audit of early help assessments show improvement.

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No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
<p>37. Ofsted Recommendation: Improve the quality of children's assessments and the focus of plans, so that all children at every stage of their journeys have their needs fully recognised and met.</p> <p>Objective: To ensure that all children and young people at every stage of their journey have their needs fully recognised and met, through good quality assessments and plans.</p>					
37.1	Review all children and young people who are subject to child protection plans at the 9 month point to ensure timely and effective care planning.	August 2017 – monthly	Coventry City Council	100% of CP escalations resolved in time.	Children and young people are safeguarded with no drift and delay.
37.2	Pilot new arrangements for reviews of child in need cases.	October 2017	Coventry City Council	Number of open CiN cases.	Children and young people are safeguarded with no drift and delay. Audit of child in need cases shows improvement in practice. Reduction in the number of CiN cases.
37.3	Review CiN procedures and processes.	October 2017	Coventry City Council		Children and young people are safeguarded with no drift and delay. Audit of child in need cases shows improvement in practice.
37.4	Implement model for effective case/permanence tracking (legal planning and new admissions panel, case progression meetings and permanence tracking panel).	July 2017	Coventry City Council	Reduction in time taken Public Law Outline. Formal pre-proceedings within 12 weeks.	Robust tracking in place. Children and young people achieve emotional and legal security at the earliest point.

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No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
37.5	Ensure assessments are carried out for all children and young people (LAC, CP, CiN) where there is a change to their needs or care plan.	May 2018	Coventry City Council	Assessments completed within the last 6 months.	Care plans updated to reflect assessed need.
37.6	Develop a multi-agency neglect strategy and implementation plan.	December 2017	LSCB Coventry City Council Health Police Schools Housing Probation NPS/CRC Independent sector		Neglect is identified and acted on early. Assessments in neglect cases are evidenced based. Audits show improvement.
37.7	Ensure that the graded care profile tool is used by all partners to assess neglect in neglect cases.	May 2018	LSCB Coventry City Council Health Police Schools Housing Probation NPS/CRC Independent sector	Numbers of graded care profiles completed by agency. Number of staff trained in each agency.	Neglect is identified and acted on early. Assessments in neglect cases are evidenced based. Audits show improvement.
<p>38. Ofsted Recommendation: Continue to monitor and develop services through the work of the Improvement Board so that all children in Coventry receive the help and support that they need and their outcomes improve.</p> <p>Objective: To ensure that the Improvement Board drives improvement with pace and holds partners to account by monitoring progress and impact through the Children's Services Improvement Plan.</p>					
38.1	Review the membership, frequency, remit, and forward plan for the Improvement Board.	June 2017	Coventry City Council Independent Chair		All partners take ownership for implementing the actions in the Improvement Plan.

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No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
38.2	All agencies to produce highlight reports of recommendations in the Improvement Plan that are rag rated Green to demonstrate the evidence that the targets and measures have been achieved and progress is embedded and sustainable.	June 2017 - at each Improvement Board for recommendations ragged Green.	LSCB Coventry City Council Health Police Schools Housing Probation NPS/CRC Independent sector		Highlight reports demonstrate improved outcomes.
38.3	Develop a succession plan with the LSCB and the Corporate Parenting Board in preparation for the cessation of the Improvement Board.	May 2018	Coventry City Council Independent Chair of the Corporate Parenting Board LSCB		Clear succession plan in place.
38.4	Develop Practice Standards for Children's Services.	October 2017	Coventry City Council		Practice Standards in place and being applied by Practitioners. Briefing on Practice standards to all staff.
<p>39. Ofsted Recommendation: Ensure that managers, chairs of child protection conferences and IROs improve their practice, by robustly chairing children's meetings and challenging any delays in their plans being progressed.</p> <p>Objective: To ensure that managers and chairs robustly challenge any drift and delay that impacts on outcomes for children, including through formal escalation processes.</p>					
39.1	Managers, CP Chairs and IROs to provide rigorous challenge and scrutiny to ensure that plans are SMART, and include realistic timescales for actions.	March 2018	Coventry City Council		SMART plans in place. Case progression demonstrates compliance. Evidence of challenge. Audit activity shows improvement.

