THE CITY AND COUNTY OF CARDIFF **AGENDA ITEM**:
CYNGOR DINAS CAERDYDD

CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE:

9th December 2014

CORRESPONDENCE UPDATE – INFORMATION REPORT

Background

1. Following most Committee meetings, the Chair writes a letter to the relevant Cabinet Member or Officer, summing up the Committee's comments and recommendations regarding the issues considered during that meeting.

Issues

2. The key points raised in the Committee's letter are taken from the way forward discussion at the end of each meeting and captured in the minutes of the meetings. Responses are evidenced in future reports or copied to Members if specifically requested. A summary of all letters sent and responses received is attached at **Appendix A** together with an indication of whether the consideration of the issues resulted in any further action being required. Also attached at **Appendix B** is a copy of all correspondence sent and all responses received since the Committee's meeting in June 2014.

Legal Implications

3. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the

Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

4. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to note the content of the letters contained in the appendices.

MARIE ROSENTHAL
County Clerk and Monitoring Officer
2 December 2014

Children and Young People Scrutiny Committee
Correspondence Report summary 2014 - 15

Committee date	Recipient	Subject and Information requested	Response Required	Response date	Response received	Future Action
10 June 2014	Cllr Magill	Education Directorate's Delivery Plan	Requests for information on vacant posts Minutes of consortium meetings Inset training	15 October 2014	Provision of all information requested	Further scrutiny of Consortium in November 2014
8 July 2014	Cllr Magill	County Hall Nursery	No formal response required. Cabinet to consider contents of letter at their meeting.			
9 September 2014	Cllr Lent	Children's Service Performance report	Copy of action plan to deal with high level of outstanding initial assessments Reasons for delay in recruiting Personal Advisors	17 September 2014	Action plan and progress to be reported in early 2015 Details of recruitment provided in letter	Report to be presented in early 2015
		Payments by results	Further updates prior to implementation		No response required	Report to be presented prior to implementation

Committee date	Recipient	Subject and Information requested	Response Required	Response date	Response received	Future Action
9 September 2014	Cllr Magill	Provisional Cardiff School Results 2014	No formal response required			More detailed report in January 2015
7 October 2014	Cllr Magill	Estyn recommendations Budget monitoring School Balances	Clarification of separate roles of Education and the consortium Details of the Education establishment		Consortium provided information at Committee in November	
7 October 2014	Cllr Lent	CSSIW Inspection Budget Monitoring	Copy of Action Plan to address CSSIW concerns Briefing Report on initiatives to address overspend	26 November 2014	Actions will be identified in future business plan Will be reported alongside the Business plan in March	Safeguarding comment to be in Q3 report Further reports to Committee
11 November 2014	Cllr Lent	Youth Offending Service Annual Report	No formal response required			
11 November 2014	Cllr Magill	Estyn Recommendation progress report	Actions to address the deterioration of 2 performance indicators			
13 November 2014	Cllr Lent	Children's Services Referrals investigation	Response to Members Recommendations			

Inquiry Letters

Outcome Letter date	Recipient	Subject of Investigation	Key Findings and Recommendations	Response date	Response received	Future Action
20 November 2014	Cllr Lent	Children's Services Referrals	Children's Services Contacts and Referrals Multi-agency safeguarding Hub Social Worker workload Preventative Strategy			
1 December 2014	Cllr Magill	Recruitment and Appointment of Local Authority School Governors	Cardiff's Recruitment and Appointment Process School Governing Bodies must have the appropriate Skills Ward Councillors Role of Governors			

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My Ref: Scrutiny/Correspondence/PK

24 June 2014

Councillor Julia Magill
Cabinet Member - Education and Skills
County Hall
Atlantic Wharf
CARDIFF
CF10 4UW

Dear Julia

I was sorry that you were not able to attend Committee on 10 June, but was pleased to welcome Nick Batchelar to present the Education Directorate's Delivery Plan for 2014/15, and Hannah Woodhouse as newly appointed Managing Director of the South Central Education Consortium to present the Consortium's Business Plan and explain its linkages to Nick's plan.

