

# An introduction to Education and Skills



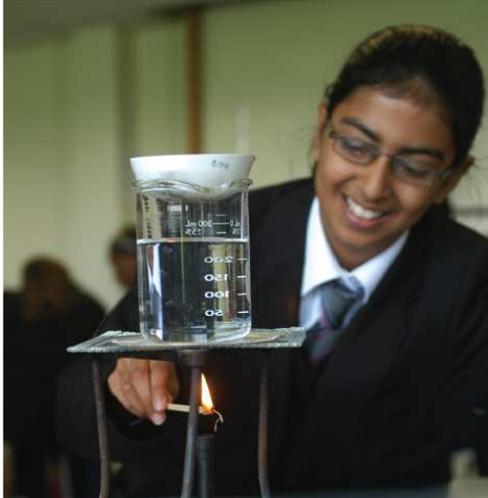
## Education and Children's Services

### Scrutiny Board 2

20<sup>th</sup> June 2019

Kirston Nelson

Director, Education and Skills





## **As champions of children:**

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

# Coventry City Education Partnership

As champions of children:

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



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

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

Open and transparent

Collective moral purpose and accountability

Co-design and production

High quality demand-led services

High quality, committed work force with relevant skill set

Efficient & effective, value for money, outcome driven

# Education and Skills Division

**Education and Skills**  
Kirston Nelson



**Education Entitlement**  
Sarah Mills



**Education Improvement and Standards**  
Juliet Silverton



**SEND & Specialist Services**  
Jeannette Essex



**Employment & Skills**  
Kim Mawby



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



# Education and Skills

## Overview - main areas of responsibility



### Statutory

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

### Traded

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

### Other provision

- Employment and Skills provision

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

# Education and Skills - what we do...



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

# Education and Skills - what we do...



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

# Education and Skills - what we do...



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

# Education and Skills - what we do...



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

# Education and Skills - what we do....



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

# Education and Skills - what we do....



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

# Impact: Coventry Ofsted Profile

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

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

# 2017-18 Priorities



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

# 2017-18 Achievements



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

# 2018-19 Priorities



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

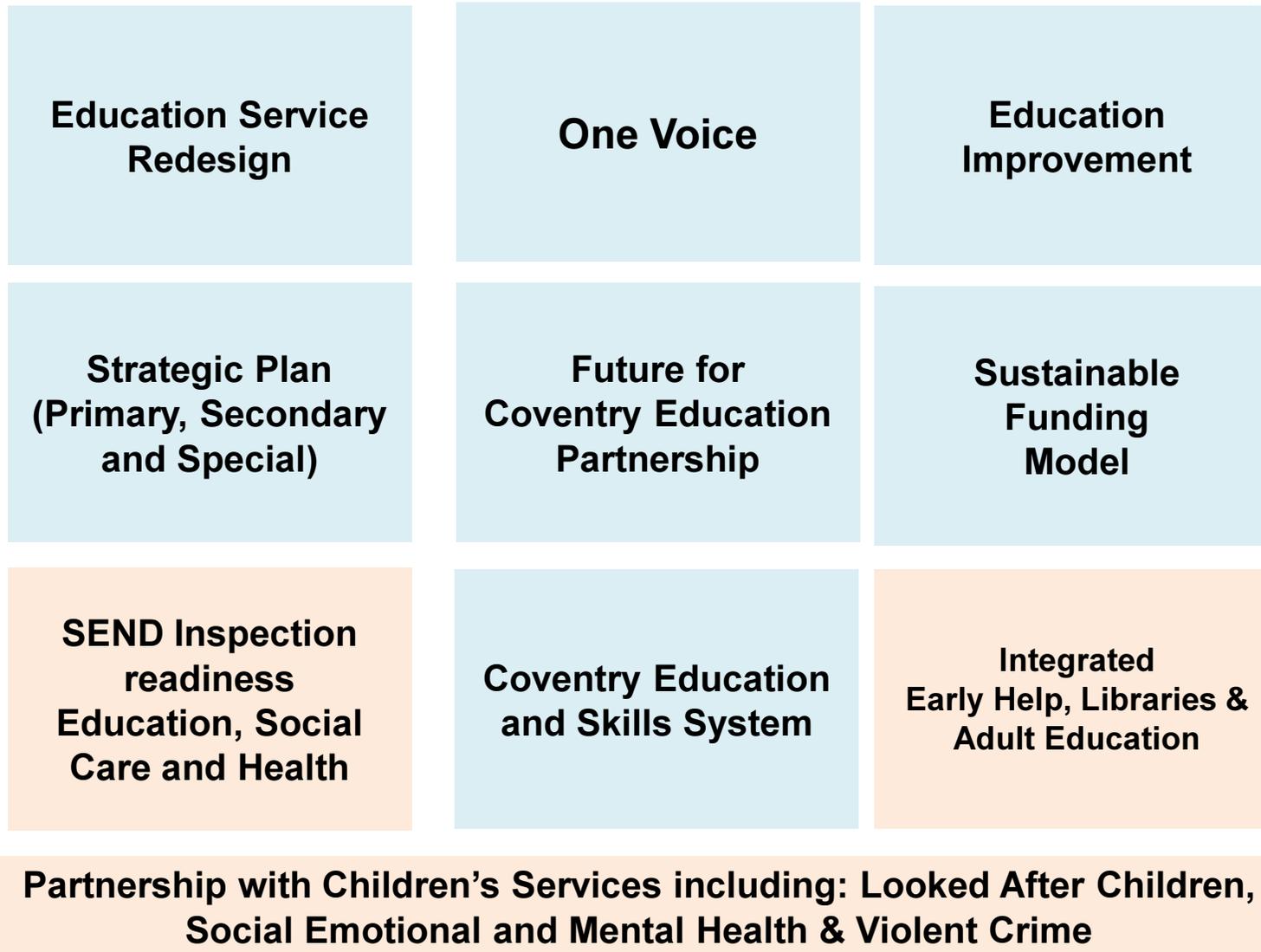
# Next steps



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



# Education & Skills Transformation Programme



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

# Possible areas for Scrutiny

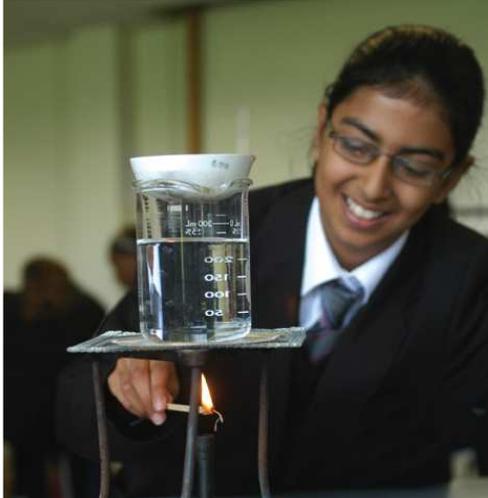


- SEND inspection - CQC and Ofsted
- Unvalidated Primary/Secondary data
- Violent crime and work with schools – to include contributions from Education, Children's Services, Public Health, police, schools
- Children missing education
- Validated education data including vulnerable groups
- One Strategic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



