



Children's Services Strategic Plan and Journey to Excellence

September 2019 – September 2022

Contents

1. Foreword by our children	3
2. Introduction from the Lead Member and Director of Children's Services	4
3. Background	8
4. Our Services	11
5. Our Vision and Values	15
6. Children's Services Governance	20
7. Transformation Projects, Priorities and Next Steps	22
8. Children's Services Continuous Improvement, Priorities and Next Steps	26
9. Workforce Strategy and Priorities	35
10. Partnership Working	38
11. Communication	40
12. Aspirations for the future	43
13. Continuous Improvement Plan	46

Foreword by our children

Coventry's looked after children and young people are pleased to be asked to contribute towards the Children's Services' Strategic Plan for a second year.

Previously we said we wanted access to quality life story work. Progress has been made in the form of a good practice handbook for staff. Work now needs to be done to monitor how life story work is being delivered to children and young people and the impact this is having on our lives.

We asked for a focus around the relationships between staff, and the children and young people they work with. The signs of safety approach, use of the Mind of My Own app and staff profiles are a starting point for developing positive relationships. We hope further work, detailed in this plan, will produce positive experiences for children and young people when working with Coventry's Children's Services.

Moving forward we are keen that our independence and wellbeing are being supported. We wish to continue being recognised as equal partners by working alongside the services we access to ensure they meet our needs.

Voices of Care (Children in Care Council)





Introduction

Introduction

From the Lead Member for Children's Services

I am pleased to present this overarching Children's Services' Strategic Plan and Journey to Excellence to you at this important phase of our continuous improvement journey. It takes time, as well as a shared commitment, to improve children's outcomes and this plan highlights how committed to One Coventry we are, working with our partners and communities to ensure that our residents get the very best the city can offer.

Our revised overarching vision '**Coventry: where children, young people and families matter**' sets out five key principles:

- Children are at the heart of everything we do
- Working with children, families and services around them
- High-quality child-centred effective services that are reflective and responsive to change
- Our One Coventry approach
- Committed sustainable workforce.

Our extensive programme of transformational change has delivered many changes and continues to respond to the financial challenges that are being faced within local government at the same time as looking to ensure service improvements are realised.

We have much to be proud of in Coventry and the service continues to drive and maintain the pace and energy to implement, embed and sustain the improvements to achieve our vision.

It remains a challenging environment in public services and we continue 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 Pat Seaman

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. We are committed to our One Coventry approach, our partnerships are mature, trusting and effective at both strategic and operational level. In our partnership work, the focus remains on the child or young person.

Our vision for Children's Services has been updated to reflect where we are as a service, our overarching vision is '**Coventry: where children, young people and families matter**'. We will continue to drive improvements to ensure children and young people receive help and support that makes a difference to their lives and allows families to be empowered.

Since Ofsted judged us to "**require improvement to be good**", in March 2017, Children's Services through our extensive transformation programme implemented a service redesign, which has included revising our workforce structures; the development of eight family hubs and the creation of a new operational structure for Children's Services. The distribution of case work across the city has been reviewed further this year, which has resulted in some minor changes to further sustain our continuous improvement.

I am pleased that the review of business services has been concluded and staff transferring from business services will form a newly created team and be fully integrated within Children's Services from 1 October 2019. This service will be known as 'The Professional Support Service', the experience and professionalism the service will bring is key to our continued improvement journey.

Our improvement journey on page 28 demonstrates the significant progress we have achieved working with our partners to improve practice; sustain the workforce; reduce reliance on agency staff; and in delivering service changes. We know ourselves well and we know we still have areas we need to develop further. I am confident with a strong senior leadership team we will continue to improve further.

The next phase of transformational changes planned will deliver a sustainable 'steady-state' for Children's Services and develop on a continuous basis through 'business as usual' activity.

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. Our Children's Services Continuous Improvement Plan – Getting to Good September 2019 – September 2020 supports the overarching Children's Services Strategic Plan. The Plan identifies the actions and areas for development that will assist Coventry City Council and its partners to focus on 'good' outcomes for our children.



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John Gregg

Director of Children's Services



Children's Services Senior Leadership Team 2019



John Gregg
Director of Children's
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Rebecca Wilshire
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Help & Protection



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Neil MacDonald
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Background

In March 2017, Coventry City Council was re-inspected by Ofsted and judged “**requires improvement to be good**”. The Department for Education (DfE) removed Children's Services from intervention in June 2017 and provided supervision and support for a further 12 months which ended in June 2018.

The Children's Services Improvement Board was replaced by a Continuous Improvement Executive Group in March 2019 to retain political and corporate oversight of Children's Services Continuous Improvement. The group provide a tighter focus on continuous improvement and manage and monitor performance and impact and will accelerate at pace areas for development that need to improve over the next twelve months.

This is an interim measure before returning to 'business as usual' in accordance with the revised arrangements for Children's Safeguarding implemented in September 2019, and subject to satisfactory inspection by September 2020. At this time the Executive Group would cease, and oversight transferred to new safeguarding arrangements delivered by Coventry Safeguarding Children's Partnership.

The Leader of the Council and the Chief Executive continue to give public commitment that Children's Services remains a key priority for the Council. This includes prioritising

funding for Children's Services to maintain its capacity to improve. The Council, alongside partner organisations, continues a relentless focus on securing improvements in services for children, young people and families to ensure they are safeguarded and achieve positive outcomes.

Ofsted's revised framework includes focused visits to local authorities as part of the Inspection of Local Authority Children's Services (ILACS) system of inspection. The first visit was held in January 2018. The visit focused on the Multi Agency Safeguarding Hub (MASH) and children in need. A further focused visit was held in February 2019. The visit focused on permanency planning and achieving permanency.

The Ofsted Annual Conversation with regional representatives is undertaken each year. This took place in February 2019. The self-assessment is reviewed regularly to consider progress. In accordance with the ILACS, Coventry Children's Services will receive a standard inspection between September 2019 and September 2020.

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.

Children's Services has a strong leadership team and a good improvement journey story to tell. Some areas remain challenging and work continues to improve to address areas that require further development and ensure consistency to provide a sustainable good Children's Service.



Coventry's population growth



Coventry's population estimate for mid-2018 was **366,800** an increase of 6,600 from mid 2017

- + As has been the case in recent years, the annual population increase between mid-2017 and mid 2018 in Coventry was amongst the highest in the UK.
- + Coventry's growth rate is the **14th highest** out of all 381 local authorities
- + Over the last 10 years Coventry's population has grown by a fifth, **over 60,000** additional residents. This is the second fastest 10-year growth rate of all local authority areas outside London
- + While population growth remains high compared to other areas, growth slowed a little in 2018 compared to last year
- + The main factor causing population growth in Coventry is **international migration**

- + The growth of the city's two universities has been a factor in recent population growth, but by no means the whole story
- + Coventry is a relatively young city and been becoming younger on average in recent years, the average age is 32.1 years, notably lower than the England average of 39.9 years
- + The student population means there is continually a larger population aged 18-24. this age group make up 14.6% of the population compared to the England average of 8.6%



- + The population of 0-15-year olds increased by **1.9%** (a fifth of all the population growth in 2018 was amongst children)
- + Growth in the number of children in the city is likely to increase the need for school places and other services for children





Our Services

Help and Protection

Multi Agency Safeguarding Hub (MASH) brings key professionals together to facilitate early, better quality information sharing, analysis and decision-making, to safeguard vulnerable children and young people more effectively. Staff from across health, Children's Services, the police, education, and probation are located in the MASH at its base in Broadgate House in the city centre.

The **Horizon Team** work with young people who are at risk of exploitation. Horizon is a statutory social work team that consists of social workers, youth workers, a children and families worker, a health worker and a police officer. The Horizon team supports young people via the Child in Need or Child Protection frameworks.

The Horizon Team mainly work with those children and young people at risk of sexual exploitation and have recently began to work with those at risk of criminal exploitation and vulnerable to youth violence. Young people are supported to understand healthy and unhealthy relationships, grooming, online safety and sexual and criminal exploitation.

Emergency Duty Team (EDT) provides an out of hours emergency service between 5pm and 8.30am Monday to Thursday and between 4.30pm on a Friday, bank holidays and weekends. The team responds to safeguarding concerns relating to children, young people and their families and adults. They also provide an out of hours housing and adults service.

There are 15 **Area Social Work Teams** within Coventry Children's Services' Central, East, West and South areas of the city. Each team consists of a team manager, senior practitioner, advanced practitioners, social workers and a child and family worker. Area teams are a statutory social work service. Working with children, young people and families where the threshold has been met for social work involvement. Area teams cover a wide range of work including Child in Need, Child Protection and Looked After Children. Area teams also work with those children privately fostered and families with no recourse to public funds.

FDAC – Family Drug and Alcohol Court is a problem-solving court approach to improving outcomes for children involved in care proceedings. It offers an alternative and more successful way of supporting parents to overcome the substance misuse, mental health and domestic abuse problems that have put their children at risk of serious harm. It offers parents optimism about recovery and change, combined with a realistic understanding of the immense challenge they face.

Family Hubs Coventry's Early Help services are led through eight Family Hubs which are located across the city. The Family Hubs provide services for children, young people and families, and work in partnership with the social work teams and partner agencies to ensure that children and families are in receipt of the right help at the right time. Early Help is the identification and response to emerging needs within families and their

children, focusing on building resilience as well as providing help at a time when evidence indicates that support can have the most impact. The hubs offer a multitude of support including one-to-one sessions, group work and assessment.

Social Work Academy Coventry's Social Work Academy offers children and family social work practitioners a pathway through their career with Coventry Children's Services, by creating an environment which supports stability and continuing professional development. The Social Work Academy supports newly qualified social workers (NQSW) through their first 12 months. NQSWs are based in the Academy for the first 6 months, spending a minimum of a day per week with their dedicated host teams. Following successful completion of the first six months, NQSWs then transition out to their host teams. NQSW's benefit from continued professional development, support and mentoring as they progress through the early stages of their social work career.

The Social Work Academy also supports social worker progression and development for professionals at every stage of their careers.