You will be aware that this was my first meeting as Chair, and the first meeting of two other Committee Members. I have arranged for the Estyn Action Plan and the recent OECD report on *Improving Schools In Wales: An OECD Perspective* to be re-circulated to Members, and as Chair I will be seeking to focus strongly during the year on Schools' performance to support the priorities contained within the Estyn Action Plan.

Nick's evidence was helpful in advising Committee of issues and areas for scrutiny that may be of benefit to you during the year ahead. His introduction clearly outlined the links in his delivery plan between the Estyn Action Plan, Education Delivery Plan and the budgetary challenges facing the Directorate this year. I will be grateful if you can pass on Committee's thanks to Nick for this.

It was also helpful to commence discussion and dialogue with Hannah about the Committee's opportunities to support school improvement in Cardiff. Members could also clearly understand the Consortium's priorities from the Business Plan she presented. You will see below some thoughts about how Committee would like to develop this relationship.

The comments, observations and requests for information below summarise the main points discussed at the Way Forward, which Members hope will be of mutual assistance in developing constructive challenge of schools' performance for the year ahead.

Consortium business model and relationship with Cardiff Council

Members gathered from both Nick and Hannah's evidence that the relationship between Cardiff and the Consortium is a hybrid between a commissioning model and joint service delivery operating in a monopoly market, with Cardiff providing 33% of

We would hope that this discussion would achieve a shared understanding of the overall objectives, purpose and detailed dynamics of this Committee's scrutiny of the Consortium, and the detailed dynamics of how this would happen.

I hope that the sections of the Joint Scrutiny Committee funding bid that I have attached will help to scope out some of the landscape in terms of the suggested aims, objectives, purpose and topics of scrutiny, the nature and frequency with which it should be undertaken and the roles and responsibilities involved etc. It would be helpful if you and Nick could give your feedback on these at the meeting which I will ask our Scrutiny Officer Martyn Hutchings to arrange.

Appointment to Key Consortium and Schools Posts

Members found it encouraging and refreshing to hear Hannah's candour in describing the failings of some of the early appointments to System Leader and management posts within the Consortium, and were pleased that some clarity could now be provided through the new role of School Challenge Advisors (SCAs). We will be interested to return to this subject to consider the impact that SCAs are making, for instance in fostering the steady progress of School Improvement Groups and in ensuring that schools wisely use any Pupil Deprivation Grant income they receive.

For now, however, while understanding and agreeing in principle with the benefits of appointing existing heads / practitioners rather than officials / bureaucrats into these roles (and hearing Nick express his comfort at a relatively manageable current level of vacant head teacher posts), Committee would appreciate your assurance that this practice will not leach out talent from school settings and weaken actual delivery and leadership in schools.

The Role of School Governors

Members were pleased to see in the Delivery Plan a commitment to improving local governance in schools backed up with an evident commitment from Nick that this is right at the top of his priorities. It is clear that there is work to be done to support the challenging unpaid role of a school governor, and that much of Cardiff's future success is contingent on ensuring that appropriately skilled volunteers can be encouraged to fill governor posts. School governor training also has to be kept up to date and governors kept well informed about initiatives being undertaken within Cardiff and the region to support school improvement. It's also important that they are provided with good support, communication and practical challenge tools by heads and the LEA to discharge their responsibility for their school's academic and organisational success.

Although we have not yet discussed in detail or agreed our work programme for 2014/15, Members began sharing at our meeting a view that this area might lend itself as a potential short scrutiny or task and finish area. We will talk to you about this at our forthcoming work programming forum, but will be grateful if you could give some initial consideration to this now – so that when we meet we can be clear as to

whether such work might be of genuine assistance, and what specific areas might deliver the maximum value.

