



Children and Young People Scrutiny Panel 12 November 2014

Time 6.00 pm **Public Meeting?** YES **Type of meeting** Scrutiny
Venue Committee Room 3 - Civic Centre, St Peter's Square, Wolverhampton WV1 1SH

Membership

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

Labour	Conservative	Liberal Democrat
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

Leanne Dack	Parent Governor Representative
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

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

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Wolverhampton WV1 1RL

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

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 24.9.14** (Pages 1 - 6)

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

4 **Matters arising**

[To consider any matters arising from the minutes.]

DISCUSSION ITEMS

5 **Budget Review - 2015/16 Budget and Medium Term Financial Strategy 2015/16 - 2018/19** (Pages 7 - 10)

[Mark Taylor, Assistant Director Finance, to present report]

6 **(Ofsted) Inspection Outcomes (April - October 2014)** (Pages 11 - 36)

[Alex Chilcott, Head of Standards and Vulnerable Pupils, to present report on the Ofsted school inspection outcomes from the most recent cycle of inspections (April 2014 – November 2014)]

7 **Fostering recruitment strategy report** (Pages 37 - 82)

[Daphne Atkinson, Fostering Team Manager, to present the fostering recruitment process in Wolverhampton, the challenges, particularly in light of the increase in Looked After Children and the strategy to address these challenges.]

8 **The Licensing Authority and Safeguarding Children** (Pages 83 - 86)

[Colin Parr, Licensing Manager, to present report]



Children and Young People Scrutiny Panel

Minutes - 24 September 2014

Attendance

Members of the Children and Young People Scrutiny Panel

Cllr Julie Hodgkiss (Chair)
Cllr Mark Evans (Vice-Chair)
Cllr Susan Constable
Cllr Dr Michael Hardacre
Cllr Paula Brookfield
Cllr Lorna McGregor
Cllr Peter O'Neill
Cllr Christopher Haynes
Cllr Martin Waite
Cllr Daniel Warren
Cllr Jas Dehar

Pamela Chibanguza	wolverhampton youth council
Kashmire Hawker	Wolverhampton Youth Council
Elizabeth Williams	Wolverhampton Youth Council

Employees

Earl Piggott-Smith	Scrutiny Officer
Emma Bennett	Assistant Director - Children, Young People and Families
James McElligott	Assistant Director, Learning and Achievement
Emma Balchin	Service Manager School Workforce and Governance
Alexandra Chilcott	Head of Standards and Vulnerable Pupils

Part 1 – items open to the press and public

Item No. *Title*

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

Hadeel A Ahmad
Portia Tsvangirai
- 2 Declarations of interest**
Cllr Dr Michael Hardacre declared a non-discloseable pecuniary interest in agenda item 5 (Wolverhampton Governance Strategy (2014-16)) in so far as they relate to Governor of the City of Wolverhampton College and Director of the Central

Learning Partnership Board.

The following Councillors declared a non-discloseable pecuniary interest in agenda item 5 (Wolverhampton Governance Strategy (2014-16))

Cllr Paula Brookfield
Cllr Peter O'Neill
Cllr Sue Constable

3 Minutes of the previous meeting (14.9.14)

Cllr Waite queried the comments attributed to him about the community asset transfer in the discussion on the reduction of outdoor play provision.

Emma Curran was the Youth Council representative who attended the meeting.

Resolved:

That the minutes of the meeting held on 14.8.14 be approved as a correct record and signed by the Chair.

4 Matters arising

Cllr Hodgkiss briefed the panel on a request to consider a report on primary schools re-organisation. The panel were presented with the option of arranging a special meeting to consider the issue as either a pre-decision scrutiny item or an informal review group.

A further suggestion was proposed to either consider the item after it has been presented to Cabinet as post-decision scrutiny, or through the Call-in process.

The panel agreed to have a special meeting to undertake a pre-decision scrutiny of the proposals before the report is considered by Cabinet on 12.11.14.

Resolved

A meeting date to be arranged for the panel to undertake pre-decision scrutiny of 2015 Primary Schools Expansion Programme proposals.

5 Wolverhampton Governance Strategy (2014-16)

Jim McElligott gave a short introduction to the report and set out the objectives of the strategy.

Jim commented on the responsibilities of the Council to support the work of school governors in improving school educational performance.

Jim commented on the important role of the Council to monitor and where necessary take action where there are concerns about the effectiveness of the governance arrangements at Wolverhampton maintained schools.

The panel welcomed the report and the proposals to work towards to achieving the highest standards of governance across all Wolverhampton schools.

The panel discussed the role of the local authority in maintaining ongoing engagement with maintained schools, particularly at the early stage where there may be concerns or warning signs, to avoid the need for more direct action in the future.

Jim explained that the proposals were part of the overall school improvement strategy aimed at positively engaging with schools and where necessary challenging the performance of school governing bodies. Jim commented on the work of the school governor's team to build a dialogue with schools and encourage debate. Jim commented on the rating criteria applied to the effectiveness of school governing bodies. Jim commented on the power of the local authority to recommend the dismissal of the school governing body.

The panel discussed the role of the Council in assessing the performance of school governing bodies and whether this duplicates the role of OFSTED.

Jim commented that the Council has a duty to hold schools to account for their performance and to take action where the governance arrangements are considered to be weak.

The panel commented that the Council expectations of school governors could deter potential applicants and make schools less representative of the local population. Alexander Chilcott commented that the changes only relate to local authority school governors, and not the other parent governors representatives on the local community. Jim commented that the plans are aimed at making school governing bodies 'fit for purpose'.

Jim commented that there are currently 35 local authority governor vacancies across primary schools.

The panel commented on role of the Council in monitoring the quality of training and advice provided by non-local authority organisations delivered to schools.

Jim commented that schools can buy in the services from other organisations but there is an expectation that local authority governor representative would take up the core offer of training from the Council. Jim commented on the programme of training and support offered by the Council to school governors.

Jim encouraged Councillors to consider becoming school governors as they have the skills mix needed to improve the performance of school governing bodies.

The Youth Council commented that they no contact with the school governors at their schools.

Resolved

The panel supported the recommendation and the proposals for securing the highest standards of governance across all Wolverhampton schools.

6 **Responding to the growing numbers of Looked-After Children**

Emma Bennett gave a presentation on the work being done and planned to respond to the growing numbers of looked after children in Wolverhampton.

Emma explained that the strategy was not just a response to the financial pressures facing the Council but recognition of its statutory responsibilities and the desire to deliver better outcomes for children and young people.

Emma gave details of current trends and the gap between the rates per 10,000 of looked after children in Wolverhampton compared to national figures.

Emma gave specific examples of projects under the Families r First programme to help children to stay in families using a mix of targeted and specific support.

Emma gave an overview of the case for change, the key principles of the programme, and details of the three work streams to respond to the increase in the number of looked after children.

Emma explained that there is regular reporting of progress in the work being done to reduce the numbers of looked after children to senior managers.

Emma commented on the work being done with Essex, who have made a number of changes which has resulted in a stabilisation in their looked after children numbers. The learning from Essex is being shared with Wolverhampton. An important part of the programme is a focus on providing help and support to families at an earlier stage.

The panel commented on the reliability of the predictions about the future numbers of looked after children. Emma accepted the population profile of Wolverhampton made it hard to predict numbers and gave an example of having to deal with admitting 14 children into care on a single day. Emma highlighted the concern about the numbers of children unknown to the Council who were taken into care.

The panel commented on concerns about the approach and the extent to which it can give children and young people the best possible life chances. A specific area of concern was that there were too many loopholes in the plan which could potentially leave children in vulnerable situations. There was a need to ensure that children at risk would be removed immediately. It was important there was a tight criteria that would not leave vulnerable children at risk.

Emma referred to the key principles of the programme and the importance of referring the right children through the system.

The panel commented on whether the impact of high profile child abuse cases had led to social workers becoming more cautious and as a result more children were being placed into care.

Emma explained that the service tracked figures in Wolverhampton and there were a low number of children placed in residential care. The majority of children in care were placed with foster carers, which are still counted in the numbers of looked after children.

Emma also commented on the number of children on care orders which places responsibilities on the local authority.

The panel queried the reasons behind the growth in the numbers of looked after children. Emma commented on the range of factors placing pressure on families.

The panel welcomed the programme but considered that the service faces a major challenge in making progress in reducing the number of looked after children. The panel commented on the incremental growth in the numbers of looked after children in Wolverhampton and pressures placed on professionals in managing the demand.

Resolved

The panel agreed to receive an update on the progress of the programme at meeting on 14.1.15. The report will include a breakdown in the number of the children placed in different placement types.

The meeting closed at 7.15 pm

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Children and Young People Scrutiny Panel

12 November 2014

Report Title	Budget Review – 2015/16 Budget and Medium Term Financial Strategy 2015/16 – 2018/19	
Cabinet Member with Lead Responsibility	Councillor Roger Lawrence Leader of the Council	
	Councillor Andrew Johnson Resources	
Wards Affected	All	
Accountable Strategic Director(s)	Keith Ireland, Managing Director Sarah Norman, Community Tim Johnson, Education and Enterprise	
Originating service	Strategic Finance	
Accountable officer(s)	Mark Taylor Tel Email	Assistant Director Finance 01902 55(6609) mark.taylor@wolverhampton.gov.uk

Recommendation(s) for action or decision:

The Panel is recommended to:

1. Provide feedback to Scrutiny Board for consolidation and onward response to Cabinet on the draft budget and medium term financial strategy 2015/16 to 2018/19, in particular those elements that are relevant to this Scrutiny Panel, including specifically:
 - a. the savings proposals summarised at Appendix A.
2. Approve that the Scrutiny Panel response be finalised by the Chair and Vice-Chair of the Scrutiny Panel and forwarded to Scrutiny Board for consideration.

1. Purpose

- 1.1. The purpose of this report is to seek the panel's feedback on the draft five year budget and medium term financial strategy that was approved as the basis of consultation by the Cabinet on 22 October 2014, in particular the elements that relate to the work of this panel.

2. Background

- 2.1. At its meeting on 22 October 2014, the Cabinet considered a draft budget and medium term financial strategy for the period 2015/16 to 2018/19. Cabinet approved the draft budget strategy as the basis of budget consultation and scrutiny over forthcoming months.
- 2.2. The Cabinet report identified a requirement to make further savings of £59.2 million by 2018/19, due to a combination of reductions in resources and cost pressures. The report included a list of new savings amounting to £8.9 million to contribute to addressing this savings requirement, in addition to £18.1 million of savings that were approved for further development by Cabinet on 25 June 2014.
- 2.3. As detailed in the Cabinet report, the budget and medium term financial strategy will be considered by scrutiny panels during the November/December round of meetings and the feedback from those meetings will be reported to Scrutiny Board on 9 December 2014, which will consolidate that feedback in a formal response to Cabinet on 14 January 2015. The feedback provided to Scrutiny Board will include questions asked by panel members, alongside the responses that they received. These arrangements have been endorsed by the Chair and Vice-Chair of the Scrutiny Board.
- 2.4. Scrutiny Board will consider the budget again in January 2015, following an update to Cabinet (Resources) Panel on the draft budget and medium term financial strategy and the local government finance settlement, which is scheduled for January 2015. The purpose of this meeting will be to consider the response of Cabinet to the comments made by Scrutiny Board during the November/December round of meetings, together with any new savings proposals that may emerge. The outcome of this Board meeting will be incorporated into the final Cabinet budget report, scheduled for February 2015, ahead of full council considering the budget in March 2015.
- 2.5. In order to limit the volume of paper used as part of the budget reporting process, the Cabinet report has not been appended to this covering report. Panel members are instead requested to bring their copy of the 2015/16 Budget and Medium Term Financial Strategy 2015/16 – 2018/19 report, which was circulated with the 22 October 2014 Cabinet agenda. Detail of individual savings proposals can be found on the council's website at: <http://www.wolverhampton.gov.uk/budgetsavings>.

3. Proposals relating to the work of this panel

- 3.1. Included in the draft budget and medium term financial strategy are savings proposals relating to the remit of this panel. These are listed at Appendix A. The panel is requested to provide and record its comments on these proposals, for submission to Scrutiny Board and then Cabinet.
- 3.2. In addition to commenting on these specific savings proposals, the panel may also request additional information or clarification in relation to the budget and medium term financial strategy. Any such requests will be noted separately, either for consideration by the panel at a future date, or for information to be forwarded to the panel members concerned.

4. Financial implications

- 4.1. The financial implications are discussed in the body of the report, and in the report to Cabinet.

[DK/29102014/M]

5. Legal implications

- 5.1. The legal implications are discussed in the report to Cabinet.

[RB/04112014/B]

6. Equalities implications

- 6.1. The equalities implications are discussed in the report to Cabinet.

7. Environmental implications

- 7.1. The environmental implications are discussed in the report to Cabinet.

8. Human resources implications

- 8.1. The human resources implications are discussed in the report to Cabinet.