Youth Offending Service (YOS) is responsible for co-ordinating the provision of the local youth justice services. The team works in partnership with several statutory and voluntary agencies to assess and deliver interventions to young people receiving out-of-court-disposals, to manage the delivery of community-based court orders. The service also provides Parenting Assessments and

interventions and works with the victims of youth crime.

Looked After Children

Children's Disability Service has a specialist Children's Disability Team (CDT) which provides support to children and young people up to the age of 18 who have a lifelong learning, physical or acquired disability along with their families or carers. Two social work teams work alongside early help workers to provide a seamless service for children regardless of their presenting needs. The team uses a multi-disciplinary approach and works closely with universal and mainstream services to support children, young people and their families. The service has a close working relationship with adult social care to make sure that excellent Preparing for Adulthood arrangements are in place.

LAC & Permanency Service works with children who are looked after from birth to 12 years old. The service holds case responsibility from the child's first Looked After Review or first court hearing. The team works with children who are subject to care proceedings, long-term looked after, and those with an adoption plan, whilst also working closely with the Regional Adoption Agency- Adoption Central England (ACE).

The **Through Care Service** works with looked after children and care leavers aged 12-25. The service is co-located with careers advisors, a housing liaison officer and Looked After CAMHS

(Child and Adolescent Mental Health Services). The service is also responsible for all young people who are defined as Unaccompanied Asylum Seeking Children. This service is supported by a specialist liaison officer.

The **Edge of Care Service** supports children, young people and their families who are at risk of family breakdown which might necessitate admission to care. They work intensively alongside the allocated social worker.

The **Fostering Service** is responsible for the recruitment, training and support of foster carers arranging training for foster carers alongside social workers. This includes those who are approved foster carers, connected persons carers and special guardianship carers.

The **Placements Team** is responsible for sourcing quality residential, fostering and supported accommodation placements for children & young people who need protection and are not able to live with their families.

When a placement is required, the team will contact and liaise with internal provisions and independent providers to identify a suitable placement match.

The Placement team collate the potential options and shares them with the social workers or Personal Advisor to identify the most appropriate placement for the young person.

Children's Homes - Coventry operates five children's homes that are registered with Ofsted to

provide long-term homes for children. In addition, it also operates a short breaks children's home which offers support to children who have a defined need from their disability.

Quality Assurance

The **Commissioning and Partnership Service** is responsible for commissioning services for children, where the Council does not provide these services itself, or where it is helpful to have additional provision to meet need. These include fostering and residential placements, supported accommodation provision, mental health provision, family health and lifestyle services and children's advocacy and domestic violence services. A range of services are commissioned jointly with the Education Service, Coventry and Rugby Clinical Commissioning Group and Public Health. Commissioners are responsible for quality assuring commissioned services in partnership with operational colleagues.

The **Coventry Safeguarding Children's Partnership** replaces the Coventry Safeguarding Children's Board. This change took place as a result of the Children and Social Work Act 2017, which placed a duty on local authorities, Clinical Commissioning Groups and the police to make local arrangements to safeguard and promote the welfare of children in their area.

The **Family Group Conferencing** model seeks to place decision making processes for children, in the hands of families and communities. Coordinators support family

groups to make informed and responsible decisions, recommendations and plans regarding their children. This enables families to work in partnership with professional services to secure positive outcomes for children and young people.

Child Protection Conference Chairs

Child Protection Conference Chairs independently

chair multi-agency CP conferences for children who are considered at risk of significant harm. CP Conference Chairs focus on ensuring children are safeguarded first and foremost and their families receive the support they need in order to achieve the best possible outcomes to make a difference for the better in their lives.

The **Independent Reviewing Officers (IRO)** independently oversee and track care planning for children in care in Coventry and are responsible for providing challenge where appropriate and protecting the interests of children. IROs develop positive working relationships with the children they are responsible for and support their wishes and feelings in decision making.

The **Participation Team** work with children, young people, Coventry City Council colleagues and its partners both locally and nationally to ensure:

- Children and young people have voice about the decisions that impact upon them
- Children and young people take part in the commissioning, design, development and monitoring of the services they access; and as such provides the Council with a critical friend, whilst influencing commissioning, service

design and improvement

- Children and young people are celebrated for the added value they bring to the city of Coventry
- Colleagues and partners are advised, supported and challenged around participation good practice; and the views of children and young people are used to develop increasing levels of participation

Risk Management Team plays a key part in managing contextual safeguarding risks for vulnerable children and young people in Coventry by working closely with partners and key stakeholders. This includes;

- Management and oversight of responses to allegations regarding professionals who are deemed to have abused their position of trust working with children (LADO).
- Delivery of training and support for the early identification of children and young people at risk of harm through radicalisation and exploitation.





Our Vision and Values

Our overarching vision for Children's Services is 'Coventry: where children young people and families matter', this is supported by 5 principles:

1. Children are at the heart of everything we do

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, 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. 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 continue to encourage corporate parenting activities to 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.

2. Working with families and services around them

We have eight accessible local family hubs that provide quick and straightforward advice as well as direct services to children and families. These support 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.

We 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 partners', early help and prevention offer. We will listen to what our children and families say and build our support around them to enable families to remain together wherever possible, 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 implement a 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.

We 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.

3. High quality, child-centred and effective services that are reflective and responsive to change

Working with Council colleagues and partners we will measure how well the most deprived 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.

Our systems processes, and workforce profile, will reflect the Coventry child's journey of need. Our service or care pathways will be aligned to this. Improve 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.

We will measure how far colleagues are able to utilise the Coventry Safeguarding Children's Partnership thresholds to provide effective help and support to children and young people, their parents/carers and family at the right time and in the right way.

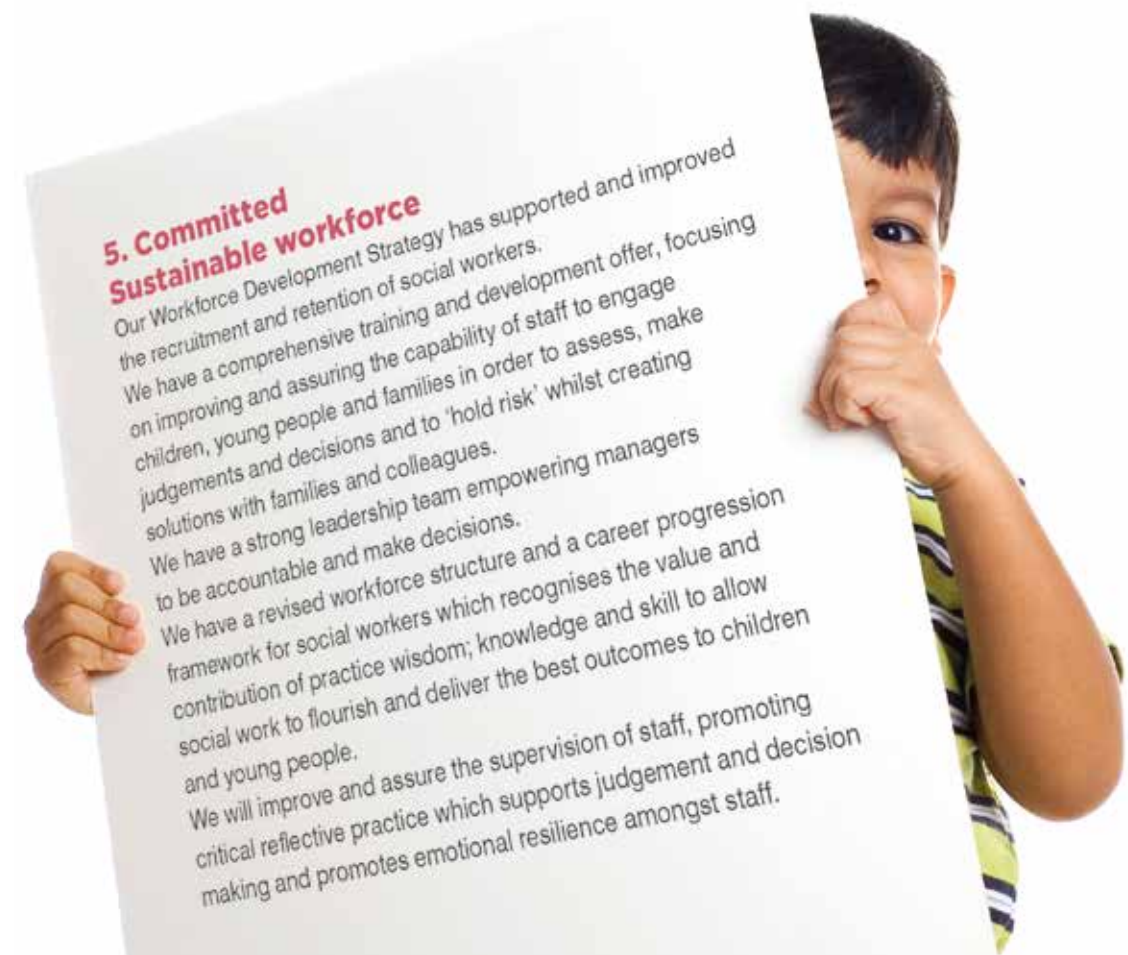
We will continue to actively quality assure our services, checking that signs of risk or harm are recognised and acted upon through partnership working. We will ensure that interventions provided are timely and result in specific actions, including family interventions and planned care changes.

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

4. Mature Partnerships

We are committed to a 'One Coventry' approach, working with our partners and communities to ensure children and young people achieve positive outcomes. 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 'One Coventry' approach will enhance and add value to our own service offer.

We will measure our ability to deliver and develop services engaging fully with partners to adapt and respond to emerging issues across the Coventry Safeguarding Children's Partnership.



Our Vision 2019-2022

Coventry: where children, young people and families matter

1

Children are at the heart of everything we do



Children and young people are involved as key partners in planning and decision making and help us to shape services.

We will work with children, young people and their families with openness and honesty to ensure we hear their views.

Our approach allows children and young people to receive help and support that makes a difference to their lives and allows families to be empowered.