Miscellaneous Requests for Information

- A Member asked for details of the 618 vacant posts in Education Directorate. Committee were reassured to hear from Nick that these were not likely to have been teaching posts, but as it is a quite significant number I will be grateful if Nick can provide Martyn Hutchings with a brief outline of how this figure breaks down across functions in his Directorate, and how he is managing any capacity issues stemming from this level of vacancies.

- I will also be grateful if you can provide brief details of the level of INSET training provided to teachers supplied to the Council by New Directions, and whether agency teachers are mandated or paid to attend such training.

In conclusion, I and Committee Members are looking forward to developing a very productive relationship with you to ensure that the Council is able to deliver its ambitions for Cardiff's schools and education, and wish to play our important role to the best of our capacity and abilities.

Yours sincerely

COUNTY COUNCILLOR RICHARD COOK
Chairperson – Children and Young People Scrutiny Committee

CC: Nick Batchelar

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Your Ref / Eich Ref: CM27852

Date / Dyddiad: 15 October 2014

Councillor Richard Cook
Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear / Annwyl Richard

RE: Children & Young People Scrutiny - Education Directorate's Delivery Plan

Thank you for your letter dated 24th June, 2014 which refers to the Committee Meeting on 10th June attended by Nick Batchelar and Hannah Woodhouse. I value your assurance that you will be seeking to focus strongly during this year on schools' performance to support the priorities in the Estyn Action Plan.

Scrutiny and accountability of the Consortium

I am pleased to note that your Committee Meeting on November 11th will be attended again by Hannah Woodhouse in order to provide an opportunity for scrutiny of the Consortium's work and its relationship with the Council.

As requested I attach minutes of the last three meetings of the Joint Executive Committee, and a paper presented to the Joint Executive Committee on 30th September 2014 on Governance and Accountability, which included a pictorial representation of these arrangements.

Appointments to Key Consortium and School Posts

Hannah Woodhouse briefed the Committee on appointments which have been made to the new structures in the Consortium. You asked for assurance that the emphasis on system leadership being drawn from current practitioners will not leach out talent from schools, and I am happy to provide this. Any appointments of serving heads to future roles within the Consortium are made in consultation with the respective Local Authority Director. Informal roles, such as School Improvement Group Co-ordinators similarly are supported only against an assessment of capacity in the relevant school. When Mel Ainscow addressed your Committee earlier in the year I recall that he made the point that there is strong evidence that school partnerships are mutually beneficial, including where the partnership is focused around a school with evidently stronger practice providing support to help another improve.

The Role of School Governors

I appreciate your recognition of the vital role that Governors play, and welcome your Committee's continuing interest in this. The Director, in conjunction with the Consortium, has commissioned an assessment of governor support in relation to Local Authority and Consortium roles from Governors Wales and the implications of this report are currently being considered by the Consortium and the five Local Authorities.

Miscellaneous Request for Information

Vacant Posts

The 618 vacant posts reported in Quarter 1 related to centrally based, not school based, posts. This figure contained a wide variety of posts across the whole of the directorate, a number of which had not been occupied for some time and which should have been deleted from the establishment.

Since the production of the Quarter 1 report, work has been undertaken to ensure that the vacant posts are those that the directorate may wish to recruit to. This includes a number of posts in the Catering and Cleaning service, which is an area of high turnover of staff.

Whilst the significant majority of the 618 vacant posts have been, or are in the process of being removed from the establishment, I confirm that I any residual capacity issues are being managed. One vacancy in the directorate at the present time is the Senior Achievement Leader (School Standards). This is a new post, created as part of the new management team. Arrangements are being made to appoint to this post on an interim basis.