9. Schedule of background papers

- 9.1 2015/16 Budget and Medium Term Financial Strategy 2015/16 – 2018/19, report to Cabinet, 22 October 2014

Updated June Savings Proposals by Cabinet Portfolio

Children and Families

Description of Saving	Directorate	2014/15 £000	2015/16 £000	Later Years £000
Children's Short Breaks administration	Community	19	19	-
Wolverhampton Youth Zone	Community	-	350	(150)
Special Educational Needs Reform Grant Efficiencies	Community	140	(140)	-
Looked After Children	Community	-	5,000	1,000
Commissioning – Bring forward 18/19 savings	Community	-	53	(53)
Additional Savings - The Haven	Community	-	84	-

October Savings Proposals by Cabinet Portfolio

Children and Families

Description of Saving	Directorate	2014/15 £000	2015/16 £000	Later Years £000
Children, Young People and Families Voluntary Redundancies.	Community	-	200	-
Review Workforce Need and Capabilities within the Safeguarding and Quality Service	Community	-	100	-

Updated June Savings Proposals by Cabinet Portfolio

Children and Families

Description of Saving	Directorate	2014/15 £000	2015/16 £000	Later Years £000
<p>Children's Short Breaks administration <u>Description:</u> This proposal is to review the role of the Short Breaks Co-ordinator post to determine if it is still required in its current format. The proposal will be based on a restructuring of commissioning responsibilities and a potential change in skill mix.</p>	Community	19	19	-
<p>Wolverhampton Youth Zone <u>Description:</u> The Council is proposing to reduce by 50% the revenue contribution for the Wolverhampton Youth Zone from £400,000 to £200,000 per annum. The Wolverhampton Youth Zone is an independent charity and not a service procured by the Council.</p>	Community	-	350	(150)
<p>Special Educational Needs Reform Grant Efficiencies <u>Description:</u> The city council received a grant from the Department of Education to support the implementation of the new Special Education Needs and Disabilities reforms introduced by the Children and Families Act 2014. The action plan that has been put in place to complete this work does not require the full allocation of the grant and so the surplus funds have been made available as a saving</p>	Community	140	(140)	-
<p>Looked After Children <u>Description:</u> The Families r First programme has replaced the previous Looked After Children (LAC) Transformation Plan as the strategic approach to reduce the numbers of children and young people in Wolverhampton currently looked</p>	Community	-	5,000	1,000

<p>after by the City Council. The programme pulls together a number of projects and workstreams under the partnership framework of:</p> <ul style="list-style-type: none"> • Targeted Intervention • Early Help Support • A Committed Partnership with all agencies. <p>The principles that underlie the programme include supporting all children to live safely within their families, offering help and support at the earliest point so that only the right children become looked after. Resources are being developed to enhance family support and ensure that where children do need to become looked after they are cared for within families where ever possible. It is envisaged this programme will in turn, reduce the numbers of Looked After Children within Wolverhampton.</p>				
<p>Commissioning – Bring forward 18/19 savings <u>Description:</u> Re-structure of Children's Commissioning team, which includes a reduction of 1 Full Time Equivalent (FTE) in the strategic commissioning function, 0.5 FTE reduction in Participation Officer resource and an increase of 0.6 FTE for the Placement Team.</p>	Community	-	53	(53)
<p>Additional Savings - The Haven <u>Description:</u> £272,000 reduction in The Haven Wolverhampton's (THW) annual contract value (see Financial Implications section below for how this relates to the £84,000 saving shown in the table). In order to realise these savings the capacity of the emergency and supported accommodation element of the service will reduce from 73 places to 50 places at any one time. The capacity of the floating support and Independent Domestic</p>	Community	-	84	-

Violence Advisers (IDVA) element of the service will remain the same. A full equality analysis is currently being written in partnership with THW				
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October Savings Proposals by Cabinet Portfolio

Children and Families

Description of Saving	Directorate	2014/15 £000	2015/16 £000	Later Years £000
<p>Children, Young People and Families Voluntary Redundancies</p> <p><u>Description:</u> Savings have been identified through Voluntary Redundancies across the service area. These have predominantly been a result of the implementation of the New Operating Model</p>	Community	-	200	-
<p>Review Workforce Need and Capabilities within the Safeguarding and Quality Service</p> <p><u>Description:</u> Undertake a review of the workforce within the Safeguarding and Quality service including Administration Officers and Independent Review Officers, with the intention of supporting the efficient delivery of Looked After Children (LAC) Review and Child Protection Conference Services that meet statutory requirements</p>	Community	-	100	-

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Updated June Savings Proposals by Cabinet Portfolio

Children and Families

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<p>Children's Short Breaks administration <u>Description:</u> This proposal is to review the role of the Short Breaks Co-ordinator post to determine if it is still required in its current format. The proposal will be based on a restructuring of commissioning responsibilities and a potential change in skill mix.</p>	Community	19	19	-
<p>Wolverhampton Youth Zone <u>Description:</u> The Council is proposing to reduce by 50% the revenue contribution for the Wolverhampton Youth Zone from £400,000 to £200,000 per annum. The Wolverhampton Youth Zone is an independent charity and not a service procured by the Council.</p>	Community	-	350	(150)
<p>Special Educational Needs Reform Grant Efficiencies <u>Description:</u> The city council received a grant from the Department of Education to support the implementation of the new Special Education Needs and Disabilities reforms introduced by the Children and Families Act 2014. The action plan that has been put in place to complete this work does not require the full allocation of the grant and so the surplus funds have been made available as a saving</p>	Community	140	(140)	-
<p>Looked After Children <u>Description:</u> The Families r First programme has replaced the previous Looked After Children (LAC) Transformation Plan as the strategic approach to reduce the numbers of children and young people in Wolverhampton currently looked</p>	Community	-	5,000	1,000

<p>after by the City Council. The programme pulls together a number of projects and workstreams under the partnership framework of:</p> <ul style="list-style-type: none"> • Targeted Intervention • Early Help Support • A Committed Partnership with all agencies. <p>The principles that underlie the programme include supporting all children to live safely within their families, offering help and support at the earliest point so that only the right children become looked after. Resources are being developed to enhance family support and ensure that where children do need to become looked after they are cared for within families where ever possible. It is envisaged this programme will in turn, reduce the numbers of Looked After Children within Wolverhampton.</p>				
<p>Commissioning – Bring forward 18/19 savings <u>Description:</u> Re-structure of Children's Commissioning team, which includes a reduction of 1 Full Time Equivalent (FTE) in the strategic commissioning function, 0.5 FTE reduction in Participation Officer resource and an increase of 0.6 FTE for the Placement Team.</p>	Community	-	53	(53)
<p>Additional Savings - The Haven <u>Description:</u> £272,000 reduction in The Haven Wolverhampton's (THW) annual contract value (see Financial Implications section below for how this relates to the £84,000 saving shown in the table). In order to realise these savings the capacity of the emergency and supported accommodation element of the service will reduce from 73 places to 50 places at any one time. The capacity of the floating support and Independent Domestic</p>	Community	-	84	-

Violence Advisers (IDVA) element of the service will remain the same. A full equality analysis is currently being written in partnership with THW				
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October Savings Proposals by Cabinet Portfolio

Children and Families

Description of Saving	Directorate	2014/15 £000	2015/16 £000	Later Years £000
<p>Children, Young People and Families Voluntary Redundancies</p> <p><u>Description:</u> Savings have been identified through Voluntary Redundancies across the service area. These have predominantly been a result of the implementation of the New Operating Model</p>	Community	-	200	-
<p>Review Workforce Need and Capabilities within the Safeguarding and Quality Service</p> <p><u>Description:</u> Undertake a review of the workforce within the Safeguarding and Quality service including Administration Officers and Independent Review Officers, with the intention of supporting the efficient delivery of Looked After Children (LAC) Review and Child Protection Conference Services that meet statutory requirements</p>	Community	-	100	-

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Children and Young People Scrutiny Panel

12 November 2014

Report title	The Office for Standards in Education, Children's Services and Skills (Ofsted) Inspection Outcomes (April – October 2014)	
Cabinet member with lead responsibility	Councillor Philip Page Schools, Skills and Learning	
Wards affected	All	
Accountable director	Tim Johnson, Education and Enterprise	
Originating service	Standards and Vulnerable Pupils	
Accountable employee(s)	Alexandra Chilcott	Head of Standards and Vulnerable Pupils
	Tel	01902 555275
	Email	alexandra.chilcott@wolverhampton.gov.uk
Report to be considered by	N/A	

Recommendation for action:

The Panel is recommended to:

1. Scrutinise the Ofsted inspection outcomes from April-October 2014 and the actions taken by the Council in response to individual school inspections reports.
2. Comment on the scope and effectiveness of the Council's response in securing the highest possible educational standards across all Wolverhampton schools.

1.0 Purpose

- 1.1 To inform the Children and Young People Scrutiny Panel of the Ofsted inspection outcomes from April-October 2014 and the actions taken by the council in response to individual school inspections
- 1.2 The Children and Young People Scrutiny Panel is invited to scrutinise the contents of the report and make any suggestions or recommendations that strengthen the council's ability to carry out its functions.

2.0 Background

- 2.1 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.
- 2.2 To ensure that the Children and Young Peoples Scrutiny Panel are fully informed of the council's positions with regard to the current cycle of section 5 of the Education Act 2005 inspections within the city's schools.
- 2.3 A summary of the inspection outcomes for the period 1.4.14 - 31.10.14 and analysis of the key findings are detailed in appendix 1.

3.0 Discussion

N/A

4.0 Financial implications

- 4.1 The cost of implementation and monitoring of the Local Authorities actions to challenge and support schools following inspection 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/30102014/B)

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.
(RB/30102014/O)

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

Copies of each schools full inspection report are available at:

www.ofsted.gov.uk/inspectionreports

11.0 References

N/A


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Ofsted Inspection Outcomes

1st April 2014 - 31st October 2014

- During this period 19 schools have been inspected; 1 infant school, 2 junior schools, 11 primary schools, 2 secondary schools, 2 special schools and 1 academy.
- Of these 19 inspections the following overall judgements were achieved;
 - 1 Outstanding
 - 12 Good
 - 5 Requires Improvement
 - 1 Special Measures
- 11 schools improved their overall judgement from their previous inspection, 6 maintained the same judgement and 2 were judged to be less effective than previously.
- The national rate of good or outstanding schools for period from 1st April to 30th June (only national data available) was 67% whilst 77% Wolverhampton schools with reports for this period were judged good or better.
- The Local Authority has had no Section 5 inspections as yet this academic year.

School	Date inspected	Previous Inspection Outcome	New Inspection Judgement	Key findings	Comments re: Local Authority	Actions taken by LA following Inspection
<p>West Park Primary School</p>	<p>29/4/14</p>	<p>Requires Improvement</p>	<p>Good</p>	<ul style="list-style-type: none"> • Pupils make good progress in the Early Years Foundation Stage and in Key Stage 1. • In Key Stage 2, pupils make at least good and sometimes outstanding progress. • Pupils who speak English as an additional language make outstanding progress. • Pupils' attainment in Key Stage 1 has improved rapidly this year. • In lessons, pupils with a broad range of abilities are given work that is hard enough for them and interests them. • Pupils enjoy their learning, and are given exciting materials to work with • Leaders and managers have improved teaching and pupils' performance through leading by example. Their lessons bring about outstanding pupil progress. • Governors work closely with the senior leaders so that 	<p>The local authority understands the demands placed on the school by having pupils who arrive partway through the school year and provides good support. They have been effective in supporting the school to understand its own strengths and weaknesses, and take action if there is a risk of teaching becoming less than good.</p>	<p>School is judged as good so no actions taken by LA beyond usual school improvement monitoring cycle for good or outstanding schools.</p>

				they know what is going on in the school. They take effective action quickly if there are risks of underperformance.		
<p style="text-align: center;">  Tettenhall Wood Special School </p>	4/6/14	Requires Improvement	Good	<ul style="list-style-type: none"> • Tettenhall Wood has undergone a transformation since its previous inspection. • The senior leadership team has been restructured and strengthened and a large number of new staff have been appointed. • Achievement is good as all pupils make good progress from very low starting points. • Pupils make good progress in their personal, social and behavioural development. • Progress in pupils' language and communication skills is good • Pupils have a positive attitude to learning and behaviour across the school is good. Pupils enjoy their learning and gain confidence and self-esteem in all they do. 	The school works closely with the local authority, with which it has good links. The senior leadership team has used these links to provide support for training, moderation of pupils' progress and their work in improving teaching.	School is judged as good so no actions taken by LA beyond usual school improvement monitoring cycle for good or outstanding schools.

17/6/14

Good

Requires
Improvement

- Not enough pupils make good progress from their individual starting points.
- The quality of teaching is not good. Too much requires improvement and too little is outstanding.
- Teachers do not always pitch work correctly for the different groups within their classes and this restricts progress.
- The school does not have a consistent and coherent whole-school approach to the teaching of reading. The teaching of reading has not been effective and in 2013, standards were low at the end of each Key Stage.
- The governing body are not clear about their role and responsibilities and have not been effective in ensuring that pupils receive a good education.

Prior to this school year, the local authority had not taken effective action to challenge or support school leaders with regard to the decline in standards in reading and low attainment in the Early Years Foundations Stage and Key Stage 1. However, since the acting head teacher raised concerns over pupils' achievement and the quality of teaching, the local authority has provided more effective support and challenge. The local authority has brokered support from a teaching school and from the head teacher of a successful local school, as well as training from advisers and specialist teachers. The school standards adviser visits regularly to check progress and

- Classified as a Category C school by the Local Authority so therefore receives the highest level of challenge and support from the LA.
- The school will receive 16.5 days Advisor time this academic year, which will include: data analysis, core head teachers meetings, 1 day review/half term & a full 2 day inspection/year.
- 6 weekly School Improvement Board Meetings chaired by Head of Standards to hold school leaders to account for improving standards.
- Outstanding Headteacher identified and commissioned to support the school 2 days/week.
- Warning letter issued to the school by the

					support school leaders and now knows the school well.	Local Authority on 22/9/14 in response to HMI Monitoring Visit.
Hill Avenue Primary School Page 27	17/6/14	Requires Improvement	Requires Improvement	<ul style="list-style-type: none"> • Achievement requires improvement because standards reached by pupils are lower than they should be from their various starting points. • The quality of teaching varies too much and this prevents pupils from making consistently good progress. • Attainment in writing is lower than in mathematics and reading because the teaching of writing varies too much in quality from year to year. • Marking is not always thorough and does not consistently give pupils enough guidance on how to improve their work or give them opportunities to respond to teachers' advice. • Governors have not been rigorous enough in monitoring and evaluating the performance of teachers so that they can make informed decisions about pay progression. 	Whilst the local authority has given support to the school, in particular helping the head teacher as she has made changes to teaching and implemented new systems, the impact on raising standards has been limited.	<ul style="list-style-type: none"> • Classified as a Category B2 school by the Local Authority so therefore receives the second highest level of challenge and support from the LA. • The school will receive 14.5 days Advisor time this academic year, which will include: data analysis, core head teachers meetings & 1 day review/half term. • Half termly School Improvement Board Meetings chaired by Head of Standards to hold school leaders to account for improving standards.