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

2

Working with children and families and services around them



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

We provide excellent help and support to our families. We work with them to understand the skills they have and need to raise their children in a loving, happy, healthy and safe environment, which enables them to become confident and responsible adults.

We listen to what our children and families say and build our support around them to enable families to remain together whenever possible.

When children and young people cannot remain with their families, they are able to live in or near to Coventry in the most appropriate placement to meet their needs.

3

High quality child centred effective services that are reflective and responsive to change



We deliver high quality, child centred, effective help and support to children and young people, their parents/carers and family at the right time and in the right way.

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

Our quality assurance and reflective learning provides evidence of continuous improvements.

4

Our One Coventry approach



We are committed to One Coventry working with our partners and communities to ensure that our residents get the very best that the city can offer.

Our partnerships are mature, trusting and effective at both strategic and operational level. In our partnership work, the focus remains on the child or young person.

We have arrangements with our partners and communities that mean we can adapt and be dynamic in our response to emerging issues/need at strategic and individual level.

We are fully engaged with partners who share our vision and actively contribute to enhance the local authority offer.

5

Committed sustainable workforce



Our workforce is stable, skilled, motivated and committed to delivering excellent services to children and young people in Coventry.

We have a confident leadership team, with staff having confidence in leaders and feeling trusted and empowered to make decisions and are confident and clear about their role and accountability.

Social work practice will flourish.

We are recognised as a centre for excellence.

Our Values

One Coventry is the narrative that outlines the Council's objectives, key strategies and approaches.

A One Coventry approach will enable us all to:

- Work together and involve the right people
- Do the right thing
- Take pride in what we do
- Be clear about why we are doing things and why we cannot
- Be open to new ideas
- Make the most of what we have
- Be clear about the difference we will make

Children's Services values a working culture that understands the impact of our behaviours as practitioners and managers on others. We recognise the key behavioural aspects of social work include:

- Family and system leadership
- Role modelling
- Being collaborative and skilled influencers
- Effective communicators and conversationalists
- Authenticity by being personally credible

Children's Services believes that by defining the modern Coventry Social Worker, we will contribute to equipping social workers to do their job well based on understanding intellectually and practically what 'good' looks like and where Coventry Social Workers:

- Are trusted by children, young people, parents, carers and professionals
- Put the child at the beginning, middle and end of their practice
- Are encouraged to learn and value their practice skills and wisdom
- Use their authority skilfully and proportionately to make judgements and take decisions
- Change people's lives





Children's Services Governance

An extensive programme of Transformational Change has been established to help Coventry's Children's Services to respond to the financial challenges that are being faced within local government at the same time as looking to ensure service improvements are realised. This programme of work is comprised of a portfolio of projects which are all underway and being overseen by the City Council's wider governance board, the One Coventry Change Board.

Table 1 below shows the projects that are currently underway, their governance arrangements, and the benefit themes that each project will contribute to.

Transformation Theme (steady state)	One Coventry Change Board (OCCB)																
	Children's Services Leadership Team (CSLT)																
	Workforce Board		Executive Group (Improvement Board)			Transformation Board											
						Early Help Subgroup		Placements Board			Digital						
	Workforce Strategy	Workforce Redesign Evaluation	Children Who Need Help and Protection	LAC and Achieving Permanence	Leadership Management and Governance	Early Help Strategy	Troubled Families (Family Support)	Placements Processes	Fostering	Residential	The House Project	Supported Accommodation	Business Process and Workflow	LCS Roadmap / Signs of Safety	Digiknow (Digital Skills)	MTFS (2020-2023)	Maintaining Partnerships
	Capacity, Capability, Continuity, Culture		An improved Children's Services			Mature Partnerships Working Together to Manage Demand		Optimised Mix of Placements Available for our Looked After Children					Digitally Enabled		Connected (One Coventry Approach)		



Transformation Projects, Themes and Next Steps

Transformation Programme Board

An extensive programme of Transformational Change has been established to help Coventry's Children's Services to respond to the financial challenges that are being faced within local government at the same time as looking to ensure service improvements are realised. This programme of work is comprised of a portfolio of projects which are all underway and being overseen by the City Council's wider governance board, the One Coventry Change Board. This is monitored monthly through the Children's Service Transformation Programme Board.

Transformation Projects

The Transformation Programme works alongside the Improvement Plan to ensure that through our journey to 'Good' the service will also deliver ongoing financial sustainability for Children's Services. This will be achieved by embedding the redesign of the workforce which took place in 2017; working differently with partners to exert a greater influence on demand coming into the service; and through maximising the value in placements for looked after children through an optimised mix of placement options with increased internal provision of foster carer and residential accommodation.

The programme comprises a portfolio of projects all aimed at delivering that optimum mix of placements and ensuring the best decisions are

made for our children and families. This includes the following:

• Fostering Sufficiency

Coventry Children's Service believes that every looked after child should be able to enjoy the same quality of life and opportunities as all children. An extensive range of foster carers will allow better matching of children with carers that are better able to meet the needs and support them into adulthood.

The service recognises that a child's needs are best met by a nurturing family and is committed to placing children who are not able to remain in their own family in an appropriate alternative family placement wherever possible.

Foster carer recruitment, assessment, capacity, matching and retention and the development and support for foster carers are the overarching themes of this project.

In the initial phases the project has seen the numbers of internal foster carers increase, and a reduction in the number of external foster carers, bucking the national trend. Further focus is still required to ensure that schemes are made available for children with more complex needs to ensure that they can benefit from fostering rather than other forms of care placement.

• Children's homes

Four internal children's homes have been developed and reviewed as being 'good' by Ofsted. This enables children to be placed in

internal residential care, in the city. Each home has been established to accommodate up to four children in a family style arrangement. The project is also overseeing the recommissioning of the externally provided residential care.

Children's Services also operates a short breaks children's home for children with disabilities. This allows children to develop friendships and skills outside of their family home which will contribute to better outcomes for them and their families.

• Supported Accommodation and Leaving Care

The Supported Accommodation Project oversees the commissioning of provision for supported accommodation, but also considers the processes in place to support young people as they move towards independence and leaving care into their own tenancies.

Earlier this year the Care Leaver Offer was published, detailing the support that the council and partners, as corporate parents, will offer to our care leavers. https://www.coventry.gov.uk/downloads/file/29100/through_care_local_offer

• Placements

Whilst the fostering, supported accommodation and residential projects all look to optimise the mix of placements available, there is recognition that the service needs to update the business processes for the decisions that are made to ensure the best use of the placements available and match the right children to the support and accommodation that is available.

This project has looked at improving the data and recording of placements and a redesigned suite of processes to improve the way that we work.

Children's Transformation: The story so far:

The transformation programme has delivered, through phase 1 (2016-17) of the programme, the reconfiguration of front-line service and development of eight family hubs. The redesign of the workforce revised structures has included a new operational structure for Children's Services.

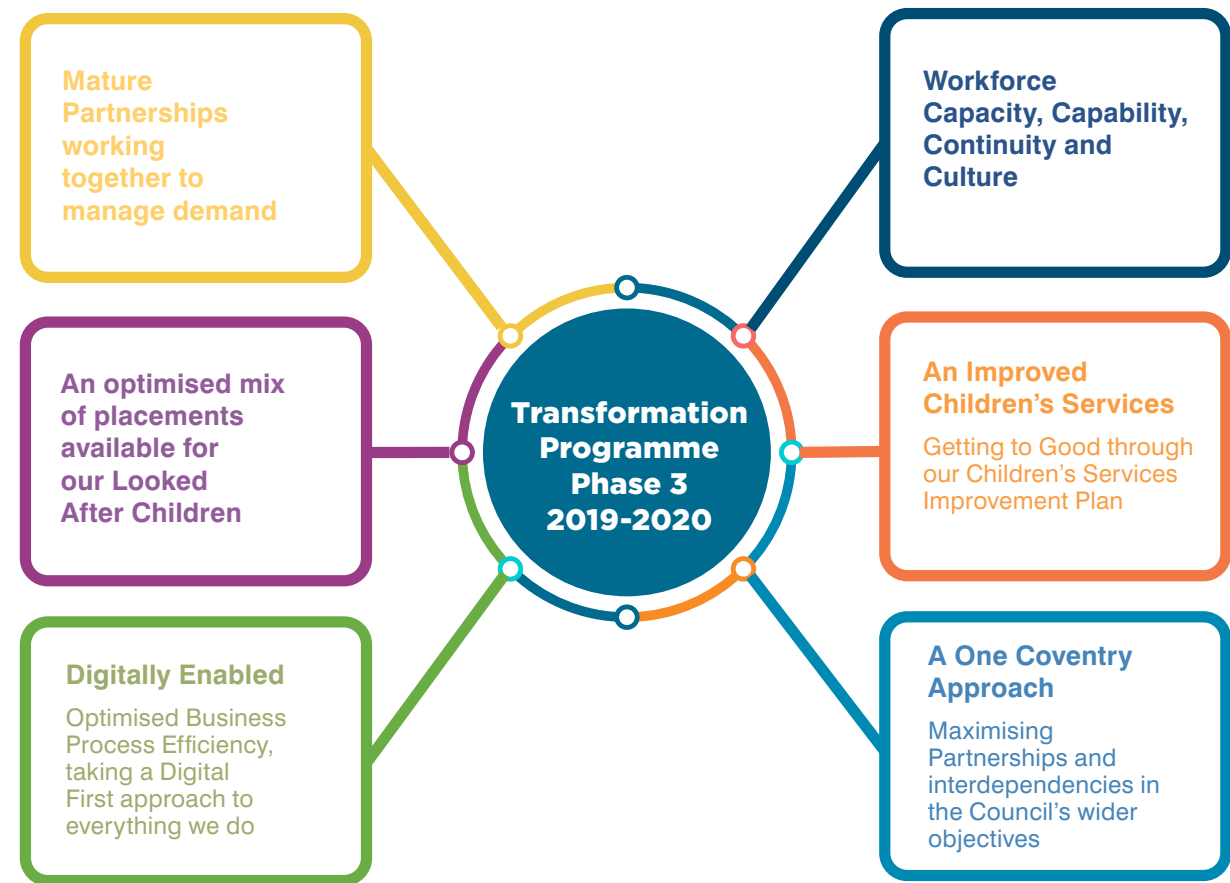
The transformation programme has delivered, through phase 2 (2017-18) of the programme, the delivery of the financial model (placement mix/ demand management). The programme has achieved:

- Four children's homes have opened and been rated as GOOD by Ofsted.
- Increase in internal foster placements from 200 to 242
- Reduction of external foster placements from 210 to 177
- New process manual for Placements and a new Placement Request Form
- Maturing partnerships in the Early Help model

The transformation programme in phase 3 (2019-2020) will deliver a sustainable platform for

Children's Services. This phase will deliver the required step-change and leave the service in a position to continue to improve and develop on a continuous basis through 'business as usual' activity.