INSET training

New Directions have provided the briefing below on their current provision of training for staff they employ:

Current Training Offerings for Candidates

New Directions have in the past offered a number of courses for our candidates based on the demand of the schools, which allowed them to take part as required, but with no mandated process. Recently, New Directions have made changes to the candidate training process and have implemented the following mandated and desirable training offerings:

Course/School	***Primary***	***Secondary***	***SEN***	***Remarks***
Team Teach			*x*	*Compulsory for SEN but desirable for primary and secondary. This training is carried out during term breaks as a priority. As this training is only done on a face to face method, not all candidates will be trained, but we are currently in a Team Teach drive to close this gap.*
Safeguarding	*x*	*x*	*x*	*Compulsory at Awareness level*

				which is completed on induction, while the Level 1 is completed within 4 months of joining the company
Manual Handling	x		x	*Desirable but is often mandated for many SEN schools on demand. This has the same importance as the Team teach demand*
Classroom Management	x	x	x	*Desirable*
Autism/PECS	x		x	*Desirable*
Cover Supervisors		x		*Desirable*
Emergency First Aid	x	x	x	*Desirable*

All the above courses are offered to all candidates as a free Career professional development (CPD) process; with courses being added to meet the demands of the schools. New Directions in the past trained a number of staff at the request of the schools in: Read, Write Inc, (a phonics- based literacy programme), SIMS and many other courses on demand to ensure that all clients are offered the highest calibre candidate's to meet the needs of the schools and learners alike.

The current course portfolio is growing with the need to innovate and change to ensure we remain current at all times. Courses are offered in the traditional manner of face to face training and recently an online resource delivering eLearning and Self-Study courses. This approach will allow all candidates the opportunity to take courses during term times, in doing so benefiting the candidates, schools and learners. Due to the numbers on our books, it is the only way to train maximum numbers over a short period of time. Previously it has been very difficult to train large numbers the traditional way with only the term breaks to work with.

New Directions have recently gained CPD centre membership and have instigated a full course certification service. Therefore all of the courses offered to candidates are accredited by the CIEH, BILD and now CPD.

I appreciate your strong commitment to developing a productive relationship to ensure that the Council delivers on its ambitions for Cardiff's schools, and look forward to working with your Committee through the coming academic year.

Yours sincerely
Yn gwyir

Julia

Cllr /Y Cyng Julia Magill
Cabinet Member for Education and Skills/
Yr Aelod Cabinet Dros Addysg a Sgiliau

Minutes of the Central South Consortium Joint Education Service Committee held at Ty Dysgu, Nantgarw on Tuesday, 18th February, 2014 at 3.30p.m.

PRESENT:

Members of the Committee

Councillor M.Nott, Bridgend County Borough Council (Chairman)
Councillor H.David, Bridgend County Borough Council
Councillor J.Magill, Cardiff City Council
Councillor H.Jones, Merthyr Tydfil County Borough Council
Councillor E. Hanagan, Rhondda Cynon Taf County Borough Council
Councillor C.Elmore, Vale of Glamorgan County Borough Council

Officers in Attendance

Mr.D.Mepham, Bridgend County Borough Council
Mr.N.Batchelar, Cardiff City Council
Ms.L.Buck, Merthyr Tydfil County Borough Council
Mr.G.Isingrini, Merthyr Tydfil County Borough Council
Mr.C.Bradshaw, Rhondda Cynon Taf County Borough Council
Mr.R.Evans, Rhondda Cynon Taf County Borough Council
Mr.M.Pennell, Rhondda Cynon Taf County Borough Council
Ms.J.Hill, Vale of Glamorgan County Borough Council
Ms.S.Moss, Central South Consortium
Mr R. Hopkins, Central South Consortium
Ms J. Edwards, Head of Service, LiNKS

Also in Attendance

Mr.K.Napieralla, Welsh Government
Ms.H.Woodhouse, ISOS Partnership
Professor M. Ainscow, CSW Challenge Wales Adviser

71. APOLOGIES FOR ABSENCE

Apologies for absence were received from Ms S. Davies and Councillor N. Moore (Vale of Glamorgan County Borough Council) Councillor H. Joyce (Cardiff City Council) Mr K. Griffiths, Mr S. Merritt and Councillor M. Forey (Rhondda Cynon Taf County Borough Council) Mr G. Chapman (Merthyr Tydfil County Borough Council) Ms D. McMillan (Bridgend County Borough Council) and Mr S. Vincent (Welsh Government)

72. DECLARATION OF INTEREST

Members had no personal interests to declare in matters pertaining to the agenda.