<p style="text-align: center;">Springdale Junior School</p> <p style="text-align: center;">Page 28</p>	<p style="text-align: center;">17/6/14</p>	<p style="text-align: center;">Requires Improvement</p>	<p style="text-align: center;">Good</p>	<ul style="list-style-type: none"> • Standards reached by pupils by the end of Year 6 have improved steadily since the previous inspection. Pupils currently in the school are achieving well. • Pupils make good progress through the school and the proportions making and exceeding the expected progress compare favourably with national figures. • The progress and attainment of pupils supported by pupil premium funding has improved. Gaps in their achievement have now closed. • The head teacher, governors and other senior leaders have high expectations of staff and pupils. They have made improvements to the quality of teaching and raised pupils' achievement. 	<p>The local authority provides effective support and challenge to senior leaders, although support for governance has not been as strong. A direct impact of this support has been an improvement in the challenge given to pupils in teachers' marking and feedback.</p>	<p>School is judged as good so no actions taken by LA beyond usual school improvement monitoring cycle for good or outstanding schools.</p>
<p style="text-align: center;">Woodfield Junior School</p>	<p style="text-align: center;">17/6/14</p>	<p style="text-align: center;">Requires Improvement</p>	<p style="text-align: center;">Requires Improvement</p>	<ul style="list-style-type: none"> • Leadership, management and teaching all require improvement so that pupils' behaviour and achievement can be improved. • Although the progress pupils 	<p>The local authority has provided relatively little support to the school because leadership and management of</p>	<ul style="list-style-type: none"> • Classified as a Category B1 school by the Local Authority so therefore receives a high level of challenge

Page 29				<p>make is in line with the national average, it is not yet good.</p> <ul style="list-style-type: none"> • Despite pupil premium pupils making better progress, the gaps in their attainment when compared to other pupils, are not closing quickly enough. • Teaching is not good because pupils do not always undertake activities that are matched to different ability groups, particularly in subjects other than English and mathematics 	<p>the school was judged good at its last inspection. The executive head teacher and governors spoke positively about the support they have received from the human resources department of the local authority</p>	<p>and support from the LA.</p> <ul style="list-style-type: none"> • The school will receive 8.5 days Advisor time this academic year, which will include: data analysis, core head teachers meetings, 1 day review/ term. • Termly School Improvement Board Meetings chaired by Head of Standards to hold school leaders to account for improving standards.
Deansfield Secondary School	18/6/14	Good	Special Measures	<ul style="list-style-type: none"> • Achievement at Key Stage 3 and mathematics is inadequate across the school. Too many students underachieve. • Recent improvements in attainment and progress in GCSE English and mathematics are not secure. Students with special educational needs on school action, and those eligible for the pupil premium and 'catch-up' funding, still make too little progress. • Teaching is inadequate. Too 	<p>The local authority has not provided effective support and challenge to help the school to tackle its weaknesses and to improve over time. A 'light-touch' support programme has been provided as the local authority's risk assessment, based on performance data, has not given rise to any concerns. The local authority's</p>	

				<p>much requires improvement. There is little outstanding teaching, particularly in mathematics.</p> <ul style="list-style-type: none"> • Teachers' assessments of students' progress at Key Stage 3 are not always accurate. Consequently, they do not always plan work which fills gaps in students' learning. Teachers do not give students sufficient guidance on how to improve their work. • Students do not receive their full entitlement to all subjects in the National Curriculum, or in religious education. • Leaders, including governors, have an overly positive view of the performance of the school and have not taken quick enough action to check on or improve teaching and achievement. 	<p>representative working with the school changed in September, with the current officer working with the school since then. The main focus of support has been in relation to the new building programme. The head teacher appreciated the support given by the local authority's human resources department in the staffing restructure that took place prior to the start of this academic year</p>	
<p>Moreton Community School</p>	<p>18/6/14</p>	<p>Requires Improvement</p>	<p>Good</p>	<ul style="list-style-type: none"> • Students make good progress from their low starting points. Disabled students, those with special educational needs and those for whom additional funding provides extra support make better progress than these 	<p>The local authority has provided an external review of the school's effectiveness which supported the school's leadership in its drive for</p>	<p>School is judged as good so no actions taken by LA beyond usual school improvement monitoring cycle for good or outstanding schools.</p>

				<p>groups nationally.</p> <ul style="list-style-type: none">• Students show great enjoyment of their learning and are often engrossed in the tasks set as a result of teachers providing tasks that are interesting, fun, and well matched to their ability.• Students behave well in lessons and are keen to do well. They are polite and courteous and welcoming to visitors. Warm relationships are evident between adults and students who say that they feel safe and well cared for.• The inspirational head teacher is well supported by his senior team. They are relentless in their drive to raise the quality of teaching, to improve students' progress and to ensure the well-being of all. Leaders have secured improvement in all aspects of the school's work since the previous inspection and have a strong capacity to improve further.	<p>improvement. Leaders voiced the opinion, however, that recent cuts in provision have reduced the capacity of the local authority to provide a consistent level of support.</p>	
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<p style="text-align: center;">Palmers Cross Primary School</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 32</p>	<p style="text-align: center;">18/6/14</p>	<p style="text-align: center;">Requires Improvement</p>	<p style="text-align: center;">Requires Improvement</p>	<ul style="list-style-type: none"> • Pupils' attainment is currently broadly in line with expected standards at the end of Key Stages 1 and 2. However, progress is inconsistent across year groups and different groups of pupils. • Teaching requires improvement as it is currently not consistently good or better. • The restructuring of staff responsibilities for different areas of the curriculum is at an early stage of development. The new leaders have not yet established effective systems to monitor pupils' progress and raise their achievement. 	<p>The local authority provides good support and challenge and this has helped the new head teacher to establish basic strategies and systems that will move the school forwards. The linked representative knows the school well and has a strong awareness of the achievement of pupils. He has also provided invaluable support to the emerging governing body and has helped them to start to effectively develop their skills and expertise.</p>	
<p style="text-align: center;">Rakegate Primary School</p>	<p style="text-align: center;">18/6/14</p>	<p style="text-align: center;">Requires Improvement</p>	<p style="text-align: center;">Good</p>	<ul style="list-style-type: none"> • Pupils achieve well. They make good progress from starting points that are below those seen nationally. • Standards at the end of Year 6 are above average in mathematics and writing. 	<p>The local authority has identified this school as an improving school and placed it in a 'light touch' category. Some elements of local authority</p>	<p>School is judged as good so no actions taken by LA beyond usual school improvement monitoring cycle for good or outstanding schools.</p>

				<ul style="list-style-type: none"> • Disabled pupils and those who have special educational needs make good progress and achieve well. Their needs are quickly identified and skilled support is put in place. • Teachers have high expectations of pupils' work and behaviour. Leaders regularly check teaching and take swift action to coach and train staff where this is needed • The head teacher is strongly supported by the deputy head and other senior leaders. They are driving improvements in teaching and achievement at a good pace. Staff are fully supportive of the direction and vision set for the school. • Governors play an important part in the life of the school. They provide a strong level of support and challenge to help to secure improvements. 	support have been stronger than others.	
St Thomas C of E primary School	18/6/14	Requires Improvement	Good	<ul style="list-style-type: none"> • Most teaching is at least good across the school. Teachers provide detailed, high-quality guidance to help pupils improve their work. • Pupils achieve well because 	The local authority has had minimal involvement in the school, classified as 'light touch' as it is a	School is judged as good so no actions taken by LA beyond usual school improvement monitoring cycle for good or

				<p>their teachers give them a high level of challenge and provide them with engaging lessons.</p> <ul style="list-style-type: none"> Boys achieve highly in mathematics and do well in reading and writing. Leaders, including governors, have ensured that good teaching and achievement have been sustained and improvements made. 	good school.	outstanding schools.
<p>Page 34</p> <p>Whitgreave Infants School</p>	18/6/14	Requires Improvement	Good	<ul style="list-style-type: none"> Pupils achieve well in reading, writing and mathematics from low starting points. They leave at the end of Year 2 well prepared for the next stage in their education. Pupils' progress and teaching across the school are good. Leaders and managers, supported well by the governors, have successfully raised attainment since last year. Staff are proud to be a part of the school, which they say 'puts children at the heart' of all that they do. Pupils enjoy coming to the school and attendance has improved since it was last inspected 	<p>The local authority has a good understanding of the school's strengths and areas for development. It has made good use of the assistant head teacher to support reading in a number of schools, and has looked to the head teacher to support leadership in another local school. It has supported the school effectively to make sure previous good performance has been sustained. Until recently the school had received termly</p>	<p>School is judged as good so no actions taken by LA beyond usual school improvement monitoring cycle for good or outstanding schools.</p>

				<ul style="list-style-type: none"> • The head teacher and staff are good role models to pupils in their conduct and interactions with one another. • Parents have no hesitation in sending their children to Whitgreave Infant School because they rightly believe it to be a 'nurturing environment' where their children are happy and make good progress. 	visits from a school improvement partner focused on achievement, self-evaluation and school improvement.	
<p>Page 35</p> <p>Bantock Primary School</p>	19/6/14	Requires Improvement	Requires Improvement	<ul style="list-style-type: none"> • Too few pupils reach the higher levels in reading, writing and mathematics because, until recently, not enough was expected of them by teachers. • Although teaching has improved this year, its quality is not yet consistent enough to make sure pupils achieve well. There is too little good or outstanding teaching. • The quality of marking varies from excellent to inadequate. Comments do not always provide clear enough guidance to help pupils improve their work. • Although senior leaders have provided secure interim arrangements during staffing changes, some subjects have not had permanent leaders to 	Although the local authority has recently appointed a new school improvement officer, who has quickly established a good working relationship with the head teacher, in the past it has not always provided effective support and or challenge the school sufficiently about pupils' attainment or low attendance. Leaders are using this new level of support to improve their checks on pupils' achievement and teaching quality.	

				monitor whether standards are high enough or whether pupils are making enough progress.	The governing body has found the central training for governors valuable and appreciated the local authority support in the appointment of a new head teacher.	
St Patricks Catholic Primary School Page 36	19/6/14	Requires Improvement	Good	<ul style="list-style-type: none"> •Decisive leadership, management and governance are ensuring good outcomes for all groups of pupils. •Teaching is good and is improving due to focused training, monitoring and coaching. •Pupils of all abilities make good progress and are well prepared for secondary school. •From a low baseline on entry to the Early Years Foundation Stage, children make a good start to learning. 	In spite of the reduced number of advisors, the local authority has provided good support and challenge to the school. Information about the school has been shared and the communication between advisors has been constructive.	School is judged as good so no actions taken by LA beyond usual school improvement monitoring cycle for good or outstanding schools.
Woodthorne Primary School	19/6/14	Requires Improvement	Good	<ul style="list-style-type: none"> •New leadership has been effective in driving school improvement since the previous inspection. •Better teaching means pupils' learning has improved so they now achieve well. •Attainment at the end of Year 6 has improved significantly and 	The local authority has made a significant contribution to this school's improvement because they responded quickly following the previous	School is judged as good so no actions taken by LA beyond usual school improvement monitoring cycle for good or outstanding schools.

Page 37				<p>is now above the national average in English and mathematics.</p> <ul style="list-style-type: none"> •As well as helping pupils learn basic skills in English and mathematics, teachers in Key Stages 1 and 2 give them lots of opportunity to practise and strengthen skills through applying them across a range of subjects. 	<p>inspection. They put in a new governing body with a knowledgeable Chair. Knowing the current head teacher could not start straight away, the local authority seconded an interim head teacher from a local outstanding school to ensure continuity. The current school improvement partner knows the school well. The support provided is good and has been an important factor in moving the school on.</p>	
<p>Mosley Park School (Academy)</p>	<p>25/6/14</p>	<p>Requires Improvement</p>	<p>Good</p>	<ul style="list-style-type: none"> •From low starting points, students make good progress. In 2013, the proportion of students achieving the equivalent of five GCSE passes at grades A* to C, including English and mathematics, was well above average. •Achievement in English is exceptional and amongst the very best nationally. Students are very well prepared for their 	<p>N/A</p>	<p>School is judged as good and is an academy so no actions taken by LA beyond usual school improvement monitoring cycle for academies.</p>

				<p>examination.</p> <ul style="list-style-type: none"> • Teachers have good subject knowledge and plan interesting activities which motivate students. • Marking helps students to achieve well because they receive regular advice on what needs to be done to improve their work. • Behaviour is good. Students have positive attitudes to learning and get on well with their teachers. In lessons, students are conscientious and take good care with the presentation of their work. 		
<p>Page 38</p> <p>Broadmeadow Nursery Schools (Special)</p>	<p>2/7/14</p>	<p>Good</p>	<p>Outstanding</p>	<ul style="list-style-type: none"> • The school has sustained its previous outstanding quality so that pupils continue to make excellent progress, particularly in developing their communication skills. • The home learning programme the school provides, helps to accelerate pupils' progress in their social and academic development. • Pupils make outstanding progress from low starting points over a short period of time. Children in the Early Years Foundation Stage get off to an excellent start. Pupils are 	<p>The local authority provides effective support for the school. It has provided specific literacy training for staff and has worked with senior leaders to verify the accuracy of their judgements to ensure their self-evaluation is rigorous.</p>	<p>School is judged as outstanding so no actions taken by LA beyond usual school improvement monitoring cycle for good or outstanding schools.</p>

				<p>well prepared prior to moving on to their next school. The overall trend is upwards for nearly all pupils.</p> <ul style="list-style-type: none"> •The leadership and management of the school are outstanding. Leaders at all levels work hard to bring about continuous improvements. For example, the creation of a 'child and family care co-ordinator' has strengthened links with families. 		
<p>Page 39</p> <p>Spring Vale Primary School</p>	8/7/14	Good	Good	<ul style="list-style-type: none"> •Children start in the Early Years Foundation Stage with skills below those typical for their age. They make good progress and are well prepared to enter Year 1. •In Years 1 to 6, pupils make good progress in reading, writing and mathematics. Achievement is good throughout the school. •Teaching is good because teachers think carefully about how to engage pupils in their learning. •Pupils enjoy coming to school. As a result, attendance is above average. Pupils take care and have pride in their work. 	<p>The local authority provides light touch support for this good school. The school is also involved in a local cluster of schools and provides support for other schools.</p>	<p>School is judged as good so no actions taken by LA beyond usual school improvement monitoring cycle for good or outstanding schools.</p>

				<ul style="list-style-type: none">• Teachers assess pupils' work well and use the information to set challenging tasks. This enables all pupils to make good progress.		
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Support Categories for Wolverhampton Schools

It is important for the Local Authority to consider how it groups schools with differing needs in order to proportionally justify targeting of finite support and resources (Judgements are based on the range of evidence available to the LA at the time of categorisation)

Categorisation	Rationale
<p style="text-align: center;">A</p> <p>Providing a good or better level of education</p>	<p><i>All/vast majority of the following apply:</i></p> <ul style="list-style-type: none"> • Judged good or outstanding by Ofsted at the last inspection • Judged securely good or outstanding by both the school and the LA and likely to be judged so at the schools next Ofsted inspection • School leaders and managers are accurate in their self-evaluation. • Pupil progress for English and mathematics for all groups is consistently above the national standards over the last 3 years. • In-year progress across all groups is consistently good or the gap is narrowing. • Almost all teaching overtime is good or better, with a small proportion requiring improvement. No inadequate teaching is evident. (If there is a very small proportion, this is being addressed effectively) • Behaviour is managed consistently well, all groups of pupils attend regularly and there are no or very few exclusions. • Provision for safeguarding meets all statutory requirements • Leadership and management at all levels particularly senior leaders, middle managers and governors consistently demonstrates effective processes and structures which have a good impact on pupils' achievement and behaviour. Provision for safeguarding meets requirements. • The school has highly successful strategies for engaging with parents. There are very few well founded concerns expressed by parents. • The school is effective in its outward facing links with other partners which contribute to and support school improvement processes. • Risk factors such as a newly appointed headteacher, high turnover of staff, a high number of NQTs and exceptional circumstances are considered.