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No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
39.2	Develop a consistent style and approach to chairing CP conferences and LAC reviews.	March 2018	Coventry City Council		Clear standards/crib sheets in place to drive consistency. Children and young people and families understand what is expected of them.
39.3	Develop and implement a pilot signs of safety methodology approach to the looked after children reviewing process.	December 2017	Coventry City Council	Participation of children and young people in their reviews.	Evaluation of pilot identifies improvements. Views of children and young people are positive about their reviews
40. Areas for Development: Advocacy services are not used enough. (Para 90) Objective: To enable all children to have access to an advocate if they need one.					
40.1	Commissioners to ensure that Barnardo's action plan to increase visibility of the advocacy service is closely monitored on a quarterly basis.	March 2018	Coventry City Council	Number of advocates being accessed	Increase in use of advocates.
40.2	Report of the development of the advocacy service to be presented to the Corporate Parenting Board.	November 2017	Coventry City Council	Number of advocates being accessed.	Report to Corporate Parenting Board demonstrates improvement.
40.3	Barnardo's to be asked to attend the Front Line Practice Improvement Forum to promote the availability of the service to staff.	October 2017	Coventry City Council	Number of advocates being accessed.	Increase in use of advocates.
40.4	Details of the advocacy service to be included in the Menu of Services that is going to be placed on the Documents Library for staff to access information about.	July 2017	Coventry City Council	Number of advocates being accessed.	Increase in use of advocates.

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No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
41. Areas for Development: Many staff are relatively inexperienced, 50% have less than 2 years' experience. (Para 98) Objective: To have a workforce that is experienced and stays in Coventry as well as attracting fresh recruits who can grow and develop.					
41.1	Review the programme of recruitment and training for newly qualified social workers (NQSW) and map impact of numbers of staff, protected caseloads and skill sets in each team.	November 2017	Coventry City Council		Balance of staffing experience in teams.
41.2	Develop and share good practice exemplars of supervision using signs of safety methodology with staff.	June 2017	Coventry City Council		Good practice exemplars in place and being used.
41.3	Undertake audits of supervision as set out in the Quality Assurance Plan.	October 2017	Coventry City Council	30 audits completed.	Audits show improvement.
41.4	Develop a plan for the retention of staff.	October 2017	Coventry City Council	Numbers of permanent social workers.	Retention plan in place. A reduction in permanent social workers leaving Coventry City Council.
41.5	Implement the Social Work Academy for NQSW to promote and support transition from student to assessed and supported year of assessment.	September 2017	Coventry City Council	Percentage of agency staff. Turnover rate of social workers.	Recruitment and Retention

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No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
42. Areas for Development: Not all LAC and care leavers are aware of the commitments in the Pledge. (Para 100)					
Objective: To ensure that all looked after children have the Pledge explained to them so that they understand the promises that are made.					
42.1	Develop a Welcome Pack that includes information about the Pledge for looked after children.	August 2017	Coventry City Council		All LAC and care leavers receive the Welcome Pack. Feedback from children and young people is positive.
42.2	Through the Voices of Care, ensure that information about the Pledge is shared and discussed with looked after children.	August 2017	Coventry City Council		Feedback from children and young people is positive.
42.3	Produce a highlight report for the Corporate Parenting Board about progress on the impact of the Pledge and any feedback received from children and young people.	September 2017	Coventry City Council		Feedback from children and young people is positive.
43. Areas for Development: Joint Strategic Needs Assessment (JSNA) and links with commissioning intentions are unclear. (Para 95)					
Objective: To ensure that the changing needs of children and families are properly reflected in joint working with Public Health.					
43.1	Organise a workshop between Public Health and the Senior Leadership Team to ascertain synergies with public health and children's services priorities in the light of the transformation and re-design programme.	December 2017	Coventry City Council	1 workshop held.	Clear priorities identified and understood.