73. MINUTES

RESOLVED – that the minutes of the meeting of the Committee held on the 17th December, 2013 be approved as an accurate record.

74. CENTRAL SOUTH WALES CHALLENGE

The Chairman, County Borough Councillor M. Nott formally welcomed Professor Mel Ainscow, CSW Challenge Advisor to the meeting.

Professor Ainscow provided the Consortium with details of his background and that of the initiatives he has been previously involved with, the Greater Manchester Challenge and the London Challenge, both set out to raise standards in schools. He briefly outlined the intention behind both and explained some of the key successes of both strategies such as the leadership that emerged from within the schools and the pairing of schools with relative strengths.

Professor Ainscow explained the background to the strategy, the Central South Wales Strategy, which was launched in January 2014 to improve the performance of every school and improve the quality of education for children and young people in all schools in Central South Wales. Professor Ainscow presented the key initiatives behind the Central South Wales Challenge strategy under the following headings:-

Strategy Group –17 Head teachers nominated by their Local Authorities and selected by Directors and Chairs of Governors have met twice to form the strategy and help lead the implementation of the following phases:-

School Improvement Groups (SIGS) – Each SIG would involve schools from each of the five local authorities at different stages of development with each SIG able to nominate a head teacher to become a Convenor. The Covenors will take collective responsibility and will shortly be meeting on March 11th 2014 to explore ways of improving the learning of every child by sharing knowledge and understanding of how self improving systems work.

Pathfinder Schools – This will involve 35 schools (both primary and secondary) nominated from discussions and a measured against a set of criteria. Each Pathfinder School, who are on the cusp of improvement, will be partnered with another school from a different Local Authority in order to determine how partnerships between two schools can help improve standards.

Operational Group - Made up of 5 senior School Improvement Officers and 5 Challenge Advisors who will oversee the whole initiative and feed into the Strategy Group.

Professor Ainscow explained that on the 12th March 2014 there will be a workshop for Professional Development led by two former City Development Advisors, the purpose of which will be to create Action Learning Sets and a System Change Model.

Ms Hannah Woodhouse, (ISOS Partnership) confirmed that the letters had today (18th February 2014) been sent out to all schools to indicate which pathfinder group they were in.

There followed a discussion as to how the Central South Wales Challenge fits in with the National Model and Mr K. Napieralla, Head of Local Authority Intervention & Support & Consortium, Welsh Government, stressed the need to ensure this Strategy is delivered through the National Model and proposed that Ms Karen Cornish, Head of Early Years, Welsh Government is invited to the meeting on the 11th March 2014 to understand the work involved and minimise the possibility of duplication.

RESOLVED-

1. To note the information
2. That Ms Karen Cornish, Welsh Government, is invited to the meeting of the Covernors on the 11th March 2014

75. FINANCIAL REPORT – PROJECTED OUTTURNS FOR 2013/14

In his report, Mr M. Pennell, Group Accountant (Rhondda Cynon Taf) provided Members with details of the projected outturns for 2013/14 for the Central South Consortium School Improvement Service (SIS), Welsh in Education (WEG) and the Learning and Innovation Network for Schools (LINKS) following a detailed review of the income and expenditure for the Consortium since the previous meeting on the 17th December 2013.

Following consideration of the report it was **RESOLVED** to note the projected outturn for the SCS SIS; WEG and LINKS

76. CENTRAL SOUTH EDUCATION CONSORTIUM GRANTS

Ms Hannah Woodhouse (ISOS Partnership) provided Members with the background to the regional distribution model for the allocation of education grants since the formation of the education consortia. Ms Woodhouse requested that Members agree to the distribution of grants as set out in the report and consider delegating the acceptance of the terms and conditions to the Executive Board so as to ensure the prompt distribution of grants to schools.

Following discussions Members **RESOLVED** that an urgent meeting of Section 151 officers is called, led by Mr Steve Merritt, Rhondda-Cynon-Taff CBC to consider the distribution of grants and the recommendation to devolve the acceptance of grant terms and conditions to the Executive Board and report back to the Consortium.

