



# Children and Young People Scrutiny Panel

## 24 September 2014

**Time** 6.00 pm      **Public Meeting?** YES      **Type of meeting** Scrutiny  
**Venue** Committee Room 1 - Civic Centre, St Peter's Square, Wolverhampton WV1 1SH

### Membership

**Chair** Cllr Julie Hodgkiss (Lab)  
**Vice-chair** Cllr Mark Evans (Con)

<b>Labour</b>	<b>Conservative</b>	<b>Liberal Democrat</b>
Cllr Susan Constable Cllr Dr Michael Hardacre Cllr Paula Brookfield Cllr Lorna McGregor Cllr Peter O'Neill Cllr Martin Waite Cllr Daniel Warren Cllr Jas Dehar	Cllr Christopher Haynes	Cllr Michael Heap

Quorum for this meeting is three Councillors.

### Co-opted Members

Hadeel A Ahmad	Parent Governor Representative
Cyril Randles	Church of England – Diocese of Lichfield
Mrs R Watkins	Catholic Church Representative
Portia Tsvangirai	Parent Governor Representative
Wolverhampton City Youth Council	The Youth Council represents young people

## Information for the Public

If you have any queries about this meeting, please contact the democratic support team:

**Contact**      **Earl Piggott-Smith**  
Tel: 01902 551251 or [earl.piggott-smith@wolverhampton.gov.uk](mailto:earl.piggott-smith@wolverhampton.gov.uk)

**Address**      Democratic Support, Civic Centre, 2<sup>nd</sup> floor, St Peter's Square,  
Wolverhampton WV1 1RL

Copies of other agendas and reports are available from:

**Website**      <http://wolverhampton.cmis.uk.com/decisionmaking>

**Email**          [democratic.support@wolverhampton.gov.uk](mailto:democratic.support@wolverhampton.gov.uk)

**Tel**             01902 555043

Some items are discussed in private because of their confidential or commercial nature. These reports are not available to the public.

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# Agenda

## Part 1 – items open to the press and public

*Item No.*    *Title*

1            **Apologies for absence**

2            **Declarations of interest**

3            **Minutes of the previous meeting (14.9.14) (Pages 1 - 6)**

[To approve the minutes of the previous meeting as a correct record.]

4            **Matters arising**

[To consider any matters arising from the minutes.]

### **DISCUSSION ITEMS**

5            **Wolverhampton Governance Strategy (2014-16) (Pages 7 - 20)**

[To consult on proposals which describe how Wolverhampton Council will help strengthen and develop effective governance arrangements across all its schools.]

6            **Responding to the growing numbers of Looked-After Children (Pages 21 - 40)**

[To receive a presentation on current and future work aimed at responding to the continuing growth in the numbers of Looked-After Children in Wolverhampton.]

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# Children and Young People Scrutiny Panel

## Minutes - 14 August 2014

### Attendance

#### Members of the Children and Young People Scrutiny Panel

Cllr Julie Hodgkiss (Chair)  
Cllr Mark Evans (Vice-Chair)  
Cllr Dr Michael Hardacre  
Cllr Peter O'Neill  
Cllr Martin Waite  
Cllr Daniel Warren  
Cllr Jas Dehar

Hadeel A Ahmad	Parent Governor Representative
Mrs R Watkins	Catholic Church Representative
Portia Tsvangirai	Parent Governor Representative
Wolverhampton City Youth Council	The Youth Council represents young people

#### Employees

Emma Bennett	Assistant Director - Children, Young People and Families
Andrew Wolverson	Community Care Sustainability Manager

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## Part 1 – items open to the press and public

*Item No.*    *Title*

1        **Apologies for absence**  
Apologies were received from the following Councillors

Cllr Paula Brookfield  
Cllr Susan Constable  
Cllr Lorna McGregor  
Cllr Christopher Haynes  
Cllr Michael Heap

Apologies were received from the following members of the panel

Cyril Randles  
Leanne Dack

2        **Declarations of interest**

There were no declarations of interest received.

3        **Minutes of the previous meeting**

With reference to the meeting 23.7.14 Rosalie Watkins, and Cyril Randles stated that were not sent papers for the meeting in advance of the meeting and wanted it recorded they had not been given sufficient advance notice.

As a result of the error Rosalie Watkins was unable to attend the meeting.

With reference to the matters arising item Cllr Daniel Warren was incorrectly referred to as Cllr Wainwright.

4        **Matters arising**

The Panel expressed its thanks to Jim McElligott for prompt response to the request for information about pupil premium. The Panel commented that they look forward to receiving a report about how schools are using pupil premium funding at a future meeting.

The Panel also wanted to express thanks to Jim McElligott on his comments about plans for a stricter examination of the selection process used to appoint parent school governors outlined in the meeting.

5        **Reduction of play service provision**

Cllr Val Gibson (Cabinet Member for Children, Young People and Families) introduced the report. Cllr Gibson apologised for the late presentation of the papers and outlined the reasons for wanting pre-decision scrutiny of the proposals. Cllr Gibson explained that the report relates to savings targets proposals previously announced during the budget consultation process.

Cllr Evans stated that the Conservative group do not accept that this report is a pre-decision scrutiny item. Cllr Evans commented that the panel have not been given sufficient prior notice to properly consider the proposals detailed in the report. Furthermore, he was concerned that ward councillors affected by the change had not been properly consulted about the changes in advance of the meeting.

Cllr Gibson explained that originally the plan was to consider closing all three sites. However, following a discussion with Ros Jervis, Director Public Health, it was agreed that funding would be provided to help maintain some existing outdoor play provision.

Andrew Wolverson outlined the reasons for proposing the closure of Gatis Street and the Scotlands adventure playgrounds.

Cllr Waite commented on the feasibility of the community groups taking the responsibilities involved in managing the sites, under the community asset transfer option. Cllr Waite also queried the level of professional support that would be given to community groups, interested in operating Gatis Street and Scotlands Adventure; but who may lack the experience and knowledge to submit a bid and manage such a scheme. Cllr Waite commented that it was important that the lessons from previous attempts to support a community asset transfer should be considered.

Cllr Gibson confirmed that the lessons from the previous community asset transfer would be shared and used to inform future plans. Andrew Wolverson commented on the support that would be available to help people interested in being involved and running a facility as a community asset.

Cllr Warren wanted a reassurance that if local community groups were not able to take on the management that the option to consider the disposal of the sites would be a last resort. Cllr Warren was concerned about the impact that the loss of the facility would have on the local community.

Andrew Wolverson explained that a report would have to go back to Cabinet Resources Panel if no community groups expressed an interest in taking up the option of managing the site as community asset.