<p>B1 Requires Improvement</p>	<p><i>Majority of the following apply:</i></p> <ul style="list-style-type: none"> • This category could include schools that have previously been judged good or outstanding at their last Ofsted inspection but are considered to be vulnerable at next inspection by the LA. • Judged as requiring improvement by Ofsted with Leadership and Management judged to be good and demonstrating good capacity to improve. • School leaders and managers are generally accurate in their self-evaluation. • Achievement shows a trend of improvement overall, although there may be some variability between one year and the next, and between different groups. • Attainment and progress is improving although data may show a variable picture over the last three years. • Pupil progress in English and mathematics is at, or above the national standards. • Pupil attainment is close to or at the national floor standard over the last three years. • The quality of teaching is improving and there is no inadequate teaching evident. (If there is a small proportion, this is being addressed effectively) • Behaviour is managed suitably or well, most groups of pupils attend regularly and there are few or a reducing number of exclusions. • Leadership and management at all levels particularly senior leaders, middle managers and governors are secure and improving which is leading to improvements in pupils' achievement and behaviour. • Provision for safeguarding meets requirements • Engagement with parents is secure and most parents express contentment with the school. • Outward facing links are increasing. School leaders are taking the opportunity to work with other schools in the network and beyond. • Risk factors such as a newly appointed head teacher, high turnover of staff, a high number of NQTs and exceptional circumstances are considered.
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<p>B2 Requires Improvement</p>	<p><i>Majority of the following apply:</i></p> <ul style="list-style-type: none"> • Leadership and management judged as requiring improvement at the last Ofsted inspection (grade 3) • The School and LA has identified areas of fragility within attainment & progress in specific subjects, with particular groups or in identified year groups. • Aspects of leadership and management, teaching and learning or behaviour and safety require improvement. • Achievement is variable or shows a downward trajectory over 3 years. • Pupil progress for English and mathematics is not consistently above the national standards over the last three years • The quality of teaching is not consistently good or better across the school and there may be some elements of inadequate teaching that is yet to be effectively tackled. • Behaviour is managed appropriately, most groups of pupils attend regularly and there are few or a reducing number of exclusions. • Provision for safeguarding meets requirements. • Leadership and management at all levels does not yet consistently demonstrate effective processes and structures, or accuracy in its self-evaluation. • The school is developing suitable strategies for engaging with parents. There are few well founded concerns expressed by parents. • The school does not fully participate in its outward facing links with other partners to contribute to or support their school improvement processes. • Risk factors such as a newly appointed head teacher, high turnover of staff, a high number of newly qualified teachers (NQT's) and exceptional circumstances are considered.
<p>C Serious Weakness or Special Measures</p>	<p><i>Any of the following apply:</i></p> <ul style="list-style-type: none"> • Judged as having serious weakness or requiring special measures by Ofsted. • Overall the School and LA judges that the quality of education to be inadequate. There are key aspects that require significant improvement. • Pupil progress is inadequate over the last three years in English and/or mathematics, and/or for different groups. • There is insufficient levels of good teaching over time to secure the good progress of pupils • The school's arrangements for safeguarding pupils do not meet statutory requirements and give cause for concern. The number of exclusions is high, or rising.

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| | <ul style="list-style-type: none">• Leadership and management does not consistently demonstrate effective processes and structures including the accuracy of self-evaluation.• Leaders and managers are not taking sufficiently effective steps towards securing good behaviour. Attendance is consistently low for all pupils or groups of pupils and shows little sign of improvement.• Leadership and management of the school particularly senior leaders, middle managers and governors may or may not have the capacity to make the necessary improvements in a timely manner.• The schools strategies for engaging parents are weak and parents have expressed little confidence in the school.• The school does not engage effectively in outward facing links with other partners to contribute to or support their school improvement. |
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Children and Young People Scrutiny Panel

12 November 2014

Report title	Fostering Recruitment Strategy Report	
Cabinet member with lead responsibility	Councillor Val Gibson	
Wards affected	All	
Accountable director	Sarah Norman, Community	
Originating service	Children Young People and Families	
Accountable employee(s)	Daphne Atkinson	Children Young People and Families Senior Consultant Social Worker
	Tel	01902 553070
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Report to be/has been considered by		

Recommendation(s) for action or decision:

The Panel is recommended to:

1. Scrutinise and comment on the Fostering Recruitment Strategy and Marketing Communication Action Plan.

The Panel is asked to note:

1. The Fostering Recruitment process which is outlined within the Fostering Strategy and Marketing and Communication Action Plan

1.0 Purpose

- 1.1 This report sets out the actions and strategies which will be employed to increase the provision of internal foster carers for Wolverhampton looked after children.
- 1.2 To inform the panel of plans to recruit and support foster carers for Wolverhampton City Council. The Fostering Recruitment Strategy, attached at appendix A, describes the work the fostering service has carried out and will continue to undertake to increase the number of foster families for looked after children and young people who might otherwise be placed in external provision

2.0 Background

- 2.1 Wolverhampton's sufficiency strategy sets out the plan to deliver improved outcomes for looked after children and achieve value for money in the delivery of placement services. Foster care placements has become a priority both nationally and locally not just as a result of the 'Sufficiency Duty' but also because research shows, that the needs of children and young people ,especially those with challenging behaviours, are best met in family situations.
- 2.2 As a result of the growth in the number of children coming into care, there has been a requirement for an increased number of foster care placements. This has meant that the recruitment of additional carers has been of even greater importance.
- 2.3 Nationally, there is a growing trend in high cost placements which has become increasingly financially challenging for local authorities. In the last financial year 2013/14 care placements, particularly specialist care placements, accounted for a significant proportion of Wolverhampton's Looked After Children budget.

The reasons for this increase relate to the needs of the care population, the costs of securing the right placement to meet individual needs, and external market forces. However, there is potential for Wolverhampton's looked after children population to stabilise and therefore reduce the need for such placements. This is because there are several strategic development taking place, for example, ' families r first'.

- 2.3 Wolverhampton has a varied range of internal care placement resources, but it struggles to provide placements for children aged 12 years and above and for short breaks for disabled children and young people with complex needs. For these reasons, it does have a high use of externally commissioned foster care placements. This balance needs to change. The Fostering Recruitment Strategy and Marketing Action Plan (see appendix A) outlines the measures we will employ to redress this.

3.0 Recruiting and retaining foster carers.

3.1 Recruiting and retaining foster carers is an on-going challenge for fostering services across the country and Wolverhampton City Council is no exception. Research indicates that there is an estimated national shortage of 10,000 foster families (Fostering Network 2013).

The fostering Service has a well-established pool of experienced and committed foster carers. However, Wolverhampton has a large group of carers aged over 55 years of age, equivalent to 25% of the carer population. This compares to the national average of 18%.

3.2 The responsibility for recruitment and assessment of foster carers returned to Wolverhampton's Fostering Service in 2013, following the de-commissioning arrangements with Five Rivers. As a result of good collaborative and partnership working with corporate marketing and communications colleagues and additional investment there is an expectation of achieving longer term savings. The Fostering Service has engaged in a programme of advertising in order to recruit foster cares.

3.3 Whilst the recruitment activity is positive, the retention of foster carers is less positive in 2013/14 than compared to 2012/13. The local authority lost 14 foster households in 2013/14 compared with a loss of seven foster households in 2012/13. The reasons for people ceasing to foster were, choosing to retire (due to reasons of age and/or health) a change in circumstance (relationship breakdown / change in job) or the adoption of a looked after child.

3.4 There is no such thing as a typical foster carer and they come from all sorts of social, racial, cultural and family situations. Whilst a marketing campaign can be targeted to adults within this there is a diverse range of audiences that any campaign would need to reach. Foster carers are mainly recruited through word of mouth and other foster carers. Although there is a view held amongst professionals that this is stimulated by advertisements.

3.5 Our target for recruiting foster carers has now been set at a challenging 40 households including Specialist Foster care. This is an increase of 15 households each year.

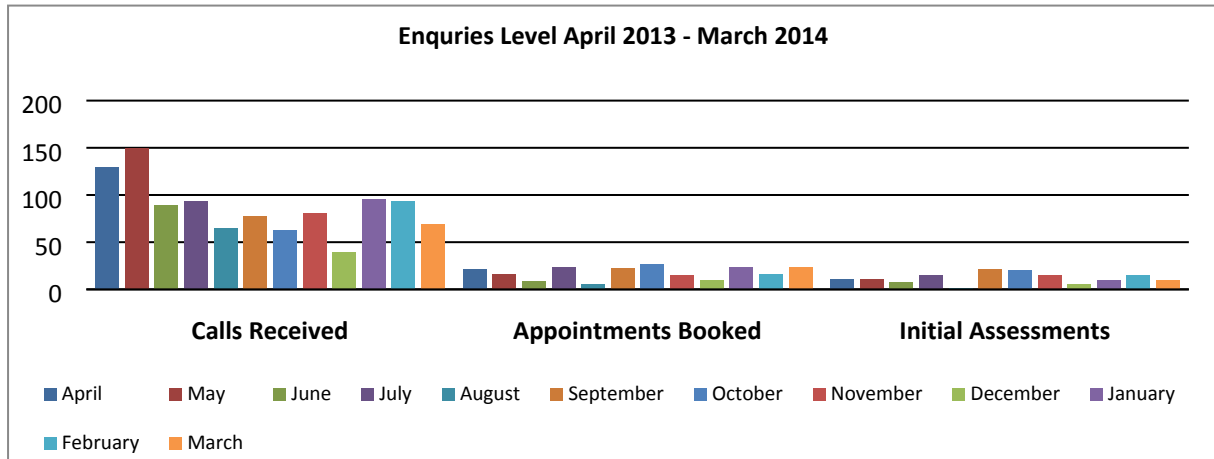
This is based on:

- The number of children requiring foster placements, during the period 2013/14.
- The number of foster carers de-registered during the period 2013/14 and the number of foster placements.
- The plan to recruit foster carers dedicated to providing short breaks fostering, or day placements.
- The plan to recruit specialist foster carers to provide placements for children presenting difficult behaviour, with the aim of reducing the need to place such children with external foster carers, or in residential provision.
- The need to be able to place sibling groups of three and four with in-house foster carers.

3.6 Steps from enquiry to recruitment

City Direct, manages all the initial enquiries relating to fostering for Wolverhampton. The service received a large volume of fostering enquiries and some were then converted into initial assessments.

The table below illustrates the level of enquiry, appointments and initial assessments from April 2013- March 2014.



- 3.7 Whilst marketing can generate the initial enquiries the recruitment process starts from the moment an enquiry is made to the Council. We are grateful for the services of City Direct staff who have managed the high volume of calls received regarding enquiries for fostering in Wolverhampton. Disappointingly, for all concerned, these calls have not translated into the number of visits expected based on the initial numbers of enquiries received with 55% of enquiries dropping out between the enquiry and the initial visit stage. This is clearly an area of concern and might be due in part to customer services officers who have limited background in children services, and might therefore find it difficult to drill down to more specific questions with the caller’s interest in wanting to foster, for example, their level of motivation. As a result some enquiries passed on to the Fostering Team have not been appropriate.
- 3.8 The fostering service have implemented a series of training sessions for City Direct staff and will continue to work closely with them to explore how we might better understand the reasons for the drop-out rate. This work will be in addition to providing additional training and regularly sharing of information
- 3.9 We are also currently exploring the use of a new recording resource ‘Sharepoint’. Sharepoint is a software platform which will enable us to capture and share better quality information in a timely manner. The support and skills of a foster carer is being used to follow up with a ‘soft call’ to enquiries when requested to do so by either fostering

workers or City Direct. In the event that these strategies do not prove to be successful, we may need to consider alternative ways of managing this.

4.0 Initial assessment stage

- 4.1 At the initial assessment stage potential foster care applicants would have received more detailed information. In addition, applicants would have an opportunity to talk to existing foster carers and have informal discussions with fostering staff to provide further clarity about the task and criteria.
- 4.2 The service has experienced a higher than usual drop-out rate at this stage. This has in part been due to the issues discussed above, and also the time taken to conduct visits might have meant some people may have lost interest. The new working model will give greater focus and there should be an improvement in the timeliness of assessments. This area of work is subject to monthly monitoring by the Consultant Social Worker responsible for the management and supervision of work. Management information and support Care First business objects processes will support this.
- 4.3 The continuity of social work input from initial contact through to approval will improve response times significantly. The service has seen a reduction in the average length of foster carer assessment process from eight to six and a half months, and the aim is to bring this down further to four and a half months. The full assessment normally takes place over six to eight sessions depending on the size of the household and complexity of the family. The quality assurance process involved in the assessment process should mean that there is a strong likelihood that panel will approve foster carers if a positive assessment is presented.
- 4.4 In July 2013 the Government introduced amendments to the Fostering Services Regulations, 2011. These amendments required fostering agencies to change the way in which prospective foster carers are assessed. This has been a lengthy process with checks, medicals, DBS, and assessments running at different stages. A new assessment model was introduced on 1 January 2014. However, it is still in the process of being imbedded to reflect the requirements of the new regulations.
- 4.5 As a result of this change all available resources are being used to maximise the opportunity of increasing placement choices. For example, the introduction of an expanded approval category to cover the age ranges of 0-18 years. This approach is well utilised throughout the voluntary and independent fostering sector to good effect.
- 4.6 The Fostering Service have worked well with our marketing colleagues and there has been a lot of investment in previous marketing campaigns, which has generated significant level of awareness and interest via enquiries, but didn't translate into tangible conversions. This suggests that marketing needs to be more targeted. Following recent discussions the focus of marketing and advertising will change to be more personalised with an emphasis on the welfare needs of children and messages about fostering. The new approach will stress the difference a positive family life could make to lives of looked after children.