77. ORAL REPORT IN RESPECT OF PROGRESS AGAINST PROJECT PLAN

Ms Hannah Woodhouse (ISOS Partnership) provided Members with an oral report in respect of progress against the project plan and stressed the importance of managing real time delivery and long term planning in relation to the draft business plan which was seeking Members' agreement at today's meeting (to be considered later on the agenda). Ms Woodhouse reported the progress under the following headings:-

- Challenge Framework – Good feedback from the targeted numeracy and literacy schemes with the teaching programmes having run twice.

- The Policy Observatory has been recognised by the Welsh Government.

- The additional grant from the underspend on the delegated WEG reflects the hard work carried out by the LiNKs teams (as reported by Mr M. Pennell earlier in the meeting).

- To progress the work of Professor M. Ainscow in respect of the Central South Wales Challenge and understand how this fits with the National Model. SIG letters have already been distributed to schools.

- Review of all 'C' Category Schools to take place next Half Term with performance reviews in the first week of March 2014.
- Discussions to take place on Friday, 21st February 2014 around governance arrangements and how it fits within the Local Authority structure
- A progress report to be produced for the next meeting on the 25th March 2014

Members welcomed the review of all Category C Schools and requested that the categorisation of all schools is shared with everyone so that a clearer picture is formed across the region.

Following a discussion Members **RESOLVED**

1. To note the progress against the plan
2. That categorisation in respect of all schools across the region is made available to all (including SIG Groups) and shared with the Consortium

78. ORAL UPDATE IN RELATION TO THE RECRUITMENT OF THE SOUTH CENTRAL CONSORTIUM MANAGING DIRECTOR, SCHOOL IMPROVEMENT

The Human Resources Manager, Rhondda-Cynon-Taff County Borough Council reported orally at the meeting that work is ongoing with recruitment consultants Gatenby Sanderson as executive search partners. He announced the closing date for the post of Managing Director, School Improvement as the 7th March 2014 which will allow sufficient time to attract the right calibre of candidate. Members were informed of the dates for short listing and assessment interviews as Monday, 24th March 2013 and 9th and 10th April 2013 respectively. The report concluded with the assurance that further timelines would be confirmed in due course.

79. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED – That the press and public be excluded from the meeting under Section 100A(4) of the Local Government Act, 1972 (as amended) for the following items of business on the grounds that they involve the likely disclosure of exempt information, as defined in paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972, namely, information relating to the financial or business affairs of any particular person (including the Authority currently holding that information). Transparency in the accountability for expenditure of public funds within the public sector is outweighed by the fact that the release of the information will prejudice the interests of the Joint Committee, consequently the public interest in maintaining the exemption outweighs the public interest in disclosing the information by virtue of which the meeting is likely not to be open to the public during its consideration.

80. CENTRAL SOUTH CONSORTIUM DRAFT BUSINESS PLAN

Ms Hannah Woodhouse, ISOS Partnership, presented her report to the Consortium in respect of the Central South Consortium draft business plan. She highlighted the back ground to the report and reminded Members that the Joint Committee agreed in principle the recommendations for the future model of operation, priorities and structures for the Central South Consortium at the previous meeting. The deadline for the draft business plan to be submitted is the end of February 2014 with a final version being brought back to this meeting on the 25th March 2014. She asked that consideration was given to a

number of areas which were highlighted within the report and requested that Members agree or provide comments on the headings set out from A to K on page 32 of the report.

A discussion ensued when many questions/comments were raised in relation to the governance agreement and the structure and accountability of the Executive Board. The officer from the Welsh Government took the opportunity to provide the Committee with further information regarding the composition of the Executive Board. Following consideration of the issues raised the consortium were minded to agree to the draft business plan in principle subject to the views and concerns expressed this day being relayed to Welsh Government. Members were given further assurance that the opportunity would arise to communicate their views at the first review of the consortium in May 2014.