The programme comprises six themes:





The Mature Partnerships theme will be overseen by the Early Help Sub Group. There has been significant progress in phase 2 to deliver the Early Help Strategy. Plans to develop and embed the partnership are already in place and run until March 2020.

Troubled Families: Families Support continuing oversight of the improvement trajectory for family support claims will continue to be monitored and progressed.

The optimised mix of placements available for looked after children will be overseen by a new Placements Board. It will oversee the work to achieve a new mix of placements aligned to the Financial Model. Whilst significant progress was made during phase 2, a change of focus will be required to continue to achieve the targets for the three-year model.

Fostering

- To continue the trajectory for internal foster carer recruitment and retention.
- To reduce the reliance on children's homes by enhancing our foster carer placements with specialist training for our carers.
- To reduce the number of external foster placements to meet a challenging target.

Supported Accommodation

- Timely move-on of young people after their 18th birthday remains a challenge. This project will continue to monitor progress and look to influence the factors that make this complex.

This includes the links to the Housing and Homelessness Programme.

Children's homes

- Whilst the four internal homes were completed in phase 2, this will remain a focus for phase 3 to ensure that the internal homes operate at capacity and oversee the implementation of external contracts and exploration of further homes.

Placements

- This project will embed new processes and guidance for placements and implement new digital forms. This will improve the quality of placements decision, consistency and timeliness in reporting and improved management information.

The Digitally Enabled theme is a new workstream, which will include:

- Development and implementation of Signs of Safety in to the case recording system
- Changes and roadmap to Business Systems
- Improving business processes using digital opportunities
- Improving the digital skills of the workforce and embracing the Digiknow scheme

Taking a One Coventry Approach, Children's Services will ensure that the service understand all the things happening in the city that will impact on children, young people and their families. Working with Directors to understand where there are opportunities and making sure these are maximised early.



Children's Services Continuous Improvement

Improvement Priorities

The Children's Services Continuous Improvement Plan identifies the actions and areas for development that will assist Coventry City Council and its partners to focus on to achieve "good" outcomes for our children. The plan is detailed on page 46. The overarching key improvement priorities featured throughout the Improvement Plan include:

- **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.

At the last Ofsted focused visit Ofsted stated that 'the service is benefiting from increasing workforce stability. There is a comprehensive and well-articulated workforce strategy, and a decreasing reliance on agency staff. Social workers speak positively about the impact of a strong training offer.' The service continues 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. Learning from audit activity is systematically used to improve the quality of practice, and at the same time promoting the application of sound professional judgment at the forefront.

Practice improvement forums for managers and front-line practitioners have recently been combined and re-named 'Practice Development forums' to provide a consistent vehicle for discussions for sharing good practice so that all staff understand what 'good' looks.

A 'Back to Basics Programme' launches in October 2019 to further develop skills knowledge and practice confidence across the key areas of improvement.

A programme of leadership coaching and mentoring is strengthening 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 with the new Coventry Safeguarding Children's Partnership, and the Children's Services Continuous Improvement

Executive Group. 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.

Children's Services Improvement Journey 2013-2019

The improvement journey timeline overleaf highlights the significant progress and improvements achieved since 2013 to date.



Improvement Timeline Journey

July 2013 to October 2019

March 2014

Ofsted judged Coventry Children's Services inadequate
Review of the LSCB - judged inadequate
Children's Services Improvement Board is established

July 2013

High profile child murder trial ends

August 2013

Ofsted adoption inspection undertaken

September 2013

Publication of high-profile Serious Case Review

June 2014

Improvement Notice issued
Children's Services Improvement Plan published

January 2014

Ofsted inspection of Children's Services

September 2014

MASH Multi-Agency Safeguarding Hub is launched

May 2015

Fostering service launches ground-breaking 'Alfie's Journey' film which wins an International Cover Me Up Film Award
Child Sexual Exploitation (CSE) Horizon Team is established

October 2014

Additional investment in resources agreed to recruit more staff

March 2015

Practice improvement Forums (PIF) start monthly
New recording and supervision policy launched

April 2015

Training ASYE programme starts, s47, managing performance, recording and chronology training

July 2015

DfE 12-month Review
External MASH review

September 2015

Acting Early Programme commences

January 2015

DfE 6-month review held
WMADCS peer review of auditing
Phase 2 Troubled Families starts early adopter
Health visitors start holding CAFs
25 social workers appointed through recruitment campaign



September 2016

CAF Co-ordinators attached to Schools
Guardian online recruitment campaign
“Aspiring to Social Work “event
Development of Social Work Pathway and Coventry Social Work Programme
Increased intelligence of missing children
More care leavers attending university. 26 compared with 11 two years ago
New Fostering service supporting children with complex needs

August 2016

Transformation strategy commences and includes the investment in new children’s homes
New LSCB Chair
“Steps to Change “outcome impact tool implemented
New auditing for impact approach launched
1st meeting of Children’s Services Transformation Board
Improvement Plan refreshed

June 2016

Change of Improvement Board Chair – new Chair commences
Children’s Services Vision launched

July 2016

HMIP Short Quality Screening of Coventry Youth Offending Service
Organisational Health Check Survey launched
Placement Sufficiency Strategy established

May 2016

Change of Leader of the Council
COMPASS Jobs Fair Manchester
Step up /Step Down new process in place
Corporate Parenting Strategy launched

November 2015

New Director of Children’s Services starts
Regional adoption agency bid accepted
WMADCS Peer Challenge Summit
Signs of Safety training starts

January 2016

Early Help Strategy/Action Plan launched
Coventry redevelops and chairs the West Midlands Regional Fostering Recruitment Forum, exploring ways to work jointly on fostering recruitment and retention

April 2016

Strengthening families “whole family” approach used across all services
Foster carer recruitment campaign launched

October 2015

LGA Safeguarding Practice Diagnostic Peer Review
Additional investment in resources
First awards event for young people leaving care
Family Drug and Alcohol Court (FDAC) commences supporting children to remain safely with birth parents
Improvement Board - Shadow Board established first meeting held

December 2015

Children’s Services Workforce Strategy launched

February 2016

DfE 18-month review held
‘We’re With You’ Recruitment Campaign launched

March 2016

COMPASS Jobs Fair Birmingham
Timeliness of adoption improved
Successful mapping of Child Sexual Exploitation (CSE)



November 2016

Ofsted Monitoring Visit
DfE 2-year Review
Peer Challenge Summit
National Social Worker of the year awarded to an NQSW
Horizon Team awarded National Team best team of the year
Early Help social worker awarded Citizen of the year
COMPASS Jobs Fair London
'The Coventry Social Worker' launched
Children's Services Transformation Strategy launched
8 care leavers on apprenticeships
Membership of West Midlands Social Work Teaching Partnership

December 2016

Transformation Shadow Board first meeting
Young People's Reference Group first meeting

October 2016

New Principal Social Worker commences
52 social workers appointed between Feb-Oct 2016
Social Worker Student Unit established
Care leavers conference and awards
Step Up to Social Work confirmed
Participation and involvement in the National Come Back to Social Work Scheme

March 2017

Ofsted SIF re-inspection of inspection of Children's Services undertaken

January 2017

New leadership structure established
Permanent Children's Services Leadership Team
Children's Practice Conference held
Social Care Induction Programme launched
Commissioned intensive first line Managers' coaching and mentoring

July 2017

New permanency tracking process for looked after children implemented

April 2017

Comprehensive Workforce Strategy 2017 and Learning and Development Offer in progress
Cohesive early help offer underway
LSCB agrees to multi-agency development of roll out of Signs of Safety
Fostering service introduces digital marketing tool for marketing and recruitment

May 2017

Quarterly Manager Briefing sessions launched for managers
Fostering service leads 15 local authorities on the joint fostering film 'Giants' focussing on siblings. Shortlisted for Public Sector Communications Award

June 2017

Ofsted judged Children's Services to be 'requires improvement to be good'
DfE remove Children's Services from intervention and lift Improvement Notice
Supervision and support provided by DfE for 12 months
First Practice Week launched
A pilot Assessment Centre process is launched to recruit experienced social workers
Two young people attended the Royal Garden Party in recognition of work they did with the Office of Commissioner what makes a good social worker

September 2017

Children's Services Improvement Plan 2017-18 published
Gravel Hill Children's home opens following refurbishment



April 2018

Comprehensive Workforce Strategy 2018 and Learning and Development offer in place

'Right Help Right Time' guidance launched

Neglect strategy implemented

Coventry Voices of Care participated in a regional event to share experiences of young people in care

Fostering service records highest level of fostering households recruited per annum (36)

June 2018

Practice Development Week providing learning and development opportunities for all children and adult services staff

May 2018

Internal fostering numbers exceed external numbers

Fostering service leads joint production, premiere and launch of new fostering film 'There was a boy' focussing on teenagers. Shortlisted for a Royal Television Society Award

July 2018

Domestic Abuse Strategy launched

Coventry host DfE Care leavers event

Coventry chosen as wave 2 site for Leaving Well – a digital tool which increases care leavers involvement in their Pathway Plans

February 2018

Regional adoption agency established

220 Internal fostering placements

Introduced Looked After Children permanency training panels to ensure legal and emotional security is achieved without delay through the child's journey