**Thank you**

**Any Questions?**



# An introduction to Children's Services



## Education and Children's Services Scrutiny Board

**John Gregg**

**Director, Children's Services**



**Director Children's  
Services**



**John Gregg**

**Strategic Lead for  
Help &  
Protection**



**Rebecca Wilshire**

**Strategic Lead for  
Looked After  
Children**



**Paul Smith**

**Strategic Lead for  
Quality  
Assurance**



**Neil Macdonald**

**Principle Social  
Worker**



**Lee Pardy-  
McLaughlin**

# Our Vision

Children are at the heart of everything we do



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.



# Children's Services Transformational Design Principles



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



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



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



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



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



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



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



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



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



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



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



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





## Children's Services

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

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



## Children's Services

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

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



## Children's Services

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

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

# Children's Services



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

# Corporate Parenting



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



# Corporate Parenting

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



# Legislation

## Children's Services is impacted by Legislation

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

### This is supported by:

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

# Our Journey

Stabilising the workforce – recruiting more social workers

Timely assessments and interventions

2014  
Ofsted inspection

Better identification of need and risk

Improving skills and capacity

2017  
Ofsted re-inspection

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

# Our Ofsted Journey



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

# Redesign of Children's Services



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

# Service Re-design Outcomes



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

# Service Re-design Implementation



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

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

# The review of Children's Services redesign



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

# Key Challenges and Opportunities



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

## Possible areas for Scrutiny



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



**Thank you**

**Any Questions?**