Ms Woodhouse requested that a representative Cabinet Member from the Joint Committee who acts as Champion in the region is nominated to sit on the Executive Board and following consideration of the request it was suggested that a letter would be sent out formally requesting nominations to be submitted for this particular role.

Members of the Joint Committee considered the report and it was **RESOLVED**:

1. To approve the draft business case in principle (to include recommendations A-K set out on page 32 of the report) subject to the comments and concerns expressed in relation to the governance agreement and the accountability of the Executive Board to be forwarded to Welsh Government for their comments
2. That a letter is drafted and sent out requesting nominations from Cabinet Members who act as Champion in the region to sit on the Executive Board

81. DATE AND TIME OF NEXT MEETING

The next Central South Consortium Joint Committee meeting will be held on Tuesday, 25th March, 2014 at 3 p.m. at Ty Dysgu, Nantgarw.

M.NOTT
CHAIRMAN

The meeting closed at 5.10 p.m.

Minutes of the Central South Consortium Joint Education Service Committee held at Ty Dysgu, Nantgarw on Tuesday, 25th March, 2014 at 3.00p.m.

PRESENT:
Members of the Committee
Councillor M.Nott, Bridgend County Borough Council (Chairman)
Councillor H.David, Bridgend County Borough Council
Councillor J.Magill, Cardiff City Council
Councillor N.Moore, Vale of Glamorgan County Borough Council

Officers in Attendance

Ms.L.Buck, Merthyr Tydfil County Borough Council
Mr.G.Isingrini, Merthyr Tydfil County Borough Council
Mr.R.Evans, Rhondda Cynon Taf County Borough Council
Mr.M.Pennell, Rhondda Cynon Taf County Borough Council
Ms E. Thomas, Rhondda Cynon Taf County Borough Council
Ms.J.Hill, Vale of Glamorgan County Borough Council
Ms D. McMillan, Bridgend County Borough Council
Mr R. Hopkins, Central South Consortium

Also in Attendance

Mr.K.Napieralla, Welsh Government
Ms.H.Woodhouse, ISOS Partnership

82. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor C. Elmore and Ms S. Davies (Vale of Glamorgan County Borough Council) Mr N. Batchelar and Mr P. Orders (Cardiff City Council) Mr Councillor M. Forey, Councillor (Mrs) E. Hanagan, S. Merritt and Mr C. Bradshaw (Rhondda Cynon Taf County Borough Council) Mr G. Chapman (Merthyr Tydfil County Borough Council) Mr D. Mepham (Bridgend County Borough Council) Councillor H. Jones and Councillor G. Lewis (Merthyr Tydfil County Borough Council and Mr S. Vincent (Welsh Government)

83. DECLARATION OF INTEREST

Members had no personal interests to declare in matters pertaining to the agenda.

84. MINUTES

RESOLVED – that the minutes of the meeting of the Committee held on the 18th February 2014 be approved as an accurate record.

85. MATTERS ARISING

Minute No. 76 –Mr S. Merritt (Rhondda Cynon Taf County Borough Council) has arranged a Section 151 meeting for the 4th April 2014.

86. BUSINESS PLAN

Ms Hannah Woodhouse, ISOS Partnership, highlighted the background to the Business Plan and reminded Members that at the previous meeting the Joint Committee agreed in principle the recommendations for the future model of operation, priorities and structures for the Central South Consortium subject to comments being passed on to the Welsh Government. The Joint Committee were asked for approval to submit the Business Plan. It was also suggested that a number of governance issues relating to the Joint Committee would need to be addressed before the next Committee together with the need for a new legal agreement to be drawn up.

A discussion ensued whereby comments were raised in relation to work going on regionally, within the constituent authorities which needs to be captured and what the business plan means for each local authority. Also, whether the business plan will reflect any guidance issued by the Welsh Government. It was pointed out that as the business plan is developmental it can be adjusted to incorporate any such guidance.