August 2018

80% of permanent staff retained since July 2017

January 2018

Continuous Improvement Quality Assurance Framework established

Social Work Academy established

DfE 6-month review – support meeting

Ofsted focused visit – MASH and Child in Need work

September 2018

35 care leavers at university

Practice Standards launched

Second internal children's home opens

December 2017

Strengthened audit process and increased number of audits moderated

October 2017

Grow your own programme – Aspiring to Social Work supports 6 Family Support workers to train as Children and Family Social Workers with the Open University

Leading and Empowering Organisations (LEO) programme commences for Middle Managers

November 2017

Children's Services redesign of services implemented delivering: revised structure; launch of 8 family hubs; and a new operational structure for Children's Services

October 2018

First open evening recruitment event launched to recruit experienced social workers

Second new Children's Home opens

November 2018

Service Performance Reviews

Children's Services showcased on national television in 'Superkids breaking away from care' led by Lemin Sissay MBE, which includes 7 of our children in care

Cohort 2 social workers commence social work academy for six months training

December 2018

Evaluation of redesign commences

Coventry City Council becomes host organisation for West Midlands Social Work Teaching Partnership

February 2019

Ofsted focused visit - planning for and achieving permanency

The service re-design has reduced unnecessary hand offs to social workers, and transfers of cases are driven by needs of child and their care plan

Youth violence involving gang affiliation and county lines is a new emerging issue in Coventry – initial planning underway with strong partnership engagement

Lifelong links is supporting children to build lasting networks

Increase in the number of foster to adopt placements

Partnership with Frontline Social Work led to 4 post graduate students (cohort 1) commencing their programme in Children's Services

April 2019

A new Early Help Assessment referral based on Signs of Safety framework implemented in conjunction with partners

Social Work Academy Cohort 3 commence six months training

Recording Workshops rolled out to staff
240 internal Fostering placements, 180 external placements

January 2019

Improvement plan 2017-2019 signed off completed

Cessation of Improvement Board and implementation of new executive group

Social Work Progression Scheme commenced with an investment programme that supports 70 Advanced Social Worker roles

Signs of Safety increasingly visible in casework and improving clarity about risks with over 500 plus staff completing 2-day Signs of Safety training

Reliance on agency staff reduces to 40

New redesigned Edge of Care service launched

Children's Services are supporting the National Return to Social Work Programme through the LGA and DfE

Cohort 1 complete social work academy training and transfer to teams

March 2019

One Coventry approach launched
New Executive Group set up to oversee continuous improvement

Regional Step Up to Social Work post graduate programme sees 6 NQSWs commence

Local Care Leaver Offer launched
Third new Children's home opens
11 practitioners commence the Child Sexual Abuse practice leads programme for 12 months

May 2019

Comprehensive Workforce Strategy 2019 and Learning and Development Offer
Wellbeing Week launch

Regional Improvement Innovation Alliance Peer Challenge held

Fostering service works with around 10 local authorities on launch of 'Truth be Told' fostering film exploring the challenges and rewards of fostering

Cohort 2 complete social work academy training and transfer to teams



August 2019

Fourth new children's home opens
Coventry chosen alongside seven other local authorities across the country to partner with national charity Coram Voice to develop a model for improving support for care leavers through a new phase of the New Belongings programme

October 2019

Corporate Parenting Strategy 2019-2022
Children's Services Strategic Plan and Journey to Excellence September 2019 – September 2022 published
'Back to Basics Programme' launched to develop skills knowledge and practice confidence across the key areas of improvement
Social Work Academy shortlisted as a finalist in the Guardian Public Service Awards
Professional Support Service launched

July 2019

The FDAC bid as part of the Supporting Families; investing in Practice Programme is successfully awarded to Coventry's FDAC team

June 2019

3 of 4 Children's homes opened and rated as GOOD by Ofsted
Coaching commenced for Senior Leaders and Operational Leads
Practice Supervisor Development Programme commences for Team Managers and Senior Practitioners
Practice Development Week 24-28 June 2019 commences provides learning and development opportunities for all children and adult services staff

September 2019

A new Coventry Safeguarding Children's Partnership is established replacing the Local Safeguarding Children Board.
National Accreditation System for Children and Families Social Worker's is launched to learning and professional development.
Strengthened approach for LAC placements launched
4 Frontline students successfully commence NQSW roles in the social work academy
Development of the Social Work Degree Apprenticeship sees 10 children's services employees commence a pathway to a social work qualification
29 newly qualified social workers have successfully completed their first six months in the social work academy since launching in July 2018
Fostering Recruitment Officer invited to scope potential for national and regional campaigning with Fostering Network
Department for Education confirm Coventry Children's Services as part of the Strengthening Families – Protecting Children programme developing FGC and relationship-based practice further.
Cohort 3 complete social work academy training and transfer to teams
Cohort 4 social workers commence social work academy for six months training



Children's Services Performance highlights 2014-2019





Workforce Priorities and Next Steps

Workforce Development Strategy priorities

The Workforce Strategy is refreshed on an annual basis to reflect the workforce needs of Children's Services.

During the last 12 months there has been a concerted effort to recruit and retain Children and Families social workers across Children's Services. This has included a strategic focus on recruitment with a regional and national campaign to promote Coventry City Council as an employer of choice for social workers; implementation of the Social Work Academy; implementation of the Social Work Progression Scheme and the Professional Leadership and Development Pathway for Social Workers and Team Managers.



The strategy embraces the priority of Children's Services to put children and young people at the centre of all its work.

Coventry City Council has a clear understanding of the knowledge and skills statements for children and family's social workers. Through the workforce strategy the learning and development pathways have been mapped to the requirements for the approved children and families social work accreditation programme.

Through the continued work on the Social Work Academy model, it is the service's aspiration to be a leading regional employer of choice for social workers. The academy launched in March 2018. Children's Services is also a member of the West Midlands Social Work Teaching Partnership.

The Workforce Strategy key priorities include:

1.	To draw on national and regional strategies and opportunities to enhance the recruitment and retention of social workers. Continue to develop our social workers' knowledge and skills to ensure that they provide the best services for children, young people and their families that is founded on a clear theoretical and evidence-based framework.
2.	To improve the learning and development for practitioners undertaking direct work with children, in early help and protection, care and permanency planning for children in care.
3.	To align the workforce with the current and future needs and priorities of the organisation to ensure it can meet its legislative, regulatory, service requirements and organisational objectives.
4.	To provide a clear training and development pathway that is fit for purpose to support practitioners to continuously improve the services they provide to children, young people and their families, that improves the quality and consistency of our practice.
5.	To provide our front-line managers with a clear leadership development programme; coaching and mentoring offer. This includes the Practice Supervisor programme for Team Managers responsible for the supervision and management of Statutory Social Work.
6.	To continue to improve our supervision and reflective practice through bespoke Reflective and Analytical Supervision learning and development.
7.	To assure quality in Children's Services.
8.	To implement and embed the Signs of Safety approach.
9.	To promote the well-being and emotional support that is available to children's services practitioners through a range of bespoke and corporate offers.

The Workforce Development Strategy Action Plan is monitored by the Workforce Development Board on a bi-monthly basis.



Partnership Working

One Coventry

One Coventry is the narrative that outlines the Council's objectives, key strategies and approaches. It encompasses the long-standing principles of our organisation, new ways of working and core areas of activity. The actions that we take as employees at the Council make real differences to the people of Coventry, and that is something that we should all be proud of.

Yet, now more than ever, we need to be thinking about how we work together collaboratively to make the best improvements we can to the services that we deliver and the make the biggest positive impact that we can on the lives of local people.

We need to think about how we work together as individuals, teams and services across the whole of the Council. Together, we need to work with our partners and with our communities to ensure that our residents get the very best that the city can offer. Therefore, we are launching the One Coventry approach to everything that we do. The One Coventry values are highlighted on page 15.

Children's Services is committed to One Coventry working with our partners and communities to ensure that our residents get the very best that the city can offer. Our partnerships are mature, trusting and effective at both strategic and operational level. In our partnership work, the focus remains on the child or young person.

The new Coventry Safeguarding Children's Partnership will work with Children's Services and our partners and communities to adapt and respond to emerging issues at strategic and individual level.





Communication

Communication is essential to ensuring that Children's Services continue to improve on the journey to be good.

Information is shared on a regular basis through a range of different channels.

This includes:

- Briefings/engagement sessions for key stakeholders
- Targeted emails to staff
- Targeted emails to partners
- Intranet updates via the Communications Team
- Daily round-up updates via the Communications Team
- Let's Talk Corporate sessions
- Let's Talk Children sessions
- Monthly Children's Services Newsletter
- Practice Development Forums for managers and practitioners
- Quarterly Manager Briefings for all Children's Services Managers
- Six monthly Children's Conference
- Practice Development Week
- Launch events

In 2019/2020, a communications and engagement strategy will be developed to ensure there is consistency and clarity on how key messages are communicated within the service.

Service User Feedback

Service users share recent feedback about services in Children's Services.



Service User Feedback

Service users share recent feedback about services in Children's Services.

I think he is an exceptional social worker, with an insight and understanding into situations that is remarkable. He has gone the extra mile at all times, to make sure that N gets the support that he needs. He has been the only professional involved to really understand how difficult and complex the situation is, and has found real solutions

The social worker always asked for her views on what was happening with her and her children

Thank you so much for everything you have done to help me, I have always found it easy to open up to you, and I honestly feel like you have given me so much support and have always told me what I need to hear. I really appreciate it.

R has been the best social worker we have had linked to a family case that I have worked with in my 25 years in the profession. He is extremely knowledgeable. He has used this knowledge to make a difference. R has built a great relationship with the child involved and has constantly ensured that her safety, care and wellbeing is paramount in discussions.

S has done everything for us. We couldn't ask for a better social worker.

The student social worker did a great job when I was upset. He reassured me as I was scared of social care

Given me the space to learn how to be a better and experienced parent. She encouraged me – was not what I expected a social worker to be like.

S was a positive, realistic practitioner and I would like to pass on how good she was in this meeting. We definitely look forward to working with her more.

You have given me hope and a future with my daughter

Decisions were relayed to the family in a professional manner and fully explained

We would like to take the opportunity to thank you for your support for our family

I was given support needed and was able to build up my confidence





**Aspirations for the
future**

The Children's Services Strategic Plan and journey to excellence is a three-year plan providing details of our improvement journey and our extensive transformation programme.