4.7 This change in focus is largely due to the profiling of Wolverhampton foster carers using mosaic. This helps the marketing team to understand our target audience, their behaviours and lifestyle choices in greater detail. The findings revealed that the decision to foster is based on individuals' core values with the main motivating factor being their desire to make a difference and do the right thing. This information will be used to good effect. For examples, images of children featured on the council's website have been changed.

In addition, Marketing Officers, the Fostering Team, and foster families will have regular meetings so that they can evaluate the success of advertising campaigns, which will help inform future planning and service delivery.

4.8 The Fostering Service has been restructured to provide dedicated focus to recruitment and assessment, and a separate unit to provide support for foster carers following panel approval is a positive way forward. There has been a positive response within the foster care population to the changes. This has been evidenced by staff, the fostering panel, and by other colleagues. This is a positive indication for the Fostering Team, which could suggest that the improvements implemented in all areas are becoming assimilated.

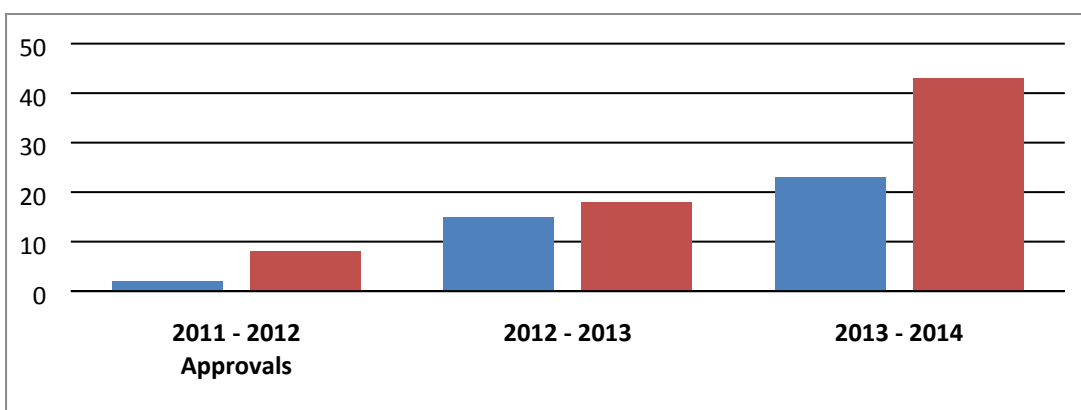
5.0 **New initiative**

5.1 The Fostering Network has selected Wolverhampton City fostering to be one of 11 local authorities to join in an innovative programme to recruit foster carers. This approach will commit Wolverhampton to adopt a new innovative way of recruiting foster carers for the next sixteen months.

6.0 **Activity of approvals as of 31 March 2014**

6.1 Mainstream or Short term foster carers, care for children and young people on a short term basis, until permanent plans are made for them. Therefore children and young people could be in placement for a few days, a few months or two to three years depending on the circumstances of their individual situations.

The table below illustrates the number of foster carer approvals for the last three years



- 6.2 The challenges faced in terms of achieving the target for approval this year amongst other factors, have in part been due to issues out of the service control. For example, Disclosure and Barring Service (DBS) checks were taking an average of three months to be returned. The DBS process and procedures sets out an expectation that checks will be returned within 60 days and it is not possible to chase or follow up enquires until after this time. Similar issues have arisen in respect of Agency Medical Adviser reports which have also been delayed due to an overall increase in workload associated with looked after children. These two issues resulted in a delay of foster care applications.
- 6.3 Following representation to the Looked after Children Health Steering group a decision was made to increase the resource of Consultant Paediatrician to support this area of work. There is now a half time additional Paediatrician in post to deal with fostering and adoption and children cases.
- 6.4 The target is to reduce the number of Independent Fostering Agencies (IFA's) placements. This is partly to be achieved by preventing further external placements through the use of local placements and to implement exit plans for a cohort of children whose care plans are either return home or permanence away from the birth family. There is currently a Social Work Unit expediting those care plans. Additionally, other options such as permanency placements through long term foster families are being positively progressed through the Children's Teams and the Fostering Team.
- 6.5 Permanency placements are a growth area which needs quite a lot of focus in order to expedite children's permanency plans through permanent fostering. There are currently 110 children with best interest decisions waiting for their plans to be secured. There is a great deal of commitment to delivering a changed approach to long term family finding for children in the care system. A new family finding process has been established through partnership working with the child's social worker, and the placements team, profiles of these children have featured in foster carer's newsletters for foster carers. This is in its early stages, but it is anticipated that, in identifying the children who are waiting for a family to existing foster families, connections and links will be made.
- 6.6 This is quite a lengthy process which mirrors that of the adoption process in securing permanency plans for children. To support the family finding activity for these children, and in particular those children aged 11 years and over, the Fostering Service needs to consider the possibility of the introduction of a new fee to foster carers who are able to make such a commitment. This will be reviewed as part of the general fostering review of fees and charges which is currently being explored. The service has a Fostering Support Worker who works with the child's social workers to finalise these plans, through to the fostering panel so that the children can be matched to appropriate carers.

7.0 Specialist, Remand Foster Care

7.1 The Fostering Service is seeking to expand the current in house provision to include placements that will care for children and young people who are remanded into the care of the Local Authority by the youth justice courts.

The provision would also include children and young people whose assessed needs and or behaviour means that they require higher level intervention or support. In this situation children and young people may either have had several placement breakdowns or be placed in residential or external placement provision. The latter includes expanding the service to include therapeutic services.

7.2 Placements can last between six and eighteen months. The programme will be supported by a multi- agency team which will include clinical and or educational psychologists, therapist, teachers, social workers and support workers. The team, including the foster carers, will be trained in social learning theory and provide a multi-dimensional intervention designed to create change in any domain of the young person's life assessed to be a contributing factor to the risk of social exclusion. These carers would be expected to be willing and able to give up work and care for children with particularly complex and challenging needs be these emotional, behavioural or physical. The possibility of carers being formally salaried will need to be considered in these circumstances. It is estimated that the cost of each Specialist Foster Carer will be approximately £600 per week, resulting in a total cost of £468,000 for the 15 specialist foster carers proposed.

7.3 To manage this area of work there will be a need to establish the Social Work unit which consist of:

- 1 x Consultant Social Worker
- 2 x Social Workers
- 2 x Family Support workers
- 1 x Therapeutic Care Expert/Therapist
- 1 x Teacher/'support teacher
- 1 x Unit Administrator

This resource will be funded particularly from the closure of the current in-house residential units. It is estimated that the cost of the Specialist Support team will be £319,000 per year.

8.0 Short Breaks/ Support Fostering or Day Fostering

8.1 Children using this scheme do not have to become 'Looked After' if the period of care is less than 24 hours, or they may be accessing short breaks, weekend breaks to give families a break. These are likely to be children with disabilities. Most of the carers who will provide this service will also be approved to provide other forms of foster care as well.

9.0 Fostering Network

- 9.1 Wolverhampton has been selected to be included in 'Fostering Futures' programme developed by The Fostering Network and ipower consulting Ltd from November 2014 to 2016. This will involve using different methods such as 'Cultural Values' approach in recruiting foster carers.

10.0 Retention of Foster Carers

- 10.1 The most recent 'Department of Education Recruitment and Retention of carers survey' 2012/13, shows that rather than a national shortage, the problem appears to be local shortages of foster carers in particular parts of the country; where there are particularly difficulties in carers been able to accommodate more than one and siblings groups of children. The survey states that nationally, in the same period there were 7,400 foster carers recruited but 4,800 were lost. Further, nationally 13% of foster carers resign or their approvals are terminated each year. The reasons given for this are varied. For some, it may be due to changes in personal circumstances, retirement due to the age of foster carers who on average are aged 50-55 years. For others resignation is not so amicable. Allegations, or lack of support, a breakdown in relationship with their own or the children's social worker, a lack of placements or not being treated as a professional are some of the reasons given by foster carers who leave.
- 10.1 Wolverhampton fares well in terms of the national picture with an 8.7% attrition rate. The survey noted that although pay is not generally stated as a motivator, Independent Fostering agencies with higher payments tended to have fewer recruitment problems. The current fee structure is being reviewed to ensure that it is 'fit for purpose' and that it rewards foster carers for the job they do. It is likely that fostering fees will increase in line with the job role.

11.0 Financial implications

- 11.1 The approved budget for 2014/15 for Fostering Recruitment is £24,000.
- 11.2 Given the proposed increased marketing activities, it is unlikely that this amount will be sufficient to cover the full cost and therefore, other budgets within the Looked after Children's Service will need to be identified in order to accommodate any increased pressures on this budget.
- 11.3 The review of foster carers fees and allowances will be the subject of a further report.
[NM/03112014/R]

12.0 Legal implications

In 2010 Statutory Guidance on the Children Act 1989 and Children and young Persons Act 2008 placed the 'Sufficiency Duty' upon local authorities to secure, so far as reasonably practicable, sufficient accommodation within the local area.

[RB/05112014/]

13.0 Equalities implications

13.1 We want to have continuous improvements in securing local foster placements for children from all backgrounds including those of ethnic minority communities, and disabled children and their families, to ensure equality of access to services for all Wolverhampton children who are looked after by the local authority.

14.0 Environmental implications

14.1 There are no known environmental implications arising from the recommendations in this report.

15.0 Human resources implications

15.1 The resources within the Fostering service will need to be strengthened especially in relation to the new creation of the Specialist foster carer provision. Social Workers and allied support personnel will need to be appointed.

16.0 Corporate landlord implications

16.1 There are no known corporate landlord implications. arising from the recommendations in this report.

17.0 Schedule of background papers

17.1 None

Appendix 1

Fostering Recruitment Strategy

1.0 Introduction

1.1 The Fostering Service is part of the Children, Young People and Families Service of Wolverhampton City Council. The Fostering service is committed to providing safe and professional foster care provision for Wolverhampton Looked After Children. To fulfil the complex tasks relating to the care of vulnerable children and young people, we will recruit foster carers who can meet the racial, cultural, linguistic and religious needs of Wolverhampton's Looked After Children.

2.0 Local Picture

2.1 With the current estimated national shortage of 10,000 foster carers (Fostering Network 2013), and the ever increasing number of children in care, Wolverhampton City Council, is not alone in facing a huge challenge in its recruitment and retention of foster carers. Since 2011, Wolverhampton has experienced a significant rise in the numbers of children and young people becoming looked after children and whilst most regional authorities have also experienced rising numbers, local factors have meant that our rise has been higher than most. The local picture for the council shows 783 children in care aged 0 to 18 years and 160 local authority fostering families. Like all other local authorities, this deficit has a direct impact upon the choice of placements Wolverhampton has for its looked after children, permanence planning, retention of foster carers and cost outcomes. Children who aren't placed with our in - house foster carers are placed with the various Independent Fostering Agencies (IFA's). The costs of these placements are often three or four times higher than the cost of local authority placements and for this reason foster carers can receive higher payments.

2.2 Currently, we have more children placed with carers through IFA's than in house foster carers because Wolverhampton City Council do not have the number of foster carers it needs to place all looked after children within its own foster placements. The split at this time shows around 45% of children with in house foster carers, and 64% with IFA's. With the current financial challenges the local authority is now experiencing, this way of working is simply not viable. Recruiting of in house foster carers is a corporate priority, and there are good reasons for this, not least to save money, but because we know that there are more benefits to children of being placed with local authority foster carers; such as more chance of keeping siblings together, keeping children within their community, the ability to control placement quality, and ability to support the status of foster carers who choose not to provide services for children that are resource rather than needs led. Other arrangements like the "Staying Put" arrangement, which allows young people who are 18 years old to remain with their current foster carers will also, have an impact on the availability of placements. Wolverhampton City Council currently supports 11 "Staying Put" arrangements. In addition there are another 12 Looked After Children placed in foster carers who will shortly turn 18 and are expected to remain in their placements. These placements will be with internal and external provision.

2.3 This recruitment strategy links to the objectives of the sufficiency strategy which includes provision of high quality and stable placements for children throughout their time spent in the care of the local authority. Furthermore, Wolverhampton is in a good

position to support the development and review of its fostering recruitment strategy as the council's vision is to deliver services in such a way that they continually improve children's lives. This overarching intent includes improving placement choices and terms and conditions for foster carers.

2.4 This strategy will play a key role in this and is instrumental in raising awareness of the council's need to recruit foster carer and our key messages behind this. This document focuses on the marketing and communications strategy for finding foster carers for children and young people, and explores using targeted and wider marketing activities to raise awareness with the aim of generating enquiries from the right people who are interested in becoming foster carers. It also identifies long term marketing and communications activities to maintain the momentum keeping our messages out in the public domain of local carers for local children.

3.0 Objectives of this Strategy are:

- To increase the number of mainstream foster carers
- To reduce the reliance on independent fostering agency placements
- To recruit Specialist/Remand foster carers for those children who are unable to live in a mainstream foster placements or, who are remanded to the care of the Local Authority.

4.0 Principles of the Recruitment Strategy

- Utilise previous recruitment experience as well as knowledge gained from research and from being part of a regional consortium to inform our recruitment campaigns.
- We recognise that our existing foster carers have a wealth of experience and skill to bring to the recruitment process and they will be involved in the recruitment, training and support of prospective carers.
- Prospective foster carers will receive a prompt response to their enquiries and be kept informed about the recruitment, training, assessment and approval processes.
- Early screening of prospective foster carers will seek to ensure that unsuitable applicants are excluded from full assessment and approval. The assessment of prospective foster carers will be prioritised according to their suitability to provide placements for the existing or forecast population of looked after children.
- The approval status of foster carers will be subject to regular review to ensure that a flexible resource is available to meet changing needs of looked after child in foster care. In particularly we require placements that can meet the needs of young people who may go missing from placements, who display challenging and often aggressive behaviour, who are non-school attenders and who may have difficulties with alcohol and substance-misuse.

5.0 Wolverhampton Demographics

Wolverhampton has a population of 250,970 and is proud of the richness of diversity that this encompasses, with 35% of its residents from Black and Ethnic Minority population.

The population is predicted to grow by 4% by 2021, with the aged 19 or below cohort expected to increase by 3.4%. In 2011 the population density of Wolverhampton had increased to 36 people per hectare (PPH), compared to 34 PPH in 2001¹

Life expectancy is lower than the England average and Wolverhampton ranks 20 out of 326 Local Authority areas in the Indices of Deprivation 2010.

The overall unemployment rate in Wolverhampton is 6.8%; the fourth highest; as compared to the national average of 3%. As at November 2013, Wolverhampton has the 5th highest youth unemployment rate out of the 326 Local Authority areas.