Cllr Waite referred to the previous attempt at community asset transfer and the importance of learning the lessons from this experience.

Cllr O'Neill commented on the reference in the report about the responsibilities on the Council to meet requirement in the Education Act 2006 and whether the proposed changes would ensure that it would still be able to provide opportunities for structured play. Andrew Wolverson explained that current play provision for 0-5 delivered in childrens centre and the work being done with parents to provide more play opportunities.

Cllr Warren expressed concerns about the potential disposal of play service provision and wanted alternative option to selling the site. Cllr Warren suggested the option to mothball the buildings should be considered as an alternative to selling the site. Cllr Warren commented that this would be a cheaper option to opening new buildings as it would involve the need for capital building costs to be found.

Cllr Warren commented that the current funding situation may be different in 5 – 10 years and that it would be possible to enable the sites to be re-opened at cheaper alternative to providing a new site.

Cllr Waite commented on the process for consulting with the community about the proposals. Andrew Wolverson explained that there would be a rigorous community consultation process with service users about the proposals.

Cllr Hardacre queried the selection criteria used to decide that Gatis Street and Scotlands Adventure sites should be considered for closure, despite being located in deprived areas of Wolverhampton. Cllr Hardacre commented that he would have wanted to see details of the selection process included in the report. Andrew Wolverson briefly outlined the selection process used and agreed that this information would be included in the report to Cabinet.

Cllr Hardacre suggested that this details of the most and least used sites based on usage figures should also be included. Andrew Wolverson explained that Old

Fallings was selected because it was purpose built facility and would better meet the needs of families, particularly for children with disabilities.

The panel commented that parents would prefer to use local facilities and also some concern was expressed that children and young people may not be willing to travel outside their normal area to use. There was also concern expressed about the potential extra travelling costs involved for young people wanting to use Old Fallings, rather than Gatis Street or Scotlands Adventure Playgrounds, which may be closer to them.

Cllr Hardacre queried the financial figures detailed in paragraph of the report. The information presented would suggest that there was likely to be an unallocated amount of £49,000 in the budget. Andrew Wolverson explained that this figure relates to building management costs and that this would be made clearer in the report to be presented in the Cabinet.

Cllr O'Neill queried if the Council would be able to meet its statutory obligations as outlined in paragraph 2.3. of the report, specifically the phrase "sufficient services". Emma Bennett explained that the local authority statutory duty was vague about what the local authority should provide. Cllr O'Neill requested the report to Council includes clarification of the phrase.

Youth Council representative expressed concern about the impact of the closure of adventure playgrounds at a time when the Epic Youth Café is due for closure and the gap in provision until Youth Zone opens in 2015. Emma Bennett accepted that there would be a gap in youth service provision between the closure of Epic and the opening of the Youth Zone. Emma Bennett explained that there is other play provision available at school clubs. In addition, schools have been given extra funding following the award of pupil premium and that it was important not to rely solely on the Council to provide play facilities. Emma Bennett commented that it was important that perception is challenged that there is no local provision, when the reality is that there is significant play resources available to young people.

Cllr Gibson commented that the Government policy of encouraging community and voluntary groups to take on the management of local facilities.

Cllr Warren queried if there was sufficient capacity at Old Fallings Adventure Playground to meet the demand from the estimated 640 users of other sites who wanted to use it. Andrew Wolverson responded that we need to grow and develop existing play provision as part of a wider review of the service. Andrew Wolverson explained that there was the opportunity to look at parks and other direct play provision across the City to meet the demand.

Mrs Watkins queried the level of financial commitment from Public Health to fund Old Fallings Adventure Playground after the initial first year as outlined in paragraph 4.2. Andrew Wolverson explained that there is an expectation that Public Health will continue to support Old Fallings in the future.



Cllr Evans repeated concerns that the comments from the panel suggest that not enough work has been done to consider the implications of the proposal to close Scotland and Gatis Street adventure playgrounds and more information was needed. Cllr Evans commented on concerns about the risk of increased crime as result of the sites closing.

Cllr Dehar commented on the risk of increased crime as a result of implementing the suggested proposals. Cllr Dehar commented on how young people with special educational needs would be affected by the proposed closures. Andrew commented on the specialist facilities available to young people with disabilities at Old Fallings.

Resolved

The panel agreed that a summary of their comments about the proposals would be included as an appendix to the main report that will be presented to Cabinet on 10.9.14

## 6 **Proposal regarding Children's Residential and Fostering Provision Exclusion of public and press**

Resolved:

That in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item(s) of business as they involve the likely disclosure of exempt information falling within the paragraphs of Schedule 12A of the Act set out below:

Item No.	Title	Applicable paragraph
5	Proposals regarding Children's Residential and Fostering Provision	3

### **Proposals regarding Children's Residential and Fostering Provision**

Cllr Val Gibson presented the report on a proposal to remodel existing Looked after Children services and plans to increase the number of local family placements available for children who would otherwise need to be placed in a residential home. Cllr Gibson outlined plans detailed in the report to create a specialist foster carers service to meet the needs of Looked After Children with higher care and or support needs.

Cllr Gibson explained that the key aim of the proposal was to improve outcomes for children and young people in care. Cllr Gibson explained that the savings detailed in the financial implications section of the main report.

Cllr Gibson explained that the Council has a duty to consult with young people and their families about the plans.

The panel discussed the impact of the planned reduction in beds on the ability of the Council to meet future changes. Emma Bennett explained that some children would still need secure accommodation and the Council would always need to have some residential care provision. The need for residential care provision can also met be met by using external providers.

Cllr Waite commented on the plans to market and promote the specialist foster care service. Cllr Gibson responded that the marketing recruitment campaign has already started.

Cllr Warren expressed support for the plans but queried how the Council would be able to respond to a situation in five to ten years where there is a surge in the number of looked after children needing residential care. Emma Bennett explained that there is an external market for secure places and extra provision can be found if needed. In addition, Emma Bennett explained that with the current use of beds there was sufficient capacity in the system, but the planned closure of residential homes would be reviewed to take stock of the situation.

Emma Bennett explained that the provision of specialist foster care was £20,000 cheaper compared to placing a child in residential care and also gives children better outcomes.

### **Resolved**

The panel fully support the proposals detailed in the report to remodel existing Looked after Children Services. The panel would like its comments on the proposals incorporated into the report for Cabinet meeting on 10.9.14.