The service continues to face challenges with budget pressures and forthcoming spending reviews. Senior managers spend a significant amount of time identifying further savings proposals to manage continued public sector budget pressures for 2021/2022 onwards.

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

The UK is set to leave the European Union (EU) on 31 October 2019. Children's Services has been working with partner organisations across the city and region to make sure Children's Services is prepared for Brexit, whatever form it may take.

Although it remains a challenging operating environment the service continues to work hard to maximise the opportunities for innovation and creativity.

Children's Services aspire to developing further to achieve:

- The House Project
- Peripatetic Social Work Team
- Family Group Conference Project
- Emergency/Crisis Admissions short-term Children's home
- Regional centre of excellence and regional improvement led
- Leeds family values programme
- FDAC joint bid
- Evolution of the Social Work Academy
- Developing Team Managers Programme
- Improving outcomes for LAC
- ACE hub
- Pause – repeat pregnancy project

In the Manifesto for Children published in September 2019 by the Office of the Children's Commissioner Anne Longfield describes that the

building blocks of a good childhood have not changed- secure relationships, a decent home and inspiring schools.

Families increasingly receive support only when they and their children hit crisis point. The diagram below shows how many children are receiving statutory support nationally, how many receive some kind of marginal support – and how many know we are having problems at home but are unidentified by services. The manifesto sets out aspirations as policy.

The manifesto describes six core demands for the future:

1. Extend and expand the Troubled Families Programme or equivalent system of family support
2. A CAMHS counsellor in every school
3. Fully funded help for children with special needs
4. Schools open in evenings, weekends and holidays
5. Police officers and youth workers in schools
6. A Cabinet committee for children

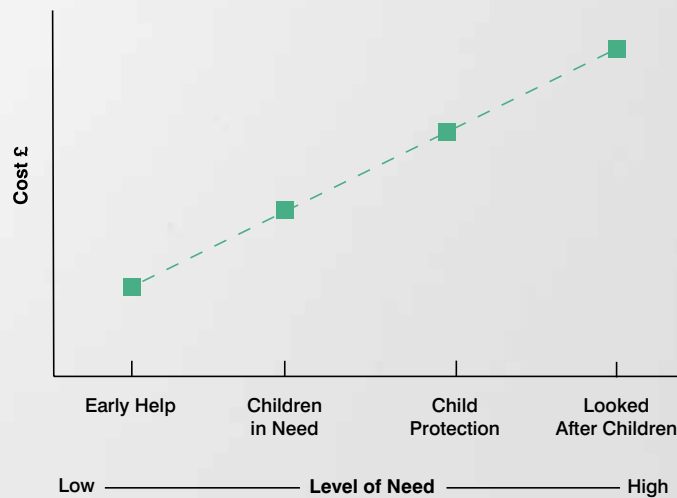
In Coventry we support the aspirations. Children's Services will continue to work on key priorities and ensure children and young people receive good outcomes.

In Coventry, Children's Services aspires to provide the right help at the right time recognising the value of early help and how over time this will allow for the reinvestment of resource from high end specialist services to effective and robust early help delivered in partnership across the city.



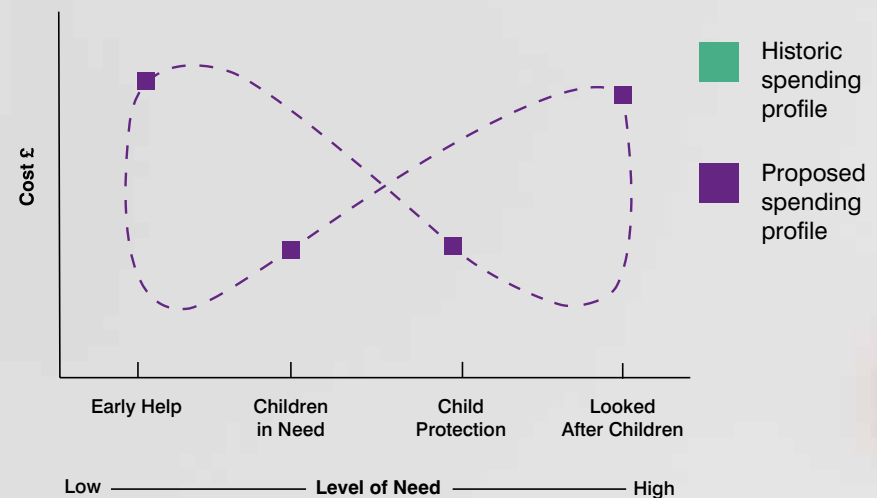
Historic vs proposed spending profile

Figure 1



Traditionally local authorities spending profile has followed the continuum of need spending less on early help resource and the vast majority of revenue budget being spent on looked after children. Figure one shows this traditional spend profile. In Coventry leaders recognise the value of investing in ensuring that children and families get the right help at the right time and this is why, despite a very challenging public spending environment, the Council continues to invest in early help.

Figure 2






Therefore going forward as money is saved from looked after children budgets as a consequence of improved practice, money will be reinvested in to early help and will mean overtime that the spend profile will alter, spending more on early help and less on looked after children. Figure two shows the proposed revised spending profile which sees more investment in prevention and early intervention over time and less reliance on specialist services. This shift will be monitored through the Children's Transformation Programme Board.



Coventry Children's Services Single Improvement Plan

The Children's Services Continuous 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 /partner agency is 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.

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

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	We will know it's working well for children?	RAG Performance measure and impact
1. Objective: To ensure professionals identify and respond to children's needs and appropriate thresholds.							
1.1	Deliver training and monitor attendance on Right Help Right Time (RHRT) to ensure a clear understanding.		31 December 2019	Coventry Safeguarding Children's Partnership - Coventry City Council	Referrals received will be appropriate and this will be evident by conversion rates of contacts to referrals.	Children and families receive effective, proportionate and timely interventions, which improves their situation.	
1.2	Address a 'risk-averse' culture to avoid accepting too many referrals that would be more appropriately dealt with by community based/universal services.		31 March 2020	Coventry City Council Coventry Safeguarding Children's Partnership	Data will evidence appropriate numbers of referrals and conversions.	Children and families will receive RHRT.	
2. 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.							
2.1	Review a sample of cases where multiple removals of children have taken place and develop a proposal for intervention for parents.		31 December 2019	Coventry City Council	Dip Sample will aid learning around any further support needed.	Reduction of removals at birth.	
2.2	Explore the delivery of a Pause Project.		31 March 2020	Coventry City Council			

Children Who Need Help and Protection

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	We will know it's working well for children?	RAG Performance measure and impact
<p>3. Ofsted Area for Improvement: Too many children do not have an up to date, written analytical assessment to inform their care plans. Their current and changing needs are, therefore, not adequately addressed.</p> <p>Objective: To ensure that assessments and plans are dynamic and change in the light of emerging issues and risks. Children's needs and plans to be informed by up to date assessments when there is a change in circumstances.</p>							
3.1	Develop a policy on when children and family's needs should be re-assessed, and plans updated and the performance measures to check progress.		31 December 2019	Coventry City Council	Policy will be in place.	Children and young people will have an appropriate up-to-date assessment on their file.	
3.2	Ensure that all staff are clear about the policy on re-assessments.		31 December 2019	Coventry City Council	Staff feedback following briefing and use of LCS to monitor assessments that have been completed.	Children and young people will have an appropriate up-to-date assessment on their file.	
3.3	To review and process a system within LCS which allows and clearly defines updated assessments.		31 December 2019	Coventry City Council	LCS will support updated assessment process and this will be included in the dashboards.	Children and young people will have updated assessments which clearly define their current needs.	
3.4	Further training is needed to develop analysis further in assessments and all other written work.		31 October 2019	Coventry City Council	Audits will report on improved analysis.	Children and young people's needs will be better understood and therefore better supported.	

Children Who Need Help and Protection

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	We will know it's working well for children?	RAG Performance measure and impact
<p>4.0 Ofsted Area for Improvement: Should children wish to access their records, they would not easily see how important decisions in their lives were informed or reached. Supervision records do not reflect the quality of discussions reported to Inspectors. Children's files do not always contain all relevant documentation to track decision making processes. Current administrative arrangements are not effective in supporting social workers with these tasks.</p> <p>Objective: Children's case files clearly reflect the work being undertaken and contain up to date documentation.</p>							
4.1	Recording workshops to take place to address consistency of case recording, including timeliness of information that needs to be uploaded.		31 March 2020	Coventry City Council	Staff will feel confident in their record keeping and case records will demonstrate an improvement through audits and dip sampling.	Children and young people will be better able to understand their files and reasons decisions were made.	
4.2	Good practice exemplars to be made available on good recording on all exemplars including supervision and management oversight.		30 November 2019	Coventry City Council	Evidence exemplars in place and being accessed. Evidence audits are showing improvement.	Children and young people have records on their file that are of improved quality.	
4.3	Review the Chronology Policy to develop further the quality and effective use of chronologies.		31 October 2019	Coventry City Council	70% compliance by November 2019. Full compliance 31 March 2020.	Children and young people have an updated chronology on their file that is of improved quality.	

Children Who Need Help and Protection

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	We will know it's working well for children?	RAG Performance measure and impact
<p>5.0 Ofsted Area for Development: While children at risk of significant harm are routinely identified and taken through child protection processes, they are not always subject to the additional assessment and support afforded through the PLO. Only 15% of children who enter care proceedings have been considered with the pre-proceedings process. This may mean that, for some children, care proceedings either could have been avoided, or are taking longer than necessary.</p> <p>Objective: Ensure that there is early consideration of pre-proceedings work before to avoid the need for care proceedings and threshold application is consistent and timely.</p>							
5.1	Undertake a review of a sample of cases where court proceedings commenced without the opportunity to undertaken PLO.		31 December 2019	Coventry City Council	A better understanding of such cases and issues around PLO not being followed.	Children and Young People will have more support through PLO where suitable.	
5.2	Ensure recording the outcome of PLO meetings in children's records includes the rationale for decisions to extend pre-proceedings agreements and the decision-making process in legal planning meetings.		31 October 2019	Coventry City Council	Minutes will be clearly evidenced on file.	Children and young people will have a record of rationale and decisions through PLO process.	
5.3	Flowcharts to be introduced to offer a clear process in ensuring 'early identification' for PLO.		30 September 2019	Coventry City Council	Baseline more than 14% An increase in PLO and less children entering care without first being supported in PLO process. No. of PLO that does not result in an application to court. No. concluded within 26 weeks.	Support to families will increase to prevent accommodations / proceedings.	