The median annual income of Wolverhampton residents is £23,908; and despite being the second highest in the Black Country; it is 12.6% less than the national average income (Ofsted Inspection 'Our Story' 2014).

6.0 Analysis of current looked after children population Children Looked After - At 31 March 2014:

- 783 children are being looked after by the Local Authority. This is an increase from 660 at 31 March 2013; equivalent to an 18.6% increase.
- 58 (8%) live in residential children's homes, of whom approximately 43% live out of the authority area.
- 3 live in residential special schools, all of whom live out of the authority area.
- 547 (79%) live with foster families, of whom 70.8% live out of the authority area.
- 55 children live with parents or persons with parental responsibility.
- 3 children are unaccompanied asylum-seeking children.
- 54% of LAC are in placements that are outside of Wolverhampton
- 106 (13.5%) of looked after children have a decision that they should be adopted; with 32 (30%) of those children currently being placed with their adoptive parents

In the last 12 months

- 329 children became looked after; of whom 27 (8%) had been previously looked after
- 205 children have ceased to be looked after.
- 30 children and young people have moved on to independent living.
- In the period 2013-14 Wolverhampton made 24.7 care applications per 10,000 children; significantly higher than the national figure of 9.2 care applications per 10,000 children. Wolverhampton has the highest rate of care applications nationally. (Ofsted Inspection 'Our Story' 2014).

7.0 Types of foster care provided

The fostering service provides a range of foster care placements which includes:

- **Short term /Temporary/Mainstream carers** provide short term placements for children young people whose care plans are to return to their birth family or to move on to permanency either through adoption or long term fostering
- **Shared Care /Respite placements** for disabled children and young people, to enable families to have a series of continuous planned short breaks

- **Permanent carers**, can makes a commitment to care for a child or young person until they reach the age of maturity eventually preparing young people for independence and adulthood.
- **Family and Friends carers** (Connected Persons) look after specific relatives or friends child or sibling group of children
- **Sibling Group carers** are approved to look after related children of two or more siblings (either permanent or temporary).
- **Mother and Baby Placements** are approved to cater for young parent and baby during their pregnancy and following the birth of the baby.
- **Emergency placements** for those children whose family are in crisis and need a safe place for a short period. These carers take children at very short notice rarely with the opportunity for introductions to take place. The above types are now encapsulated in an overarching 0-18 approval category of approval for all new Wolverhampton foster carers.

8.0 Specialist, Remand foster care

8.1 We are seeking to expand our in house provision to include placements which will care for children young people who are remanded into the care of the local authority by the youth justice courts, or whose assessed needs/behaviour means that they require higher level intervention/support and may either have had several placement breakdowns or be placed in residential or external placement provision. Placements can last between 6 and 18 months. The programme will be supported by a multi-agency team which will include clinical and educational psychologists, teachers, social workers and support workers. The team, including the foster carers, will be trained in social learning theory and provide a multi-dimensional intervention designed to create change in any domain of the young person's life assessed to be a contributing factor to the risk of social exclusion.

9.0 Support Fostering or Day Fostering

9.1 Children using this scheme do not have to become 'Looked After' if the period of care is less than 24 hours. This is a facility for the placement of children where it is not necessary for them to be cared for overnight. Most of the carers who will provide this service will also be approved to provide other forms of foster care as well.

10.0 Demographics of Wolverhampton City Foster Carers

10.1 The Service has a well-established pool of experienced and committed foster carers. 56% of Wolverhampton carers have been fostering for Wolverhampton for 5 years or more.

30 years plus	2%	(4)
25 – 30 years	2%	(3)
20 – 25 years	8%	(5)
15 – 20 years	9%	(16)
10 – 15 years	20%	(35)
05 – 10 years	20%	(36)
0 – 5 years	44%	(80)

10.2 These figures are broadly in line with national foster carer's figures, However we do have a large number of foster carers who are over 55 years of age, 25%, compared to the national average of 18%.

10.3 Currently Wolverhampton City Council has 169, (excluding family and friends foster carers), foster carers and approximately 200 places. There are 94 mainstream foster carers providing placements for 1 child, 38 carers approved for 2 children, 7 approved for 3 children. and 1 for 4 or more children. The remainder 48 provide placements for LAC who are relative or friend's family placements.

10.4 The current attrition rate of 13% this year also indicates that the number of recruitment for foster carers needs to increase significantly. The service balance between placing 0-12 in house and 12-17 in external provision needs to also shift. Therefore the aim of this strategy is to increase in- house fostering resources.

11.0 Identification of Targets for future Recruitment

11.1 Research suggest that as well as all the other factors described above and due to the continued increase in looked after population for local authorities, an increase of an additional 15% of fostering placements, should be added on the agency's agreed yearly recruitment target.

Total Placements = 40 in each year

This is based on:-

- The number of children requiring foster placements, including both new admissions and current LAC, during the period 04/13 - 03/14.
- The number of foster carers lost during the period 04/13 - 03/14 and the number of foster placements lost as a result.
- The plan to recruit foster carers dedicated to providing support fostering or day placements
- The plan to recruit specialist foster carers to provide placements for children presenting difficult behaviour, with the aim of reducing the need to place such children with external foster carers.
- The need to be able to place sibling groups of three and four with in-house foster carers.

12.0 The Recruitment and marketing activity

12.1 The recruitment of foster carers is a whole process, the marketing activity, which raises the awareness of the need for foster carers, forms just one part of that process. The recruitment activities need to be consistent, thus providing the 'drip-drip' effect. (Fostering Network 2012). This ensures that when people are ready to foster, that Wolverhampton City Council is their first choice. Research shows that on average, it can take a person between 18 months and 2 years to come to the decision that they want to foster, therefore it is important that there is a constant presence of fostering materials in various forms to encourage people to choose Wolverhampton City Council as their agency of choice. There are many ways that the awareness of the need for good quality foster carers can be raised, and since we have been recruiting in house we have utilised a number of approaches.

12.2 To raise the awareness:

- Meet and Greet for people to drop in to speak to the team and carers about fostering
- Publicity materials including pocket sized cards for wallets distributed during the events

- Radio advertising
- Advertising in the various venues around the city
- Advertising in Express and Star newspapers
- Advertising and leaflet stand in libraries across the city
- Advertising using the Council twitter account
- Uploaded Videos of 4 fostering families on the Council website and
- Facebook advertising
- Email Signature for council employees
- Targeted advertising in Midlands zone
- 'Tweetathon'

12.3 To encourage people to care for our children, especially those in the older age range we need to develop a number of one off initiatives to include:

- New images introduced on our publicity material to aid recruiting carers for teenagers and sibling groups.
- To widen the carer workforce to target more people from professional backgrounds
- Develop/ Revise information pack to give applicants a better understanding of what being a foster carer for children aged over 10 actually is.
- Production of a DVD, using Wolverhampton's own foster carers to talk about their experiences, focussing on the need for carers for older children
- Explore the managing of all initial enquires to be solely dealt with by a defined number of customer service workers, who have been trained and supported by the fostering team ensuring a professional and streamlined approach.
- Keeping on-line form enquirers access to the website live and updated
- Devise information to make people think about the spare room in their home, by discreet targeting of higher council tax bands postcodes within the city with a direct mail letter and flyer.
- Explore with Health and Education partners their establishment carrying posters /distributing literature
- Have a takeover Roundabout day where signs are placed throughout the city
- Explore the use of Yellow Pages
- Billboards at major junctions entering the city
- Window Vinyl's in empty shops across the city to display fostering messages
- Permanent signs outside council buildings
- Work with local councillors –provide script sheets and campaign materials to encourage them to spread the word at local events

12.4 Information giving:

- Continue to update the website regularly
- Review the information pack sent to all applicants
- Hold a series of information sessions throughout the year
- Ensure that the information pack is sent out within 24 hours of enquiry
- Provide a courtesy call after a week to follow up further with the applicant

12.5 The assessment process:

- Map out the recruitment and assessment process to identify any gaps
- Provide pre-approval training x 7 each year
- Utilise Black country consortium partnership as necessary to prevent applicants waiting

- Improve the customer journey by devising a set of informative leaflets, about the assessment process to aide customer understanding and satisfaction of the process.
- Conduct exit interviews of all drop out at IA and assessment stages
- Recruit to the permanent Consultant Social Worker post by December 2014
- Continue to deal with all fostering enquiries in the recruitment and assessment team once they are received from City Direct on a daily basis

13. Management Information

13.1 In order to meet the aims and objectives, management information will need to be provided to monitor the recruitment and retention of foster carers to ensure that any gaps in provision are resolved and the strategy is working. The analysis of this information will inform the on-going strategy.

The information needed regularly is as follows:

- Number of enquiries and where they have come from
- Timeline from enquiry to initial visits
- Number of initial visits carried out
- Timeline from initial visit to Preparatory training
- Number of assessments allocated
- Number of carers approved
- Number of carers terminated
- Number of children needing placements in-house and their ages, gender and ethnicity

13.2 Management Information has indicated that there are quiet times in the year where there are very few appointments booked. These times tend to be during the summer (July and August) and over Christmas (November and December).

Enquiries April 2013 the overall results to date in terms of overall enquiries and appointments booked are as follows:

Month	Calls Received	Appointments booked	Initial Assessments
April	130	21	11
May	150	16	11
June	89	09	10
July	93	04	06
August	65	06	02
September	78	13	09
October	63	07	06
November	81	05	01
December	39	10	05
January	96	24	10
February	94	16	15
March	69	24	10
Total	1.037	225	74

13.3 April May and June generate the most enquiries, as this is when the National Campaign 'Foster Care Fortnight' is, and a lot of media is generated at this time. .The

marketing activity is currently not recorded at the time of the enquiry, neither are the reasons applicants give for what made them contact Wolverhampton over the past 12 months. This aspect of management information which is critical is currently being developed.

14.0 The Drop-out Rate

This is an area that needs to be addressed going forward. Although the marketing campaigns generates huge amount of enquiries as can be shown from the above, there is a higher than expected drop out rate after the first enquiry to the Initial Assessment stage only 7.5% progressed on-wards. This can be for a variety of reasons, with people either ruling themselves out, or the fostering team ruling them out.

Tackling the drop-out rates:

- Refreshing scripts/key messages from the enquiry line
- Keeping people interested following the initial call- call them back /send out pack
- Review and refresh the information pack
- Interview those who did not go forward
- Call backs
- Review script used by City Direct/ have only 3 dedicated officers managing these calls
- Employ dedicated foster carers to take these calls

15.0 Retention of foster carers

15.1 There is evidence to show that foster carers rely upon the income they receive from fostering and over 61% of foster carers felt that money was an important factor of them becoming foster carers. Research also showed that there is widespread dissatisfaction amongst foster carers with the methods and details of their payments, for example, with the bureaucracy surrounding incidental expenditure, the lack of a retainer and loyalty rewards. It noted that foster carers working for independent fostering agencies receive better rates of pay and loyalty rewards, receive their payments on time and have access to accountants employed by the IFA's.

15.2 Furthermore it noted that IFA foster carers receive higher level of support through their supervising social workers contact and supervision than local authority foster carers, this is due to caseload of supervising social that are 4-11 compared to between 7 and 28 respectively. It is however noted that foster carers are more satisfied where they have regular visits and telephone contact from supervising social workers, where their children have an allocated social worker, where they receive full information regarding the child and where the child reviews were arranged on time. It noted that satisfied carers were also much more likely to take part in training.

Significantly, whilst the research illustrates the importance of financial payments and the way it was administered, it also showed that when given a choice only one in five carers (20%) chose higher payments, if that meant supervising social workers visits and other support from the organisation would be reduced.

Cost and Outcomes in Children Social Care. Messages from Research Beecham and Sinclair, Dfes (2007).

15.3 Currently, foster carers are not employed by Wolverhampton City Council and therefore do not have the same conditions of employment as employees of the city council. Therefore they do not receive regular salaries or sickness benefits, however Wolverhampton carers are allowed one week's paid respite holiday a year. They are nevertheless expected to maintain their households and family life at a standard that promotes the well-being of looked after children and to provide high quality child care. This includes actively supporting the child's education and leisure pursuits.

The way forward is to:

- Widen the foster carers' workforce beyond the traditional demographic, and include more people of professional backgrounds.
- Recruit and retain people with the motivation and potential to care for children with challenging needs and siblings groups.
- Encourage foster family friendly policies.
- Although not stated it is implied that foster carers who are paid a professional fee are considered to be full partners in the foster care endeavour. As such they are entitled to the same respect, access to information and expectations of confidentiality afforded between social work colleagues, and can be expected to conduct themselves in this manner.

(Recruiting and Retaining Foster Carers, the Government Perspectives. Department for Education and Skills (2014).

16.0 Implementation, Review and Evaluation

The strategy will be implemented by the Recruitment Team, which consists of a Consultant Social Worker and three recruitment social workers, and a marketing officer. This group will meet every other month and will be monitoring the action plan to ensure Wolverhampton continue to recruit good quality foster carers, and that the assessment process provides all applicants with all the information needed to ensure they are able and capable of carrying out the role of carer.

To ensure these stages remain relevant there is already in place:

- Evaluation following pre-approval training.
- We intend to build into the process evaluation following induction period.
- Face to Face interviews with the CSW following the assessment process. These evaluation stages will enable the Recruitment and Assessment Team to constantly monitor the quality and content of the recruitment assessment process and make changes (if necessary) at any point.
- Also to monitor the drop-out rate and obtain feedback from applications who do not proceed forward

17.0 Breakdown of Budgets allocation to specific activities (Marketing team to do)

The recruitment budget is set at around £26,000, and the identified recruitment activity for this year is expected to come from this budget.