# Children and Young People Scrutiny Panel

24 September 2014

<b>Report title</b>	Wolverhampton Governance Strategy 2014 - 2016	
<b>Cabinet member with lead responsibility</b>	Councillor Philip Page Schools, Skills and Learning	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Tim Johnson, Education and Enterprise	
<b>Originating service</b>	Standards and Vulnerable Pupils	
<b>Accountable employee(s)</b>	Alexandra Chilcot	Head of Standards and Vulnerable Pupils
	Tel	01902 555275
	Email	alexandra.chilcot@wolverhampton.gov.uk
<b>Report to be considered by</b>	Executive Team	22.10.14

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## Recommendation for action:

The Panel is recommended to:

1. Scrutinise the Wolverhampton Governance Strategy 2014 – 2016 and comment on the scope and effectiveness of the plans in securing the highest possible standards of governance across all Wolverhampton schools.

## Recommendations for noting:

The Panel is asked to note:

2. That this item is being considered as pre-decision scrutiny and will therefore not be available to call-in once a decision is made by the Executive.

## 1.0 Purpose

- 1.1 In an increasingly autonomous school system, the new Governance Strategy sets out to capture the role of the local authority in promoting high standards of governance which drive improved outcomes for children and young people across all Wolverhampton schools.
- 1.2 The Children and Young People Scrutiny Panel is invited to scrutinise the contents of the strategy and make any suggestions or recommendations that strengthen the council's ability to carry out its functions.
- 1.3 The development and delivery of a funded core training package to be rolled out to all governors, focussing on the importance of being a skilled chair and driving school improvement utilising school to school support and mentoring approaches. Evaluating the effectiveness of governing bodies by maintaining an intelligence led approach to ensuring that the Council and governing bodies are effectively discharging their statutory duties, driving school improvement and improving outcomes for children and young people across the City.

## 2.0 Background

- 2.1 Local authorities' statutory responsibilities for governance are set out in section 13a of the Education Act 1996.
- 2.2 That duty states that a local authority (LA) must exercise its education functions with a view to promoting high standards in primary and secondary schools. Local Authorities are discharging this duty within the context of an increasingly autonomous school system where school to school support is key. This requires the LA in 'intervening early to tackle failure' by establishing Interim Executive Boards and using National Leaders of Governance (NLG's) where necessary.

## 3.0 Discussion

- 3.1 The Wolverhampton Governance Strategy 2014 - 2016 will be circulated for consultation with all schools and other key stakeholders commencing with the headteacher briefing on 25 September 2014. Responses will be analysed by the Learning and Achievement Senior Management Team and incorporated as necessary and approval sought from the Cabinet Member Schools, Skills and Learning. A final draft will be presented to the Executive Team in October 2014 for approval before circulation of the final version of the strategy.
- 3.2 A draft of the strategy is attached for comment – see **Appendix 1**. The strategy explains how the new governance strategy will form an integral part of the overall school improvement strategy aimed at supporting all Wolverhampton schools.

3.3 A copy of the school governor application is attached for information – see **Appendix 2**.

#### **4.0 Financial implications**

The cost of implementation and monitoring of the Wolverhampton Governance Strategy 2014 - 2016 and the Councils statutory duties has been included in the approved revenue budget for the Learning and Achievement service. There are no further financial implications arising from this report.  
(CF/08072014/N)

#### **5.0 Legal implications**

5.1 Under Section 13 of the Education Act 1996 the Council has a duty to contribute to the development of the community by securing efficient primary and secondary education in the city. The Education Act 1996 also requires such functions to be carried out with a view to promoting high standards.

5.2 The Wolverhampton Governance Strategy 2014 - 2016 is intended to ensure that the Council succeeds in delivering the requirements of Section 13 of the Education Act 1996.  
[Legal Code: TS/02072014/V]

#### **6.0 Equalities implications**

6.1 There are no further implications for the Council's Equalities policies arising from this report.

#### **7.0 Environmental implications**

7.1 There are no direct environmental implications arising from this report.

#### **8.0 Human resources implications**

8.1 There are no direct human resources implications arising from this report.

#### **9.0 Corporate landlord implications**

9.1 There are no direct corporate landlord implications arising from this report.

#### **10.0 Schedule of background papers**

10.1 Background papers

1. Draft School Improvement Strategy 2014
2. Governor Training and Development Programme 2014/15
3. Governor's Handbook (DFE Jan 2014)
4. Report/letter from focussed inspection
5. Current local authority School Governor application form

## 11.0 References

- 1996 Education Act section 13a
- 2006 Education and Inspections Act
- 2010 White Paper 'The Importance of Teaching'
- May 2014 'Schools Causing Concern – statutory guidance for local authorities'

<b>Title</b>	Governance Strategy 2014-16
<b>Author</b>	Emma Balchin/Alex Chilcott
<b>Contact details</b>	01902 551985
<b>Date</b>	September 2014
<b>Review date</b>	December 2014

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## Vision

### Improving School Leaders → Improving Schools

***“All children and young people in Wolverhampton’s schools achieve outcomes which exceed expectations by attending outstanding schools, where every governing body drives improved outcomes for young people through effective strategic leadership, challenge and support to the school.”***

This strategy will explore how governance can be strengthened, and become a more effective driver of school improvement, and what the local authority will offer in order to better support schools and Governors in the most efficient and effective way possible:

“We want governors to work with the leaders of their schools to be both strategic and pragmatic in delivering good outcomes from all children and young people. We want them to strengthen schools’ professional leadership by appointing the right people to the right jobs and we want them to hold school leaders to account for the progress and outcomes they achieve in schools.”

Sir Michael Wilshaw (Chief Inspector of Schools)

#### 1. Background and Scope:

1.1 This paper is a response to the rapidly changing landscape of school governance. New forms of governance are becoming more widespread, and increased levels of responsibility are being demanded of governors as schools become more autonomous, whilst at the same time the local authority’s role is being challenged through political, social and fiscal pressures.

1.2 These challenges mean governing bodies will need to be better equipped to take on the responsibility and accountability for the school’s strategic leadership, and to develop their role of challenge and support.

1.3 The Local Authority's new School Improvement Strategy will support the development of strong and effective school leadership ensuring all schools in Wolverhampton offer at least a good level of education for all of our children and young people. This new Governance Strategy will form an integral part of that school improvement agenda and will involve governing bodies reviewing and evaluating their current practices with the Local Authority offering them challenge and support strategies through new facilitation, training and support, and more rigorous but efficient recruitment and retention processes.

## **2. The council's Statutory Duties with regard to School Governance**

2.1 The council has a duty to promote educational excellence as set out in section 13a of the Education Act 1996. That duty states that a local authority must exercise its education functions with a view to promoting high standards. The Education and Inspections Act 2006 further defined the strategic role of the local authority in the school improvement process:

- As 'champion' of the needs of children and young people and their families;
- In the planning, commissioning and quality assurance of educational services; and,
- In challenging schools and, where appropriate, to commission support and, if necessary, to intervene in the management and governance of the school.