Children Who Need Help and Protection

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	We will know it's working well for children?	RAG Performance measure and impact
6.0 Objective: To reinforce with partners their role in strategy meetings /discussions to ensure full representation from all partners.							
6.1	Undertake further work on strategy meetings/discussions to reinforce to managers/staff and partners the importance of compliant and consistent strategy discussions: <ul style="list-style-type: none"> • Circulate strategy meeting template and guidance to staff and managers • Continue to hold workshops to promote learning and practice improvement 		31 March 2020	Coventry City Council Police Coventry Warwickshire Partnership Trust	Further dip sampling.	Children and young people will get a measured response as all information will be shared in a timely manner.	
7.0 Objective: To ensure early consideration is given of family network and/or family group conferences so that problems can be addressed before they escalate to PLO.							
7.1	Develop further Family Group Conferences to: <ul style="list-style-type: none"> • Review all Pre-proceeding cases from April to September 2019 to ensure that FGC referrals have been completed on all children and if not, there is reasonable explanation why. • Quarterly FGC Management Reports and Annual Report to be taken CSLT outlining number of referrals, length of time of FGC, outcomes for children and families, e.g. stayed with families, etc. 		30 November 2019 30 November 2019	Coventry City Council Coventry City Council	Dip sample in November 2019. Dip sample in November 2019.	Children will benefit from their families and friends developing plans to meet their needs.	

Children Who Need Help and Protection

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	We will know it's working well for children?	RAG Performance measure and impact
	<ul style="list-style-type: none"> FGC Coordinators will reinforce FGC offer for families across Children's Services through co-location, surgeries and attendance at team and cluster meetings and manager briefings. 		Quarterly Report	Coventry City Council	Quarterly Management Reports.		
8.0 Objective: Ensure that partners play their part in identifying and addressing need before problems escalate through early help support and make the right referrals to social care.							
8.1	Continue to review reasons for the high number of child and family assessments leading to no further action.		31 December 2019	Coventry City Council Police Coventry Warwickshire Partnership Trust Schools	Reduction in no further action following referrals and child family assessments. Dip Sampling and MASH Audits will review and evidence progress.	Referrals are timely and evidence clear threshold and decision making.	
8.2	Continue to oversee management arrangements for chairing child in need reviews, to include a 9/12-month review of longer term CIN cases.		31 December 2019	Coventry City Council	Number of open CIN cases will have clear plans and drift will not be present.	Children and families will have RHRT consistently.	
8.3	Amend the CIN plan and add a tick box to measure CIN cases at 9/12 month review.		31 December 2019	Coventry City Council	Number of open CIN cases will have clear plans and drift will not be present.	Children and families will have RHRT consistently.	

Children Who Need Help and Protection

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	We will know it's working well for children?	RAG Performance measure and impact
<p>9.0 Objective: To ensure that neglect, sexual abuse, physical abuse and emotional abuse is effectively identified and responded to. Children and young people who live in households, where at least one parent or carer misuses substances or suffers from mental ill health or where there is a domestic violence, are helped and protected where they are suffering from abuse in the family.</p>							
9.1	Develop a multi-agency Neglect Strategy and Implementation plan.		<p>31 December 2019 Strategy and plan in place</p> <p>June 2020 Audit/Impact</p>	Coventry Safeguarding Children's Partnership	Casefile audit shows appropriate referral, early intervention and positive outcomes.	Neglect is identified and acted on early.	
9.2	Review the impact of the Domestic Abuse Strategy and plan.		<p>Strategy 2018- 2023</p> <p>Monitored quarterly</p>	<p>Coventry City Council</p> <p>Police</p>	<p>Domestic abuse contacts completed.</p> <p>Domestic abuse timeliness.</p> <p>No of domestic abuse referrals.</p>	<p>Children and young people have a better understanding of healthy relationships.</p> <p>Children and young people are able to recognise domestic abuse and know where to go for help in regard to domestic abuse.</p>	
9.3	The Coventry Safeguarding Children's Partnership to seek assurance that domestic abuse referrals that involve children and young people receive a timely response by the appropriate service/agency.		Six monthly updates by DA Group	Coventry Safeguarding Children's Partnership	<p>No. of domestic abuse referrals.</p> <p>Reduction in repeat referrals.</p>	We will 'know' if it's working well for children if repeat referrals are reducing, response is timely and service user feedback tells us it is working.	
9.4	To develop a Gangs Plan as part of the Coventry Violence Prevention Strategy. To address criminal exploitation through to the management of young people who are engaged in violent crime and gang activity.		31 March 2020	<p>Police</p> <p>Coventry City Council</p>		Children and young people having a better understanding and awareness of the dangers of violent crime and gang activity and are not impacted upon by criminal exploitation.	
9.5	Commission a review with Bedfordshire University in response to children's service youth and gang violence in the city.		<p>Review to commence November 2019</p> <p>To be concluded by 31 March 2020</p>	Coventry City Council	<p>Initial Scoping August 2019. Review to commence November 2019. Conclude March 2020.</p>	Will inform children's service response to youth and gang violence taking account of current best practice and research.	

Children Who Need Help and Protection

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	We will know it's working well for children?	RAG Performance measure and impact
10.0 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.							
10.1	Implement the Private Fostering Strategy and Communication Plan.		31 October 2019	Coventry City Council	Number of private fostering notifications.	Children will be privately fostered in a timely way.	
11.0 Objective: To improve relationship building, networking with Schools.							
11.1	Review how partnership working in schools can be improved.		31 March 2020	Coventry City Council Schools		Children will benefit from partners working together across agencies and schools and receive timely support and intervention.	

Children looked after and achieving permanence

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	We will know it's working well for children?	RAG Performance measure and impact
12.0 Ofsted Area for Development: For some children with a plan for adoption, there are delays in family finding. This is due to a linear approach in which prospective adopters' report are shared one at a time with social workers by Adoption Central England. Objective: To reduce the length of time children wait to be adopted, with a particular focus on improving the grip on 'harder to place' children to minimize delays in securing permanency and learning from adoption disruptions.							
12.1	Establish an early alert process to the Strategic Lead for all children whose plan is adoption and is likely to exceed timescales for A1 and A2 indicator to determine what management action is required.		31 December 2019	Coventry City Council	Improvement in A1 and A2 indicators.	Children will be adopted in a timely way.	

Children looked after and achieving permanence

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	We will know it's working well for children?	RAG Performance measure and impact
12.2	Review family finding process so that a wider range of potential carers can be identified and provided as potential matches.		31 December 2019	Coventry City Council Adoption Central England	Children will have all potential matches available at the same time.	Children will be adopted in a timely way.	
12.3	All later in life letters are completed within 10 days of the adoption ceremony following the adoption order being granted.		31 January 2020	Coventry City Council	All later in life letters are completed within 10 days of the adoption ceremony following the adoption order being granted.	Children and young people will have their later in life letters available in required timeframes.	
12.4	Develop a system to escalate any later in life letters going over 10 days to the Operational Lead.		31 December 2019	Coventry City Council	All later in life letters are completed within 10 days of the adoption ceremony following the adoption order being granted.	Children and young people will have their later in life letters available in required timeframes.	
12.5	Develop a system to report on life story work being started and completed across the child's journey.		31 December 2019	Coventry City Council		Children and young people will get timely life story work.	

Children looked after and achieving permanence

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	We will know it's working well for children?	RAG Performance measure and impact
<p>13.0 Ofsted Area for Development: Since the previous inspection in March 2017, fewer children have been achieving permanence through special guardianship or child arrangements orders. More children who are looked after could benefit from the stability offered by a special guardianship order (SGO). More needs to be done to promote SGOs and ensure that carers understand their entitlements. The local authority recognizes this and is currently reviewing its SGO payments policy.</p> <p>Objective: To ensure that SGO's are promoted to achieve permanence through Special Guardianship or child arrangements order.</p>							
13.1	Improve SGO support offer to increase take up of SGOs following connected persons arrangements.		31 December 2019	Coventry City Council	Improvement in the quality of SGO support plans and increase in SGOs made.	More children and young people will benefit from the security of a permanent SGO.	
13.2	Promote the use of SGOs to improve permanence.		31 December 2019	Coventry City Council	Increase in the number of children being made subject to a SGO.	More children and young people will benefit from the security of a permanent SGO.	
13.3	Publish Child's journey practice guide and disseminate to staff and partners.		31 October 2019	Coventry City Council	Improved awareness of child's journey.		
<p>14.0 Ofsted Area for Development: Some children do not have clear information about their placements through their childhood and beyond. The local authority does not have systems to track which children in long-term foster care have not been formally matched with their carers, and therefore do not have the benefit of the enhanced security this provides. There is a lack of clarity across the workforce as to arrangements for confirming long term matching, and there is inconsistency in the priority given to formalizing permanence for children in long term foster placements.</p> <p>Objective: To ensure that there is clear reporting of the timeliness of matching of children to permanent carers and any drift and delay is addressed promptly.</p>							
14.1	Develop a mechanism for reporting on the permanent matching of children to carers.		31 December 2019	Coventry City Council	Increase in the number of children permanently matched to carers.	Children and young people will see the numbers of them who have not been permanently matched, reduce.	
14.2	Build a permanence monitoring system into protocol.		31 March 2020	Coventry City Council	A reporting system will be in place to review children permanently placed with carers.	Children and young people will see the numbers of them who have not been permanently matched, reduce.	