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No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
44. Areas for Development: Annual complaints report does not cover issues in sufficient depth. (Para 101) Objective: To be able to demonstrate that learning from complaints is preventing the same complaints being made over and over again.					
44.1	The senior leadership team to review future content that needs to be covered in the quarterly and annual complaints reports.	October 2017	Coventry City Council	Number of complaints. Number of compliments.	Clear themes and learning identified that informs action planning as business as usual.
44.2	Undertake a review of the complaints process to ensure that it is compliant with statutory requirements.	October 2017	Coventry City Council	Number of complaints. Number of compliments.	Clear themes and learning identified.
45. Areas for Development: Strengthen quality assurance activity. Objective: To ensure that Coventry children's services is a learning organisation and can show improvements in practice through its quality assurance activity.					
45.1	Introduce a system to track audit activity and learning from monthly audit programme.	May 2018	Coventry City Council	Overview reports of audits completed.	Audits show improvement. Findings from audits shared with staff.
45.2	Strengthen audit processes, including moderation and inclusion of all managers undertaking monthly audit activity.	May 2018	Coventry City Council	10% of audits moderated each month.	IROs, CP chairs and early help managers included in monthly audit programme.

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Children looked after and achieving permanence

No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
45.3	<p>Include the following areas in the children's services annual audit programme:</p> <ul style="list-style-type: none"> • Regulation 24 (placement with friends and family) viability assessments. • Special Guardianship Order assessments and support plans. • No Recourse to Public Funds cases. • Unaccompanied Asylum Seeking Children cases. • Fostering compliance with National Minimum Standards. • Adoption compliance with National Minimum Standards. • Residential home compliance with National Minimum Standards. 	May 2018	Coventry City Council	Number of overview reports of audit themes completed each month. 150 audits completed.	<p>Audits show improvement.</p> <p>Findings from audits shared with staff.</p>
<p>46. Areas for Development: An agreed response to addressing gang issues.</p> <p>Objective: To ensure that an early response is developed to the emerging gang problem so that it can be prevented from escalating.</p>					
46.1	Develop a strategy for responding to gangs in Coventry.	May 2018	Police Coventry City Council		<p>Awareness of the extent of the Gangs issue in Coventry.</p> <p>Interventions are evidenced based.</p>
<p>47. Areas for Development: Performance Management.</p> <p>Objective: To ensure that managers have access to management information that supports their practice and is used to measure impact.</p>					
47.1	<p>Develop performance dashboards for:</p> <ul style="list-style-type: none"> • Early help activity. • Children in need activity. 	September 2017	Coventry City Council		Performance dashboards in place and used to scrutinise practice.

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Children looked after and achieving permanence

No.	Actions	By when	Delivery lead	Performance measure	We will know it's working when
47.2	Undertake a review of performance management datasets and systems (including Protocol) to ensure that they are fit for purpose and produce meaningful reports.	September 2017	Coventry City Council		Performance management datasets are used by managers to focus on improving practice and outcomes for children and young people.
48. Areas for Development: Leadership Development Programme. Objective: To ensure that managers have the skills to be the leaders of the future.					
48.1	Commission an intensive period of Coaching and Mentoring for First line managers, middle managers CP Chairs and IROs.	March 2018	Coventry City Council		<p>Independent Reviewing Officers/Child Protection Chairs service provide appropriate challenge to ensure robust care planning for children in care, promoting legal and emotional security.</p> <p>Frontline practitioners and managers to understand what 'good' looks like and can articulate this in their work.</p> <p>Managers have a strong grip on performance and use data to inform practice.</p> <p>Culture of high support, high challenge, high expectations.</p>
48.2	Commission a Social Work practice leaders development programme to complement the Corporate Leadership Programme.	October 2017	Coventry City Council		<p>Managers have a strong grip on performance and use data to inform practice.</p> <p>Culture of high support, high challenge, high expectations.</p>
48.3	Ensure that all leaders and aspiring managers are offered the opportunity to participate in the corporate leadership programme	May 2018	Coventry City Council		<p>Managers have a strong grip on performance and use data to inform practice.</p> <p>Culture of high support, high challenge, high expectations.</p>