2.2 With regard to school governance each local authority has a duty towards:

- Recruiting Local Authority Governors,
- Ensuring that information and training is available to governors to enable them to undertake their role effectively.
- Strengthening governing bodies and creating Interim Executive Boards (IEB's) where a governing body is failing in its responsibilities.
- Using statutory powers of intervention under the Education and Inspections Act (2006).
- Agreeing and Making Instruments of Governance for all maintained schools.

## **3. What the council expects from its school governors**

- (i) Champion outcomes for all children and young people in Wolverhampton
- (ii) Consider national and local priorities and challenge decisions that could be detrimental to other schools or young people
- (iii) Set high expectations through promoting Wolverhampton as a place that children and young people can be proud of
- (iv) Focus on challenging schools to close gaps in attainment and progression and exceed national averages, particularly for vulnerable groups such as looked after children, children with special educational needs or children from minority ethnic groups
- (v) Maintain an understanding of and communicate the council's priorities and developments at governing body meetings
- (vi) Maintain an awareness of the school's local area, community and local priorities
- (vii) Promote the absolute expectation that to be retained as a Governor who can effectively drive school improvement, the core training offered by the LA will be taken up by all governors.



#### 4. Recruitment & Retention of local authority governors

*(While these principles are aimed at local authority governors in the first instance, they will apply universally to the recruitment and retention of all governors)*

4.1 Effective marketing to successful, professional people with the right mix of high level skills needed for our governing bodies is critical. Encouraging local professionals and local authority employees to give something back to their own and other local schools through regular presentations and meetings which highlight the benefits of being a Governor in Wolverhampton will support the subsequent rigorous programme of continuous development expected of these important volunteers.

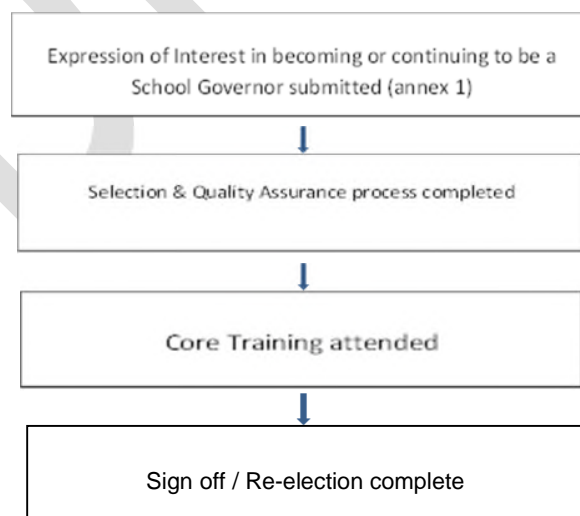
4.2 The council will look to recruit from a much wider field by working closely alongside schools with organisations such as;

- The Chamber of Commerce,
- The University of Wolverhampton,
- Local businesses,
- School Governor One Stop Shop<sup>1</sup> (SGOSS)
- Education Business Partnership
- Volunteer organisations

4.3 The Governors Service will also work in tandem with the local authority Communication's team to ensure that the local press are aware of and run "good news" stories on governors in order to raise the profile and status of being a governor in Wolverhampton.

4.4 The following flow chart describes the process for the recruitment and re-election of local authority governors.

#### Election Process for Local Authority School Governors



<sup>1</sup> The SGOSS is a charity that exists to find volunteers with transferable skills to be volunteers

4.5 A skills-led code of practice for the recruitment of local authority and foundation governors will be put in place together with an updated application form (**see Annex 1**) which will enable the council to examine the way in which applicants can demonstrate the following essential criteria:

- The match of skills and experience required to undertake the role for driving improvement by supporting, challenging and holding the Head Teacher to account
- The range of individual skills and experience that match the needs of schools
- The candidate's support for the school's ethos and mission and commitment to attending core training<sup>2</sup> provided by the Local Authority along with their Chair of Governors.

4.6 This will involve collaboration with governing bodies to support them with appointing people with the relevant skills and community knowledge and enabling local authority governors to be appointed where their skills will be most valuable and have the most impact.

4.7 The council will also clarify the following aspects for aspiring local authority governors

- Role profile and Code of Conduct
- Disqualification criteria

## **5. Evaluating the effectiveness of Governing Bodies**

5.1 The council is currently developing a robust system for evaluating the effectiveness of governing bodies which will include:

- Scrutiny of schools most recent Ofsted reports for comments on governance
- Scrutiny of Governing Body minutes from last three full Governing Body meetings and any committees
- An audit of recent CPD
- A requirement for Head Teachers and Chairs of Governors to complete the DfE self-audit tool
- Intelligence gathering from School Improvement Officers
- Evidence from School Improvement Board meetings.

5.2 The culmination of this evidence will enable the LA to give each Governing Body an initial rating (RAG)

- **RED** - **Inadequate**
- **AMBER** - **Vulnerable**
- **GREEN** - **Effective**

5.3 This rating will then be communicated to all Head Teachers and Chairs of Governors who will then be given the opportunity to respond to the rating by providing further evidence, if appropriate.

5.4 The authority will then make a final judgement for each school. Any schools rated as at risk or vulnerable may be directed by the local authority to participate in a full review of governance by an

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<sup>2</sup> See Training and Development for Governors for further details

independent National Leader of Governance (NLG), or, where support fails to see quick results, an Interim Executive Board may be established (see powers of intervention below).

## **6. Training and development for governors**

6.1 There is a need to improve standards of Governance across the city and therefore a programme of continuous professional development is critical if governors are to fulfil their statutory roles and contribute to excellent outcomes for children and young people across the city.

6.2 The local authority recruitment and retention policy will therefore include a core programme of training and support aimed at ensuring all governors are fit for purpose and can effectively support and challenge schools' Senior Leadership Teams.

6.3 This core package will include:

- A 12 month training package that supports new chairs of governors in their first year in post through a range of twilight training sessions and personalised support. This training package will also target 'Chairs in Waiting' and those chairs highlighted as ineffective through the local authorities RAG rating system.

6.4 Running in conjunction with the above, and capitalising on the school to school support model, will be a package of one to one mentoring and coaching from effective Chairs of Governors from other local schools. For all other governors, a series of critical twilight training sessions will target the essential skills to be an effective governor.

6.5 The core training will be funded by the Local Authority, as outlined in the 'Role Profile' and retention policy, and there will be a high expectation that all governors will attend this training in order to become, and remain, an effective governor of a Wolverhampton School.