Children looked after and achieving permanence

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	We will know it's working well for children?	RAG Performance measure and impact
15.0 Objective: To ensure that permanency planning at second review is taking place.							
15.1	Develop a robust system for measuring and monitoring that permanency planning by the second review or before is taking place.		30 November 2019	Coventry City Council	Reporting system will be in place to confirm children have a permanency plan by the second LAC review.	Children and young people will have a clear understanding of their plan for their future.	
16.0 Ofsted Area for Development: Adoption is routinely considered as permanence option for children. However, some children are harder to place remain subject to placement orders for too long without being successfully matched, and not enough consideration is given to the impact of such delay on children's sense of permanence.							
Objective: Ensure children subject to placement orders are reviewed to minimize any delays.							
16.1	Review of all children subject to a Placement Order and apply to discharge any that are no longer appropriate and ensure business as usual.		31 December 2019	Coventry City Council	Children will be subject to Placement Orders only where appropriate.	Children will be subject to the appropriate legal status.	
17.0 Objective: To ensure improved performance against the adoption leadership board targets (ALB)							
17.1	Complete a composite report of all disruptions during the previous year and hold a learning event to disseminate learning to staff.		31 October 2019	Coventry City Council Adoption Central England	Disruptions meetings completed within timescales. Learning reports to the Adoption panel with 1 month of completion.	Learning from disruptions is shared with staff - learning event held.	
17.2	Review adoption breakdowns (i.e. those that breakdown after and Adoption order) to identify any learning to be identified for the service.		31 March 2020	Coventry City Council Adoption Central England	Learning reports to the Adoption panel with 1 month of completion.	Learning from disruptions is shared with staff - learning event held.	

Children looked after and achieving permanence

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	We will know it's working well for children?	RAG Performance measure and impact
18.0 Objective: To ensure that the pathway for emotional and health and wellbeing support for young people and care leavers is being fully embedded.							
18.1	Develop and implement the CAMHS offer for care leavers and implement the action plan to ensure all care leavers health summaries, health assessments are completed.		31 March 2020	NHS Coventry and Rugby and NHS Warwickshire North Clinical Commissioning Group Coventry Warwickshire Partnership Trust Coventry City Council	The care leavers offer for CAMHS is clear and promoted. Action plan in place and reviewed as part of contracting.	Emotional and mental health offer being accessed by care leavers. Care leavers will have a health summary, assessment and review completed within a specified time.	
18.2	Ensure that the SDQs are on the children's file and kept up to date (annual update)		31 December 2019	Coventry City Council		Emotional and mental health offer being accessed by care leavers. Care leavers will have a health summary, assessment and review completed within a specified time. Children and young people will have an up to date SDQ on their file.	
19.0 Objective: To ensure that looked after children achieve at school and participate in activities just as well as other children.							
19.1	Develop further Education of LAC Development of curriculum to enhance mainstream and support LAC is ongoing – advice and guidance to schools is timely and ongoing PEPS record improvements and flag areas of need.		31 March 2020	Coventry City Council	School attendance will demonstrate improvement and the number of those persistently absent will reduce.	Attendance at school for LAC is above average of those in similar circumstances and continues to improve once a child is settled in placement. Children will benefit from the advantages of consistent education.	

Children looked after and achieving permanence

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	We will know it's working well for children?	RAG Performance measure and impact
20.0 Objective: To ensure that all children have access to an advocate if they need one.							
20.1	Increase the take up of the advocacy service and measure performance and impact.		31 March 2020	Coventry City Council	No. of advocates being accessed.	Increase in the number of advocates for children.	
20.2	Develop a revised Corporate Parenting Strategy for 2019-2022.		31 October 2019	Coventry City Council	Plan in place.	Children and young people will receive the best possible care and protection.	

Leadership, Management and Governance

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	We will know it's working well for children?	RAG Performance measure and impact
21.0 Objective: To ensure that the scheme of delegation is clearly understood across children's services.							
21.1	Review delegations across all aspects of the service.		30 September 2019	Coventry City Council	Delegations will be agreed and disseminated to all staff across the organisation.	Children and young people will see appropriate decision making on their files.	

Leadership, Management and Governance

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	We will know it's working well for children?	RAG Performance measure and impact
22.0 Objective: To have a workforce that is experienced and stays in Coventry as well as attracting fresh recruits who can grow and develop.							
22.1	Implement the Children's Services Workforce Development Strategy for 2019/20: <ul style="list-style-type: none"> Recruitment of experienced social workers Reduce reliance on agency Implement Phase 2 NASS Undertake annual organisational health check Develop new technology and virtual platforms. 		April 2019-March 2020	Coventry City Council	No. of permanent social workers. % of all posts vacant % filled posts agency.	Permanent and stable social work workforce.	
22.2	Deliver an extensive programme of coaching to managers across the service. To include the Director of Children's Services, Strategic Leads, Operational Leads		31 March 2020	Coventry City Council DfE – Achieve for Children	Coaching and mentoring undertaken and completed. 6 coaching sessions of 1.5 hours.	Coaching supports and develops the confidence of Team Managers/Middle Managers CP Chairs and IROs.	
22.3	Review Supervision Policy to ensure good practice exemplars of supervision using signs of safety methodology. Audits of supervision to be included as part of the QA plan.		31 December 2019	Coventry City Council	Supervision Policy reviewed.	Children will benefit from improvements in the standard and consistency of practice by practitioners in Children's Services.	
23.0 Objective: To ensure quality of practice is embedded and that signs of safety methodology is understood across Coventry to support children and families.							
23.1	Embed practice standards to improve the quality and consistency of practice.		30 November 2019	Coventry City Council	Audit shows improvement.	Children will benefit from improvements in the standard and consistency of practice by practitioners in Children's Services.	

Leadership, Management and Governance

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	We will know it's working well for children?	RAG Performance measure and impact
23.2	Monitor multi- agency signs of safety training to ensure all partners are identified and attend.		30 September 2020	Coventry Safeguarding Children's Partnership - Coventry City Council	SOS 1 day by May 2019- This has been achieved but training continues to cover new/ additional staff. SOS 2 day by August 2019- this is on target to be achieved. Thereafter on-going training		
23.3	Deliver a 'Back to Basics' programme to social workers to include: <ul style="list-style-type: none"> • Recording skills • Direct work with children and young people and their families and carers • Assessment and analytical practice • Permanency, care planning and legal literacy • Developing confidence and skills in outcome focused plans for children. 		From October 2019 – March 2020	Coventry City Council	Delivery and attendance at mandatory workshops.	Children will benefit from improvements in the standard and consistency of practice by practitioners in Children's Services.	
23.4	Embed signs of safety in CIN meetings to improve consistency.		31 March 2020	Coventry City Council		Children will benefit from improvements in the standard and consistency of practice by practitioners in Children's Services.	

Leadership, Management and Governance

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	We will know it's working well for children?	RAG Performance measure and impact
24.0 Objective: To deliver a comprehensive programme of audits and dip samplings to ensure continuous improvement.							
24.1	Undertake audits and dip sampling as identified in the Quality Assurance Plan to ensure continuous improvement.		To be reported at each Executive Group meeting	Coventry City Council	Audits show improvement.	Children will benefit from improvements in the standard and consistency of practice by practitioners in Children's Services.	
24.2	Undertake further observations of supervision audits as identified in the Quality Assurance Plan and identify learning and improvements.		As identified in the 2019/20 audit programme	Coventry City Council	Observations show improvement.	Children will benefit from improvements in the standard and consistency of practice by practitioners in Children's Services.	
24.3	Ensure learning from reviews are embedded in practice.		31 December 2019	Coventry Safeguarding Children's Partnership Coventry City Council	Audit and dip sampling show improvement.	Children will benefit from improvements in the standard and consistency of practice across agencies.	
25.0 Objective: To ensure that there is sufficient scrutiny in place to close the loop on the completion of actions from quality assurance audits that are undertaken.							
25.1	Develop a robust system and process for checking that actions from audit are completed in a timely way and that learning is embedded.		31 October 2019	Coventry City Council	Learning is embedded.	Children will benefit from improvements in the standard and consistency of practice by practitioners in Children's Services.	
25.2	Audit Programme will incorporate re-audits of cases graded Does Not Meet Good to identify improvements following initial audit.		31 March 2020	Coventry City Council	Audits show improvement	Children will benefit from improvements in the standard and consistency of practice by practitioners in Children's Services.	

Leadership, Management and Governance

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	We will know it's working well for children?	RAG Performance measure and impact
26.0 Objective: To develop an in-depth understanding of Coventry's profile of looked after children so senior leaders are assured plans remain appropriate and children do not experience any drift and delay.							
26.1	Identify a programme of reviews of the different profiles of looked after children: <ul style="list-style-type: none"> • S20 cases for more than 4 years • Care Orders for more than 10 years • Care Orders at home • Placement Orders for more than 3 years • Adoption breakdowns • Analysis to inform LAC strategy • SGO breakdowns • Long-term foster care breakdowns 		30 September 2019	Coventry City Council	Children will have appropriate care plans that have not been allowed to drift.	Children and young people will have their care plans reviewed by a senior manager.	
27.0 Objective: To ensure that managers and chairs robustly challenge any drift and delay that impacts on outcomes for children, including through formal escalation processes.							
27.1	Managers, CP chairs, and IROs to provide rigorous challenge and scrutiny to ensure plans are consistently SMART and include realistic timescales.		31 October 2019	Coventry City Council	Child protection management alerts triggered. Looked after management alerts triggered.	SMART plans in place Case progression demonstrates compliance Evidence of challenge. Audits show improvement.	
27.2	Embed a consistent Signs of Safety approach to LAC reviews.		31 March 2020.	Coventry City Council	Observations of all Chairs and IROs by SM, OL and SL. Team development sessions.	Children receive a consistent sos LAC review that allows them to participate in their plans.	

Leadership, Management and Governance

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	We will know it's working well for children?	RAG Performance measure and impact
27.3	Further develop effective involvement of children in reviews and in ascertaining children's wishes and feelings.		30 November 2019 (Q2 data).	Coventry City Council	Review of consultation documents completed by children and young people at or for reviews. To be incorporated into quarterly management alert report, including participation data for reviews and IRO & CP chairs mid-way contact.	Children and young people are listened to.	