Daphne Atkinson

September 2014

Fostering Recruitment Strategy – September 2014

Priority	Actions	Lead Officer	Timescale	Progress
<p>30 Form F assessments by 31st March 2015</p> <p>40 Form F assessments by 31st March 2016</p> <p>40 Form F assessments by 31st March 2017</p>	<p>Employ effective marketing and communication methods to raise the profile of the Fostering Service, building on the Wolverhampton brand. By creating and maintaining strong links with the media, Elected Members and communities, the fostering team will deliver recruitment campaigns that promote the many rewards to be gained from fostering.</p> <p>Consider Re-Branding of Fostering Recruitment – to include: Research into success of re-branding Meeting with communications team Sourcing images, straplines etc. Consultation Updating fostering information pack Re-printing of all publicity material</p>		<p>On-going</p> <p>September 2014</p>	<p>We have employed a number of methods throughout the year to raise the profile of Fostering for Wolverhampton children. Most recently during the Fostering fortnight 8th – 23rd May 2014 New messages to run from June 2014 “<i>Why choose Fostering for Wolverhampton?</i>”</p> <p>Working with Fostering network on recruitment. We are awaiting the outcome response from the Data Set exercise which is due at the end of September. 2014</p> <p>Meeting with Marketing took place Another one is scheduled for 16/9/14</p> <p>Training booked for September</p>

Priority	Actions	Lead Officer	Timescale	Progress
Page 65	Provide STF training to City Direct staff to increase knowledge of Fostering by			<p>We have received statistics from City Direct which show that since March 2014 and during the foster care fortnight, more calls have been received, than in the previous year.</p> <p>The most used channels were word of mouth, the council's website, the council tax flyer in March and the advertising campaign during April and May 2014.</p> <p>Appointments booked increased from 11 in March 2013 to 31 bookings in March 2014.</p> <p>To be discussed with marketing colleagues on the 16/9/14</p> <p>To be discussed with marketing colleagues on the 16/9/14</p> <p>We host 7 Skills to Foster training sessions throughout the year and there are additional days available</p>
	Advertising in the Express and Star and local Radio Website updates Social media marketing Monitor Marketing Advertisement against outcome for enquiries e.g. number, post codes and months of the year		September 2014	
	Accessing and using the MOSAIC system for target marketing		On-going	
	Review and update all Information packs		On-going	
	Create Business cards with fostering recruitment for employees to hand out. Revise the schedule of Preparatory Training course (STF) throughout year 2014/16 to ensure no applicant is waiting more than 2 months from enquiry for predatory training		On-going	

Priority	Actions	Lead Officer	Timescale	Progress
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 66</p>	<p>Utilise other BCC consortium training resource</p> <p>Target Ethnic minority groups more proactively by hosting information days at mosque, churches and temples</p> <p>Involve the Children council in recruitment of foster carers</p> <p>Arranging the distribution of posters and flyers around the City</p> <p>Billboard Advertising</p>		<p>September/on-going</p>	<p>throughout the Black Country Consortium if required</p> <p>We have a commissioning arrangement with 3 external providers. Our preferred provider, Core Asset, undertook 25 Form F assessments 2013/14. The contract is monitored by a Senior Management group on a quarterly basis and this is due to be reviewed in September 2014. The quality of the assessments are very robust and of good quality. The feedback from fostering panel also supports this view.</p> <p>There were 23 Foster carers approvals between April 2013 & March 2014 there are further 11 currently undertaking form F assessments</p> <p>Free radio advert – out on Friday 5th September 14 Re: Circulation for all learning and educational establishments in, Wolverhampton. To discuss CIC involvement with line manager Recruitment consultant social worker working on stats for this area of work</p>

Priority	Actions	Lead Officer	Timescale	Progress
<p style="text-align: center;">Page 67</p> <p>Medical capacity to complete Statutory requirements</p>	<p>Liaison with Health Steering to increase capacity of medical personnel</p> <p>1 x Consultant Social Worker 2 x Social Workers 2 x Family Support workers</p> <p>1 x Therapeutic Care Expert 1 x Teacher 1 x Unit Co-ordinator</p> <p>Implement a strategy to ensure sufficient numbers of specialist foster carer to be responsive to children with complex needs</p> <p>Explore the feasibility of the specialist foster carers directly being employed by Wolverhampton City Council.</p>		<p>On-going</p>	<p>Marketing to be discussed and arranged</p> <ul style="list-style-type: none"> Statutory checks and medicals do cause some delays in this process, which is outside of our control <p>Awaiting confirmation from senior managers</p>

Priority	Actions	Lead Officer	Timescale	Progress
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<p>A total of 15 Specialist Foster Carers by 31/03/17</p> <p>05 new Specialist foster carers between 1st November 2014-May 2015</p> <p>05 new Specialist foster carers between 1st May 2015-November 2015</p> <p style="text-align: center;">Page 68</p> <p>Establish a Social Work Unit comprising of</p> <p>1x Consultant Social Worker</p> <p>2 x Qualified Social Workers</p> <p>2 x Family Support Workers</p> <p>1 x Therapeutic Care Expert;</p> <p>1 x Teacher</p> <p>1 x Unit Coordinator</p>	<p>Recruitment of the Specialist Foster Care Support team to commences in October 2014 and that the support team comprises of:</p> <p>Establish Posts via Business Case and seek permission to advertise for post</p> <p>Recruit Agency Consultant social worker to post and team of social workers to post</p> <p>Recruit support staff</p> <p>Develop branding and marketing for this area of work</p> <p>Write job description and Personal Specification for the specialist foster carers roles and responsibilities</p> <p>Recruit first five foster carers</p> <p>Recruit second five foster carers</p>		<p>October 2014</p>	
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Priority	Actions	Lead Officer	Timescale	Progress
Page 69	Recruit final five foster carers			Initial exploratory meeting with marketing in June 2014
	Enhance Data base to capture the business needs of fostering recruitment strategy and annual marketing plan e.g. numbers of referrals, enquiries, number of assessments, and approved foster carers		October/November 2014	To work with marketing and recruitment team to formulate a marketing action plan for this area of work
	Introduce a friend financial incentive			Once the Consultant Social Worker is in place this area of work will be developed
	Review current carer's approval status with the view of them changing. To specialist foster carers		1 st November – May 2015	
	Sufficient Medical Advisor to ensure timeliness of Health Reports			
	Monitor Form F outcome at Fostering Panel.			
	Improve the timeliness of Form F Assessments to Panel			

Priority	Actions	Lead Officer	Timescale	Progress
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Page 70	<p>initial assessment process and reporting mechanism</p> <p>Ensure sufficient Skills to Foster Training throughout the year</p> <p>Obtaining a list of all carers approved for older age range. Discussing possibility of specialist with their supervising social worker Contacting carers to find out if they are interested</p> <p>Drafting foster carers agreement</p> <p>Seek expressions of interest from existing Wolverhampton City Council residential care staff</p> <p>Seek to target people who are looking for a career change – e.g. public sector (job losses)</p> <p>Spread the message about fostering in Wolverhampton by employing adverts on buses</p> <p>Develop a Retention Strategy which will focus on the benefits to carers of fostering</p>		<p>November 2014 – May 2015</p> <p>May 2015-November 2015</p> <p>On-going</p> <p>October 2014 – January 2015</p> <p>October 2014 – January 2015</p>	
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Priority	Actions	Lead Officer	Timescale	Progress
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Page 71	for Wolverhampton Council.		On-going	
	Utilise different approaches to increase the likelihood of coverage with a wider range of Wolverhampton, helping to ensure the wider public understand the basic issues about fostering, as well as specific target audiences being addressed, offering potential carers the information they require.		On-going	
	To generate at least 100 new enquiries by 2015 to achieve our target for Specialist recruitment		November 2014	
	To reduce the number of people who drop out after initial enquiry		November 2014	
	Invest to save marketing budget for marketing and recruitment		November 2014	
	Provision of additional social work posts to address the imbalance between ratio and workload		November 2014 – January 2015	

Priority	Actions	Lead Officer	Timescale	Progress
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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 72</p> <p>Enhance mainstream foster support care service to attract and retain high quality foster carers. The professional support for foster carers will need to be increased in order to provide an appropriate level of social work support</p> <p>Work to be undertaken to develop a financial reward scheme for foster carers as a strategy for recruiting and maintaining foster carers.</p> <p>Within the context of permanency planning</p>	<p>Complete the review of Fees and Allowances for carers</p> <p>Work with Elaine Callaghan/ CSW to translate Care Orders into SGO for those children placed in a permanent situation with LA foster carers</p> <p>Explore with local authority housing departments or housing associations the provision of larger properties with more than 3 bedrooms for foster carers who are approved for two or more children</p>		<p>July 2014</p> <p>November 2014 -On-going</p> <p>November 2014 - On-going</p> <p>November 2014 - On-going</p> <p>December 2014 – January 2015</p> <p>December 2014 – January 2015</p> <p>December 2014 – January 2015</p>	
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Priority	Actions	Lead Officer	Timescale	Progress
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<p>develop/adopt a position statement .on Special Guardianships Orders in relation to foster carers status as permanent carers and their on-going financial support</p> <p>Provision of accommodation to enable foster carers to have larger groups of children</p> <p>Page 73</p>			<p>December 2014 on-going</p> <p>On-going</p>	
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Priority	Actions	Lead Officer	Timescale	Progress
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Appendix 2: Fostering Communications Plan (Sept 14) DRAFT

- Research**
1. There's a significant amount of national and regional research available to help shape our recruitment and retention communication approach. In particular, this plan relies on two recent national reports:
 - The Childhood Wellbeing Centre's 2012 report 'Demographic characteristics of foster carers in the UK: motivations, barriers and messages for recruitment and retention
 - The Fostering Networks 2013 'Why foster carers care'.
 2. Regional research has involved discussions with the fostering communications network and other local authorities
 3. Local research includes quantitative information from the City Council's fostering service and a review of previous communication approaches
 4. Key points to shape our approach are:
 - Since 2011, Wolverhampton has seen a significant rise in looked after children (LAC) numbers. Currently (Sept 2014) there are 783 children in care aged 0 to 18 years and 160 local authority fostering families.
 - A significant amount of investment has been made in marketing over the last two years. This stimulated significant demand in terms of awareness and interest (call volumes) but didn't translate into leads and conversions. This suggests that marketing needs to be more targeted and importantly, that the service needs to be reviewed and process-mapped to ensure we are maximising opportunities
 - MOSAIC profiling of Wolverhampton foster carers identifies six key target profiles (see target audiences below). This broadly aligns to research undertaken by regional colleagues.
 - Key communication channels based on feedback from callers is word of mouth, digital
 - A notable proportion of foster carers have experience in the caring or childcare professions
 - The decision to foster is based on an individuals' core values
 - The main motivating factor cited by fosterers is their desire to make a difference and do the right thing. Financial gain is a secondary motivating factor
 - The Council is also introducing a new 'specialist foster carer' service which will require a specific, separate communications plan

- Objectives**
- Raise awareness of the rewards and benefits of fostering amongst key target audiences
 - Generate 120 viable enquiries a month (by web, phone or direct engagement):
 - between 1 October and 31 March 2015 (720 in total) to help recruit 30 new fosterers
 - between 1 April 2015 and 31 March 2016 (1440 in total) to help recruit X new fosterers

- Develop a customer-focused foster carer membership communications and engagement plan to support retention.

Strategy

- Under campaign brand name of 'You can make a difference' to personalise the appeal
- Continuous and sustained targeted communication activity for a three year period, augmented by campaign peaks in late Nov/early Dec (to tie in with the festive/family period) and May (to tie in with Fostering fortnight)
- Digital by design to ensure campaign is more targeted and easy for customers to use (need to make self-assessment form live)
- Value-based, demographic targeting
- Emotional appeal: creative design / marketing collateral to focus on the urgent welfare needs of the children and messages to stress the difference a positive family environment could make to them
- Involve foster carers throughout communication planning and delivery as key stakeholders and advocates
- Needs to focus on retention/membership communication / relationship marketing as well as recruitment. Focus on fosterers as 'customer' and move to a more 'customer orientated service
- Exploit use of better database management and the new CRM system that's being introduced in summer 2015
- Explore potential of regional collaboration to offer up new opportunities such as TV advertising
- NOTE: a specific communication plan will be developed for Special Foster Carers

Implementation

1. Target audiences:
 - a) Mosaic profiles:
 - Group M 'Family Basics': families with children who have limited budgets and can struggle to make ends meet (22%)
 - Group K 'Modest Traditions: Mature homeowners of value homes enjoying stable lifestyles (13.4%)
 - Group L 'Transient renters': Single people privately renting low cost homes for the short-term (11.34%)
 - Group H 'Aspiring homemakers': Younger households settling down in housing priced within their means (11.34%)
 - Group F 'Senior security': elderly people with assets who are enjoying a comfortable retirement (10.31%)
 - Group N 'Vintage value': Elderly people reliant on support to meet financial or practical ends (10.31%)
 - b) Activists / volunteers working for charities
 - c) Faith-based groups / volunteers
 - d) Retired / retiring police officers (NARPO)
 - e) Retired / retiring teachers

- f) Nurses
- g) GPs
- h) Fire officers
- i) Probation
- j) Council workers

2. *Key messages*

Need to resonate with the value-based motivation of the target audiences, perhaps a more emotive appeal focusing on how fosterers can help following the breakdown of family relationships and the destabilisation of children

- Could you care for a child in need?
- Want to give something back to your community and provide a caring, stable home for a local child in need?
- Do you have time, motivation and a spare bedroom to be able to care
- We are looking for people of all ages and backgrounds to be foster carers
- You'll receive professional support and training
- You could earn £20,000 a year

3. *Key Communication Channels:*

- Mosaic group M: Facebook, SMS/mobile, Twitter, email, post, landline
- Mosaic group L,H: Facebook, Twitter, Email, SMS
- Mosaic group N,K, F: post and landline
- Direct mail / print distribution
- Outdoor/indoor events programme led by the service and targeting key profiles, city events, supermarkets and including a monthly Fostering Friday event at the same place and same time to be able to connect the wider communication approach
- Telesales (check?)
- Digital: social media (Facebook - Wolverhampton Today, Twitter - @Wolvescouncil)
- Website - www.wolverhampton.gov.uk
- Radio awareness to create awareness during peak campaign bursts
- Publicity (local, regional press/broadcast media)
- Internal: City People / email

4. Who does what?:

- Lead spokesperson: Cllr Val Gibson, Cabinet Member for Children and Families
- Supporting spokespeople: Foster carers (to be identified)
- SEB lead: Sarah Norman
- Service lead: Alison Hinds
- Comms lead: Shelley Jones
- Celebrity video endorsement support: (to be identified): [Narinder Dhami](#), [Beverley Knight](#), [Denise Lewis](#), [Wolves connection Goldie?](#)

4. Budget / expenditure

- 14/15 - £20K total (£8K from service and £12K from corporate communication)
- 15/16 - £30K total (funding source to tbc)
- 16/17 - (funding source to tbc)

14/15 – split of core expenditure

- Oct/Nov - £2,000 (£1,000 x 2) on digital
- Dec – campaign burst - £10,000 (see appendix two for more detail)
- Jan/Feb/March - £3,000 (£1,000 x 3) on digital

15/16 – split of core expenditure

- April - £1,000 on digital
- May – campaign burst - £10,000 (see appendix two for more detail)
- Jun-Dec - £7,000 (£1,000 x 7) on digital
- Jan/Feb/March - £3,000 (£1,000 x 3) on digital