6.6 In addition to the core training package, described above, the local authority will increase its use of National Leaders of Governance (NLG's). NLG's are highly effective chairs of governors, who use their skills and experience to support the development of effective governance in other schools. The use of NLG's will be targeted at those governing bodies who are judged to be the most vulnerable through the local authority RAG rating.

**This new strategy aims to provide clear expectations of governors across the city, creating a culture of governors as motivated, skilled school leaders, recruited and retained through more efficient and effective practices, which enable early evaluation and identification of where training and development, support and challenge or indeed LA intervention is required.**

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**Becoming a local authority school governor in Wolverhampton  
Expression of Interest**

**Improving School Leaders**

**Improving schools**

“All children and young people in Wolverhampton’s schools achieve outcomes which exceed expectations by attending outstanding schools, where every governing body drives improved outcomes for young people through effective strategic leadership, challenge and support to the school.”

Thank you for completing this form and expressing an interest in becoming a school governor in Wolverhampton.

*Please note that completion of this form does not guarantee you a governor appointment.*

<b>Name</b>	
<b>Address</b>	
<b>Tel'</b>	
<b>Mobile</b>	
<b>Occupation</b>	
<b>Name &amp; Address of Employer</b>	

<b>Where did you find out about becoming a school governor?</b>
<b>Have you been a governor before</b> <i>(If so, please state which school (s) and date(s))</i>

<p><b>What would make you an effective governor?</b> <i>Please outline your personal qualities, experience and skills you feel meet the needs of schools and will support you in this role.</i></p> <p>Please note providing evidence of the following may help you in your application:</p> <ul style="list-style-type: none"> <li>• How you have brought about improvements by supporting and challenging others</li> <li>• How you support the beliefs, ethos and mission of our schools.</li> </ul>
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**Please indicate below by ticking the appropriate category (s) if there is a particular school or type of schools you would be interested in supporting and explain why.**

<b>Category</b>	<b>Tick</b>	<b>Reason and/or School Name</b>
Nursery	<input type="checkbox"/>	
Infant	<input type="checkbox"/>	
Primary	<input type="checkbox"/>	
Junior	<input type="checkbox"/>	
Secondary	<input type="checkbox"/>	
Special	<input type="checkbox"/>	
No Preference	<input type="checkbox"/>	

**Character reference**

<b>Please provide the name and address of a person whom you have known for at least two years or more, who can provide a character reference on your behalf.</b> This should not be a family member.	
Name	
Address	
Tel. Number	
E mail	
Capacity in which known	

Do you have any conflicts of interest to declare at this stage?	Yes	No
<b>Please tick to acknowledge that by completing this application form you agree to:</b>		
<ul style="list-style-type: none"> <li>•Attend all core training provided by the authority</li> <li>•Declare any conflicts of interest as soon as they arise</li> <li>•Not pursue any political standpoint whilst in office</li> </ul>		

Signed: \_\_\_\_\_

Date:

**Please return this form to:**  
 Ms Bal Bhandal – Administrator  
 School Standards and Vulnerable Pupils  
 Area K, Ground Floor  
 Civic Centre  
 St Peters Square  
 Wolverhampton  
 WV1 1RR

Telephone: 01902 557915  
 Fax: 01902 555268  
[bal.bhandal@wolverhampton.gov.uk](mailto:bal.bhandal@wolverhampton.gov.uk)

**For office use only**

Date Received	School Appointed to	Date appointed	Appointed by

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# **Responding to the growing numbers of Looked-After Children: Families r First**

Presentation to Children and Young People Scrutiny Panel

24th September 2014

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# Coverage of this presentation

- **LAC: the current position**
- **LAC trends in the recent past**
- **Families r First: keeping families together**
- **Future projections of LAC, and the intelligence programme to understand the key drivers**

# LAC: Current position

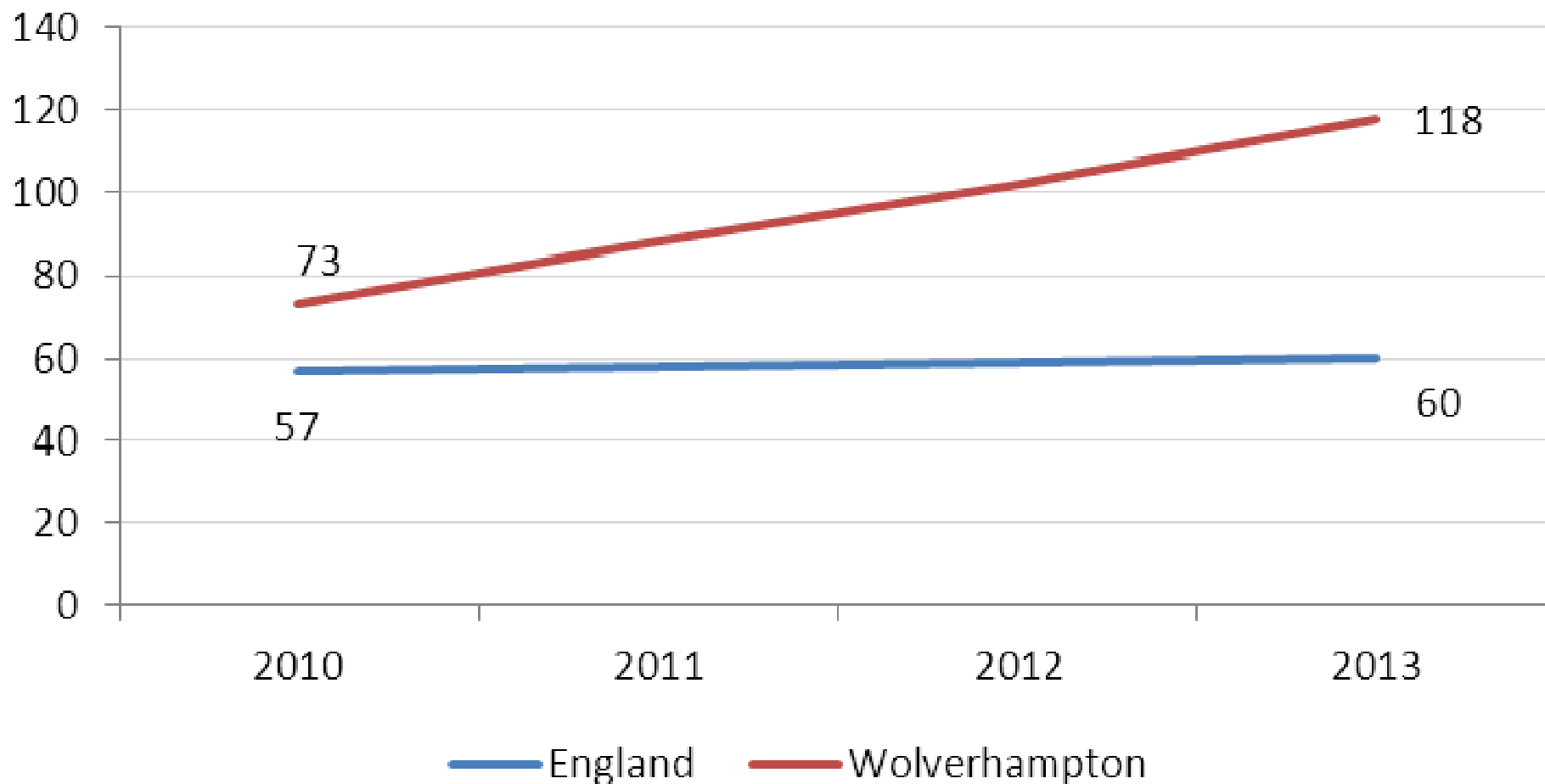
- Continuing growth in LAC numbers (benchmarked in terms of rates per 10,000 children aged 0 to 17) for latest available financial year for which we have comparators (12/13 FY):

**Wolverhampton: 118 per 10,000 vs  
60 per 10,000 (England), 72 per 10,000 (West  
Midlands), 81 per 10,000 (Comparator Average)**

- Current (Q1 14/15 FY): **797** LAC children out of 56,849 0-17 year olds, means a rate of **140** per 10,000

# LAC rates per 10,000 0-17 year olds

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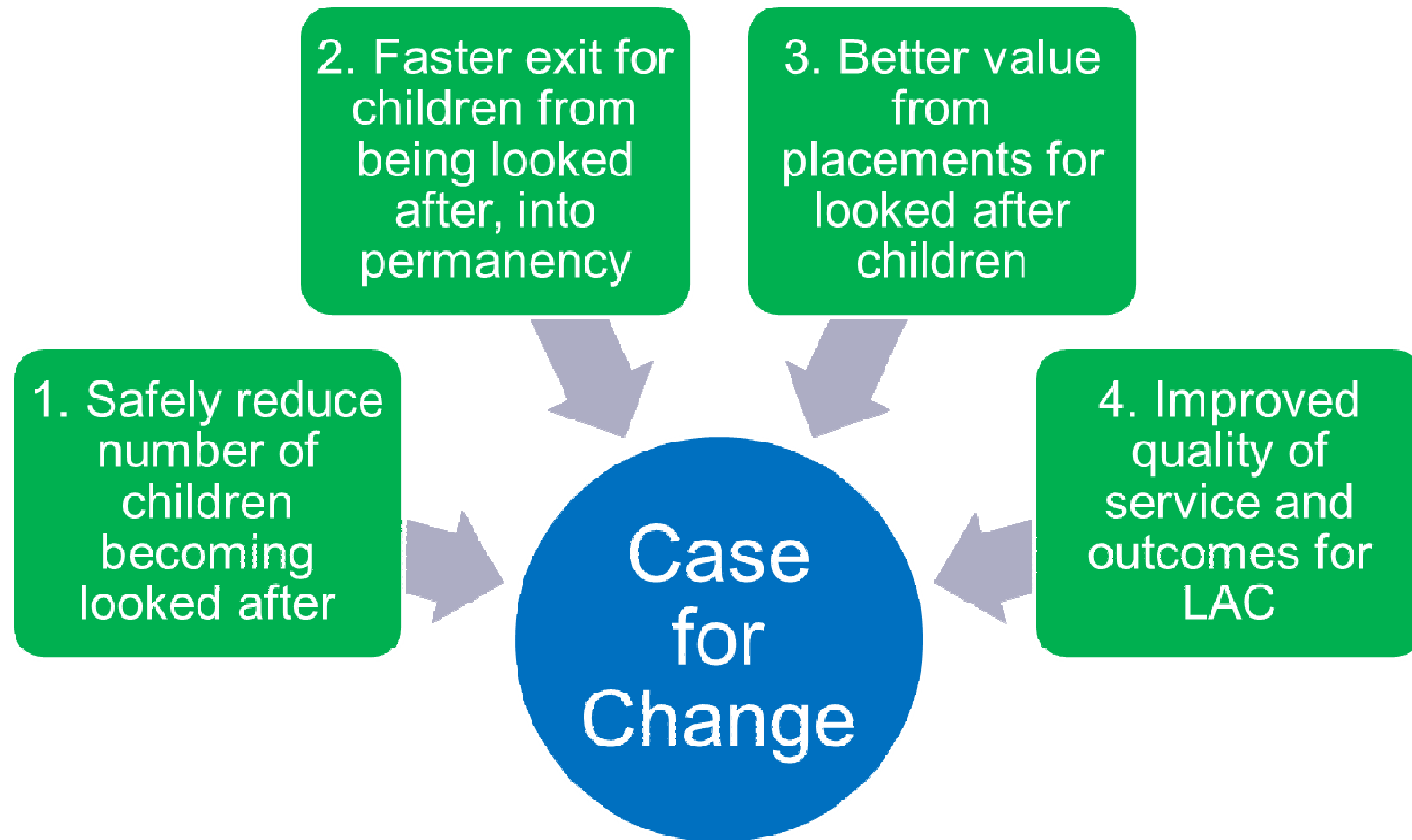
# LAC trends

Date	Rate per 10,000 children	Rank (of 153 LEAs)
2010	73	44
2011	88	25
2012	102	8
2013	118	6

•Our numbers of LAC rose in absolute terms, from 405 in 2010 to 660 in 2013. This was a 62.9% increase.

- If we compare 2010 with the latest figures (**797** children in Q1 14/15), we have a rise of **392** children since 2010.
- Such a situation is unsustainable...