16/17 – split of expenditure

- As 15/16

5. Action Plan: see detailed campaign planner and action planning grid below at Appendix 1.

Evaluation**1. Recruitment**

- number of fostering enquiries generated by web or phone per month against target set
- social media return on engagement: measured by reach, likes and comments generated through our social media activity
- proportion of unique website visits translated into enquiries
- return on investment for social media advertising equivalent to £X for every enquiry generated
- return on investment for direct mail equivalent to £X for every enquiry generated
- coverage in local and regional media (tone of coverage, positive messages used and reach)

2. Retention

- Fosterers survey and specifically change in perceptions of support, pride, level of communication and engagement over time
- Attrition rate reduced

Appendix one: Campaign plan and detailed action plan

Campaign activity	Month										
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Facebook advertising											
Twitter (series of pre-programmed and spontaneous tweets)											
Direct mail to mosaic profiles											
Direct mail / digital communications to key carer groups											
Events programme (one event a week)											
Web homepage link to key content											

Detailed action plan	Owner	When	Done
Develop draft communication plan for review and feedback	IF	26/9/14	
Develop and sign off survey for Wolverhampton fosterers	IF/SJ		
Distribute fosterers survey with two week feedback window			
Agree budget for Facebook advertising with service			
Focus group with fosterers to discuss survey and comms plan approach			
Put together a database of key contacts, names, addresses, email and social media of all key target audiences			
Agree temporary design for Facebook advert promoting programme of events			
Liaise with service and customer services to define requirements for monthly reporting			
Agree plan of service outside events in key areas, to deliver at least one per week			
Begin Facebook advertising and monitor			
Present new creative concepts for the campaign			
Identify list of key carer group contacts and engage with them to access membership			
Revise the format of the how did you hear about us question asked by City Direct to get more detailed info on which channels used			
STRATEGY NEEDS TO BE OPERATIONALISED HERE			

Appendix two: Burst campaign activity plan

- Twitter – tweet everyday linking to unique content (tbc)
- Web carousel for entire campaign with three changeovers
- Post card distribution to MOSAIC profile areas (one each week of activity)
- Pre-planned events integrated into the overall offer but high penetration during the two weeks of burst
- City poster display sites for the two weeks
- Radio advertising for the two weeks
- Weekly media releases / publicity

Appendix three: Best practice creative concepts suggested by fostering network

The screenshot shows the homepage of the Warrington Fostering website. The header features the text "Warrington Fostering - Change a life! - Microsoft Internet Explorer provided by Wolverhampton City council" and the URL "http://warringtonfostering.co.uk/". The main navigation menu includes "Types Of Fostering", "Who can apply?", "Why Warrington?", "Our Children", "I'm interested", "News & Events", and "FAQS". The central banner features a purple background with a circular photo of a young girl with blonde hair. The text on the banner reads: "Changing lives in Warrington through **Fostering**", "My name is **TERRI**, I'm **16**. I want to train to be a **DESIGNER**.", "Fostering isn't just about putting a roof over a child's head, it's about giving them a loving home and a brighter future.", "Call or fill in our enquiry form to see how you could change a life...", "01925 444 100 Enquire Online", and "To foster for Warrington, you can be single, married, living together, working, unemployed or retired. Our weekly allowances range from £295 - £495 per week". The footer includes "Recent News & Events".

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Imagine the
difference you
could make

Foster
a smile



Appendix four: Foster carers engagement survey

Foster Carer Survey

1. What motivated you to become a foster carer? (please rank your top three reasons in order of importance on a scale of 1-3 where 1 is most important)

<i>The opportunity to earn extra income</i>	
<i>The opportunity to have a job which means I can work from home</i>	
<i>The opportunity to make a difference to a local child in need</i>	
<i>The opportunity to get experience for my preferred career</i>	
<i>Our children have grown up and we wanted to have children in the house again</i>	
<i>We're not able to have children of our own</i>	
<i>Fostering was recommended to me by another foster carer</i>	
<i>Other (please state)</i>	

2. How easy did you find the process of becoming a foster carer?
Very easy Easy Difficult Very difficult Don't know

Please give reasons for your answer:

3. Do you feel you are treated as a valued member of the Fostering for Wolverhampton team?
Always *Mostly* *Sometimes* *Never* *Don't know*

4. Are you given all the information you need when a child is placed with you?
Always *Mostly* *Sometimes* *Never* *Don't know*

5. If you answered sometimes or never, what additional information did you need about a child being placed with you?

6. Do you feel able to make decisions on behalf of the child in your care?
Always *Mostly* *Sometimes* *Never* *Don't know*

7. Is the training that we provide helpful?
Always *Mostly* *Sometimes* *Never* *Don't know*

8. Is there anything not covered in your training that you would like to see included?

9. How do you rate the support received from your social worker?
Excellent *Good* *Average* *Poor* *Don't know*

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Is there any additional support you would like? Please specify below:

10. How has the support you receive changed since you started fostering?

Better *Same* *Worse* *Don't know*

11. Which best describes the allowance you receive?

Covers all costs *Covers some costs* *Doesn't cover costs* *Don't know*

12. Is your total income from fostering fair?

Yes *No* *Don't know*

13. How well do you think children in your care are achieving academically?

Excellent *Good* *Average* *Poor* *Don't know*

14. Do you feel able to support children in your care with their education?

Yes *No* *Sometimes* *Don't know*

15. If you could change one thing about your fostering experience what would it be?

16. How do you think the public view the work of foster carers?

Excellent *Good* *Average* *Poor* *Don't know*

17. What is the best thing about fostering?

18. What is the worst thing about fostering?

19. Are you proud of being a foster carer?

Yes *No* *Don't know*

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20. How has your experience of fostering compared with your expectations?

Easier *The same as expected* *More difficult* *Don't know*

21. Have you found being a foster carer a rewarding experience?

Yes *No* *Don't know*

22. Would you recommend fostering to others?

Yes I have *Yes* *No* *Don't know*

Please give reasons for your answer:

23. Would you be prepared to help us to recruit more foster carers through events, information sessions, case studies etc?

Yes No Maybe Don't know

24. If we gave foster carers a financial incentive, would you be prepared to actively help us to recruit more foster carers?

Yes No Maybe Don't know

25. Do you have any ideas on how we can increase the number of foster families in Wolverhampton? Please outline below:

Page 87
About you

How long have you been a foster carer? _____

How many children have you fostered? _____

(use template from policy team for questions below)

Age

Gender

Postcode

Disability

Ethnicity

Sexuality

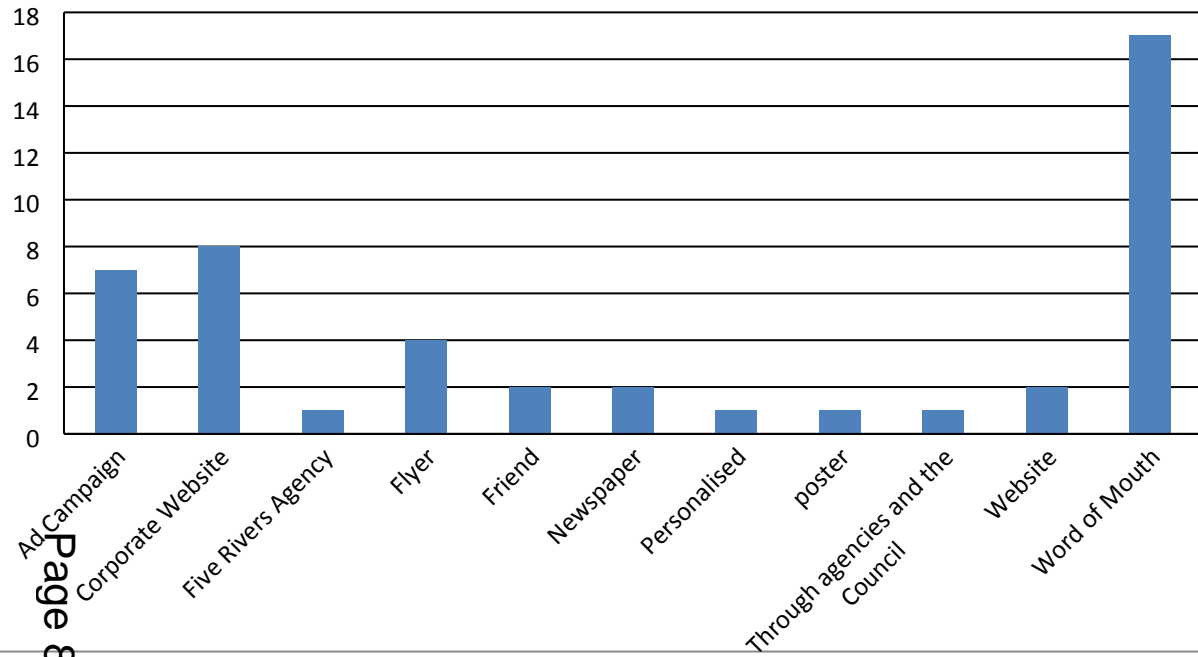
Religion

Profession

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Appendix three: how people find out about fostering

How did you hear about us?



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Children and Young People Scrutiny Panel

12 November 2014

Report Title The Licensing Authority and Safeguarding Children

Accountable Strategic Directors Tim Johnson
Education and Enterprise

Sarah Norman
Communities

Originating service Licensing Services

Accountable employee

Name	Colin Parr
Tel	01902 550105
Email	colin.parr@wolverhampton.gov.uk

Recommendation(s) for action or decision:

The Panel is recommended to:-

- (i) Note the regular engagement that has taken place between officers from Licensing Services and Safeguarding.
- (ii) Endorse the proposals that this work is formalised and expanded to include other regulatory functions through the establishment of the Regulatory Services and Safeguarding Forum.
- (iii) Receive a further report in 12 months regarding the outcomes of the group.

1.0 Purpose

- 1.1 To note the regular engagement that has taken place between officers from Licensing Services and Safeguarding.
- 1.2 To endorse the proposals that this work is formalised and expanded to include other regulatory functions through the establishment of the Regulatory Services and Safeguarding Forum.
- 1.3 Receive a further update report in 12 months detailing the work of the group.

2.0 Background and Context

- 2.1 Licensing Services issue a range of licences, consents and permissions to people and businesses covering a host of regulated activities. There are in excess of forty different licensing regimes delivered by the service.
- 2.2 These licensing functions cover a broad spectrum of activities and across the city individuals and businesses that are licensed will frequently come into contact with children.
- 2.2 Discussions with colleagues in Children's Safeguarding have identified the following areas of licensing that have the greatest potential for issues to arise relating to safeguarding children:
 - Licensing Act 2003 (alcohol, entertainment and late night refreshment licensing)
 - Taxis
 - Gambling Act 2005
 - Sex Establishment Licensing
 - Street Trading
- 2.3 Regular dialogue has taken place between colleagues in Licensing Services and Safeguarding for several years. Historically this has been on a case by case basis, however these meeting have increased in frequency over the last 12 months and it is now considered necessary to continue this work in a more formal context.
- 2.4 One factor that has highlighted the need to continue this on-going dialogue in a more formal context is the recent publication of the Jay Report regarding child sexual exploitation in Rotherham. The report detailed that taxi drivers played a 'prominent role' in the abuse of over 1,400 children.

3.0 Work to Date

- 3.1 As detailed above there has been a series of regular meetings between Licensing Services and Children's Safeguarding over the last 12 months.
- 3.2 These meetings have considered a number of issues relating to children's safeguarding and licensed businesses and persons. This has included the development of information

sharing protocols, guidance for businesses, a safeguarding input to specific cases and the integration of safeguarding issues into selection and recruitment for employees that will deal with licensed businesses.

- 3.3 This regular dialogue has allowed safeguarding to provide additional professional input to investigations regarding licensed persons and businesses where safeguarding concerns have been raised.
- 3.4 This input has supported the investigations into and subsequent revocation of two private hire drivers licences.

4.0 Development of the Regulatory Services and Safeguarding Forum

- 4.1 It is proposed to formalise the work detailed above through the establishment of the Regulatory Services and Safeguarding Forum.
- 4.2 The forum will expand the scope of the work that has taken place to date to include any potential child or adult safeguarding issues from across all areas of Regulatory Services, not just those associated with the Licensing Authority.
- 4.3 The membership of the forum will be as follows:
- Chair: currently the Licensing Manager, however this will be delegated to one of the Regulatory Service's Service Leads
 - The Local Authority Designated Officer for Children's Safeguarding
 - Section Leader, Licensing Services
 - Regulatory Services (Commercial) representative
 - Regulatory Services (Residential) representative
 - Child Employment Officer

Other employees/agencies will be invited to the group as appropriate such as those involved in Home to School contracts and the Police.

- 4.4 The forum will develop terms of reference, but the primary ambitions of the group will be as follows:
- To continuously develop and improve local protocols that enable the swift exchange of information regarding regulated persons and businesses where there are safeguarding concerns between Regulatory Services, Safeguarding and other enforcement agencies.
 - To develop protocols with neighbouring authorities to allow the exchange of information regarding regulated persons or businesses where there are safeguarding concerns.
 - To further integrate safeguarding awareness across the Regulatory Services staff group.

- To educate and inform regulated businesses and persons of safeguarding awareness and establish channels for concerns to be raised.
- To jointly lobby national Government on issues of concern.

4.5 The final point is currently pertinent as the Government's Deregulation Bill is progressing through the House of Lords at present. The Bill contains several clauses regarding taxi licensing. Recently the Government dropped one of these proposals but further clauses which, if approved, remain in the Bill. These clauses will reduce the frequency of checks on drivers and allow vehicles from other areas to pick up fares booked through Wolverhampton licensed operators. If introduced, these changes will significantly erode local control over the taxi trade. There has been no formal consultation directly with licensing authorities regarding these proposals and they are of great concern. It is proposed that the forum will draft a letter to be sent jointly from the relevant portfolio holders to the Government to express these concerns.

4.6 An update report will be presented to this Panel in 12 months detailing the work of the forum.

5.0 Financial implications

5.1 There are no direct financial implications from this report for the Council.
[MF/30102014/I].

6.0 Legal implications

6.1 There are no direct legal implications arising from this report.
[RB/03112014/U]

7.0 Equalities Implications

7.1 The Public Sector Equality Duty of the Equality Act places a responsibility on the Council to pay due regards to any policies, procedures and decisions it makes. This has been considered and there are no equality concerns arising from this report.