# What we want for LAC in the city



# Families r First: values & principles

**Children should remain  
with their families  
whenever possible.**

**Only the right children  
should be in care.**



# **Work Stream 1: A Committed Partnership**

- **Information sharing at the earliest point**
- **Shared responsibility and understanding**
- **Commitment to engaging in the Early Help process**
- **Commitment to ‘Whole family’ approach**
- **Virtual ‘Unblockers’ service**
- **Resilience building**
- **Trigger tree**



# Interagency referrals, joint working

- **Agreed and shared understanding across key services of who are the children at risk of impaired development**
- **Clear step up-step down procedures with a consistent response**
- **Assertive engagement and outreach**
- **Well understood 'edge of care' procedures**
- **Tracking of all children from the 'edge of care' into permanency**

# **Work Stream 2: Early Help Support**

- **New Operating Model (NOM) across Children, Young People and Families – promoting a ‘team around the child/family/school/locality’ approach**
- **Early Help assessment pathway**
- **Troubled Families agenda**
- **Locally based family support**
- **Virtual ‘Whole Family’ locality teams**
- **Community Developments**

# **Work Stream 3: Targeted Intervention**

- **Review of Looked After Children**
- **Reunification action plan**
- **Risk management framework**
- **Gateway to being looked after**
- **Review of social care structure to promote twin priorities of supporting families in the community and on enabling CYP to leave care**
- **Targeted action plan to increase in house foster carers and decrease external placements**

## Families r First Programme –25 August 2014 to 19 September 2014

<b>Report Author:</b>	Elaine O'Callaghan		<b>Programme Manager:</b>	Elaine O'Callaghan
<b>Accountable Strategic Director:</b>	Sarah Norman		<b>Accountable Assistant Director:</b>	Emma Bennett
<b>Overall Programme Budget</b>	<b>Revenue:</b>	Nil	<b>Capital:</b>	Nil
<b>Timescales</b>	<b>Start date:</b>	7 April 2014	<b>End Date:</b>	31 March 2015
<b>Corporate Plan objective:</b>	Empowering families and working with community resources and partner agencies to enable children and young people to remain with their families where possible			
<b>Programme Objective</b>	Over the last 5 years Wolverhampton has seen a continued growth in Looked After children (LAC) at a greater pace than has been seen nationally and more recently this has significantly increased rising from 118 per 10,000 in 2012/13 to currently 133 per 10,000. This is a multi-agency strategic programme, governed by the Children's Trust Board with principles of supporting children to live safely with their families, ensuring only the right children come into care and, when they do, robustly managing placements and permanency plans, promoting an ambition that all children are provided with a permanent family. The FrF Programme has three key elements: A committed partnership, Early help support and Targeted intervention			
<b>Overall Programme RAG status last reporting period</b>	<b>Overall Programme RAG status this reporting period</b>	<b>Comments</b>		
AMBER	AMBER	The numbers of looked after children are still high. The programme actions are on target to reduce the numbers by March 2016 with a mid point target of reducing to 720 by March 2015		
<b>Overall risk RAG status relating to savings and finance last reporting period</b>	<b>Overall risk status relating to savings and finance this reporting period</b>	<b>Comments</b>		
AMBER	RED	The costs associated with looked after children budget continue to increase, with a projected overspend of £2.7m		
<b>Actions required by SEB/CDB:</b>	Monitoring by SEB: If the number of LAC is not reduced this will result in an increase in costs, budget overspends and an increased demand on children's services and on the resources and budgets of partner agencies			
<b>Information to be noted by SEB / CDB:</b>	Early indication is a stabilisation in the number of children coming into care in the past three months and an increase in the number of children and young people leaving care. This means the numbers are stabilising and we are heading in the right direction. However, large sibling groups do have an impact on these trends when a family is in crisis and the children become looked after			

Title of Project/s or workstreams. List all applicable	Project Manager	Overall RAG status Last Month	Overall RAG status This Month	Comments – use this space to make general comments around the status of the project or workstream
1.0 Early Help Assessments Project	S Cartwright / A Wolverson / Steve Dodd	GREEN	GREEN	Early Help assessment went live week commencing 2/6/14 Training to be rolled out by October Evaluation of data to be delivered by October
1.2 Early Help: Family Support Role	R King /E O'Callaghan	GREEN	GREEN	Staff to transfer over to Early Help Step down of CIN cases to be completed Training on EHA for all FSW's transferring to be completed.
1.3 Development of Family Support <ul style="list-style-type: none"> <li>• Intensive Family Support project</li> <li>• Saif</li> <li>• Innovation Bid</li> </ul>	W. Edwards  S.Nash N.Price	GREEN	GREEN	Pilot on providing intensive support to families focusing on neglect and under 5's. Policy and procedures to be written and circulated Report on evaluation of pilot to be provided. SAIF – policy and procedures to be developed. Report to be provided to next meeting Bid for funding to support specialist foster carers to prevent the need for residential placements enabling young people to live in a family. Linked to placement sufficiency. Go ahead given for next stage (November 2014)
1.4 Early Help sites	E O'Callaghan / Site Leads	GREEN	GREEN	Development of the outstanding areas and plans for staff moving in. Site report as a separate document detailing IT requirements and moves. Final site move scheduled for 10 September. Movement of staff within Priory Green to be completed.
2.0 Partnership working : Summit and Charter Events	E Bennett	GREEN	GREEN	Details of Charter to be drawn up and circulated to all partner leads to sign up to. Tasks from event to be included in FrF project: Charter to CTB for agreement in Sept, Launch scheduled for November.
2.1 Partnership working: Adult services <ul style="list-style-type: none"> <li>•TCA Bid / Trigger Tree</li> <li>•Unblocker / Task Group</li> </ul>	E O'Callaghan  A Wolverson	GREEN	GREEN	Joint approach by Community Safety team, Mental Health, Early Intervention /Domestic Violence , Health, Police and Vol. Agencies to bid for funding to redesign service pathways for agencies where children may be a secondary consideration. Proposal submitted for £789,000 on 1 July 2014. for 15/16 funding given the go ahead by DCLG Submit full bid by October 1 <sup>st</sup> . Unblocker / Task group have met to plan way forward. Andrew meeting with Housing in September to scope project and plan for pilot in December and January. Report on pilot to be delivered in Jan 2015.
3.0 Targeted Intervention: Gateway to becoming looked after	EO'Callaghan	GREEN	GREEN	Ensuring everything possible is done to help families before the need to become looked after. Referral Pathways and thresholds to be reviewed Edge of care meetings, admission to care panel, care plan tracking. Policy and Guidance reviewed and distributed 30/6/2014. Monitoring and evaluation to be provided by October

Title of Projects all applicable	Project Manager	Overall RAG status Last Month	Overall RAG status This Month	Comments – use this space to make general comments around the status of the project
3.2 Targeted Intervention: Exit from Care Team Project	A Hinds	GREEN	GREEN	Teams in place. Recruitment to vacancies to be completed by October. Care Plan tracking in place to review LAC PwP and Placement Orders identified for revoking and sent to legal services. Cases to heard in court by November. This is linked to the panel reviews.(3.4)
3.3 Targeted Intervention: Placement Sufficiency	F Ellis / A Hinds	GREEN	GREEN	Report on review of sufficiency strategy by October. Proposal on redevelopment of fostering / residential care to be provided by October Use of Boarding Schools to be explored-September (link to 3.0)
3.4 Targeted Intervention: Review of current LAC	E O'Callaghan	GREEN	GREEN	Review Panels set up on 22/7/14, 24/7/14, 31/7/14, 12/9/14, 25/9/14 & 6/10/14. Review of 16/17 year olds, parental placements, external (agency) placements and young people in residential care. Three panels completed, 45 young people reviewed. Report on outcome of panels to be delivered by October 2014.
4.0 Business Intelligence	E.O'Callaghan	AMBER	AMBER	Work with Management of Information team to provide information on performance indicators, LAC drivers analysis, reports and evaluations. Initial work undertaken by Mol and Policy Team on early analysis of LAC. Scoping meeting for reports on 2/7/14. Business intelligence analyst to be appointed by August 2014 Will link with partner agencies and early help to analyse data / triggers which may contribute to children becoming LAC. Risk is in delay to analyst being appointed. Interviews for post to be held week com 15 September
5.0 Marketing Strategy •FrF •NOM	R Warrender	GREEN	GREEN	Communicating changes and expectations to staff in all agencies. Formal Launch of children's services / charter /NOM to be held in November
6.0 Changing the Culture	E.O'Callaghan	GREEN	GREEN	Management away days arranged. Survey monkey in January to review embedding of culture change.

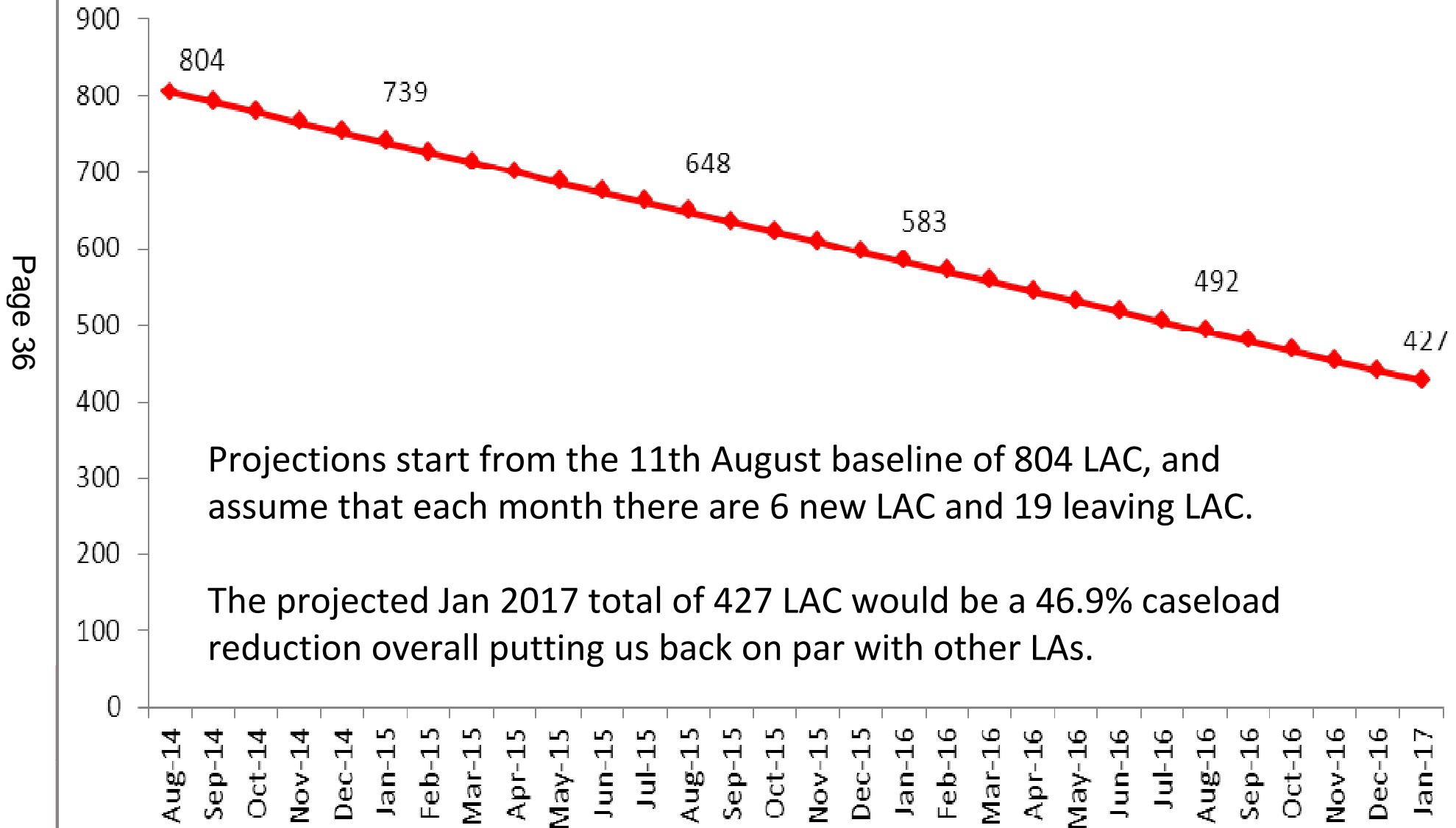
Key to RAG status reporting for workstreams	
<b>RED</b>	Reflects significant delays to progression due to missed milestones within the project / programme or reflects that the project / programme will exceed its end date and or has high reputational damage implications for the council if not delivered
<b>AMBER</b>	Reflects some potential delays to progression due to baseline dates being likely to be exceeded within the project / programme or reflects that the project / programme is likely to exceed its end date and or has some reputational damage implications for the council if delayed
<b>GREEN</b>	Reflects the project / programme is on target and is due to be completed by its target end date

# LAC Projections

- **We have recently been attempting to project LAC figures for several years hence using monthly data.**
- **Projections assume that, from the figure as of 30<sup>th</sup> June 2014 of 804 LAC, there will be 6 new LAC cases per month, and 19 LAC ends.**
- **Each month, a net reduction of 13 LAC cases, but projection assumes no outside drivers causing sudden increases unexpectedly.**

# Baseline LAC, and total LAC projections

◆ LAC numbers



Projections start from the 11th August baseline of 804 LAC, and assume that each month there are 6 new LAC and 19 leaving LAC.

The projected Jan 2017 total of 427 LAC would be a 46.9% caseload reduction overall putting us back on par with other LAs.



# The intelligence programme

To reach the position we want to, we need a nuanced understanding of who the LAC cohort are exactly...

- Pathways into and out of LAC
- Overall demography of the LAC cohort
- Characteristics / circumstantial risk factors
- Partnerships and systems of reporting



# Any questions?

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