It was also noted that discussions would need to take place with Democratic Services in Rhondda Cynon Taf in order to establish robust governance agreements in respect of the three key lead roles of the Joint Education Service Joint Committee. Further consideration would also need to be given to drafting an updated legal agreement.

Following consideration of the matter it was **RESOLVED** to:-

1. Formally approve the Business Plan which is to be presented to the Welsh Government
2. Arrange a meeting with Democratic Services, RCTCBC, to discuss the Governance arrangements for the Joint Committee in respect of the key lead roles which will be implemented at the subsequent meeting in June 2014.

3. Draft a new legal agreement

87. CENTRAL SOUTH CONSORTIUM PROGRAMME PROGRESS REPORT

Ms Hannah Woodhouse, ISOS Partnership, updated the Joint Committee with progress to date regarding the key headings. Good progress is being made in respect of Central South Challenge with the development of the SIGs and pathfinder projects with system leaders completing reviews on all Category C and D Schools. It was announced that Alison Beer has been appointed as interim Head of Service when the LINKS service comes to an end in March 2014 and that a full time accountant is now in place to ensure robust financial management. Reference was made to the launch and consultation of the restructure which is ongoing whilst candidates for the Managing Director position have been shortlisted with interviews taking place on the 9th and 10th April 2014. Ms Woodhouse concluded her report by providing further information in respect of developments over the forthcoming months.

Concerns were raised in relation to focussing the work of the Consortium and directing the support where it is needed such as with the National models of Mathematics and English GCSE's. Ms Woodhouse confirmed that the Consortium is working with those affected schools with the support of Welsh Government and the WJEC.

Updates were provided in relation to the recruitment of new system leaders and Mr Robert Hopkins, CSC, provided further information on the process of recruiting the Challenge Advisors which would require a rigorous selection process with further consideration required in terms of salaries. Discussion also centred on the National Leadership Framework and progress in recruiting and training our next leaders.

It was **RESOLVED** to note the progress to date in respect of the issues addressed in progress report.

88. WELSH GOVERNMENT UPDATE

Mr K.Napieralla, Welsh Government, provided the Joint Committee with updates on progress in respect of the following areas:-

The National Literacy & Numeracy Framework (LNF) Review –Nearing completion, schools have been visited across the region and have responded in an open and frank way.The information is being collated and will be reported back to Directors of Education and Heads in the first instance.

GCSE English – An excellent response from the schools involved. The Practitioner Panel workshop was held last week with the report being

issued on Tuesday, 1st April 2014 together with a statement from the Minister for Education & Skills.

Schools Challenge Cymru (SCC) – Representatives of the Consortia and Welsh Government will be meeting shortly to ensure the selected schools are the most appropriate. The outcome will be reported back to the Directors of Education.

Recruitment to the Executive Boards – Praise was given to the Consortium for encouraging individuals to apply, the WLGA will approve the individuals nationally with the Consortium then able to choose from that approved list. There will follow a consultation with Consortia leads and Managing Directors and a training event planned for designated persons to follow.

There followed a discussion in relation to the SCC delivered through the National Model and the officer from the Welsh Government confirmed that discussions have taken place about fitting the two together.

It was agreed that members of the Central South Consortium Joint Education Service should be involved in the selection process for the Executive Board and that this procedure of forming a panel of representatives from the Joint Education Service should be facilitated by Ms Hannah Woodhouse.

Following discussions it was **RESOLVED:**

1. To note the points addressed by Mr K. Napieralla and
2. That a panel of representatives from the Joint Education Service Joint Committee is formed to participate in the selection process for the Executive Board

M.NOTT
CHAIRMAN

The meeting closed at 3.50pm.

Central South Consortium

Accountability Framework - Draft

Background

The Central South Consortium has as its overarching objectives; improved learner outcomes for all young people and the eradication of the impact of poverty on educational attainment. This requires the implementation of a transformative agenda that seeks to improve the quality of teaching and leadership in our schools and also a robust inclusive and transparent monitoring and accountability framework.

Accountability Framework

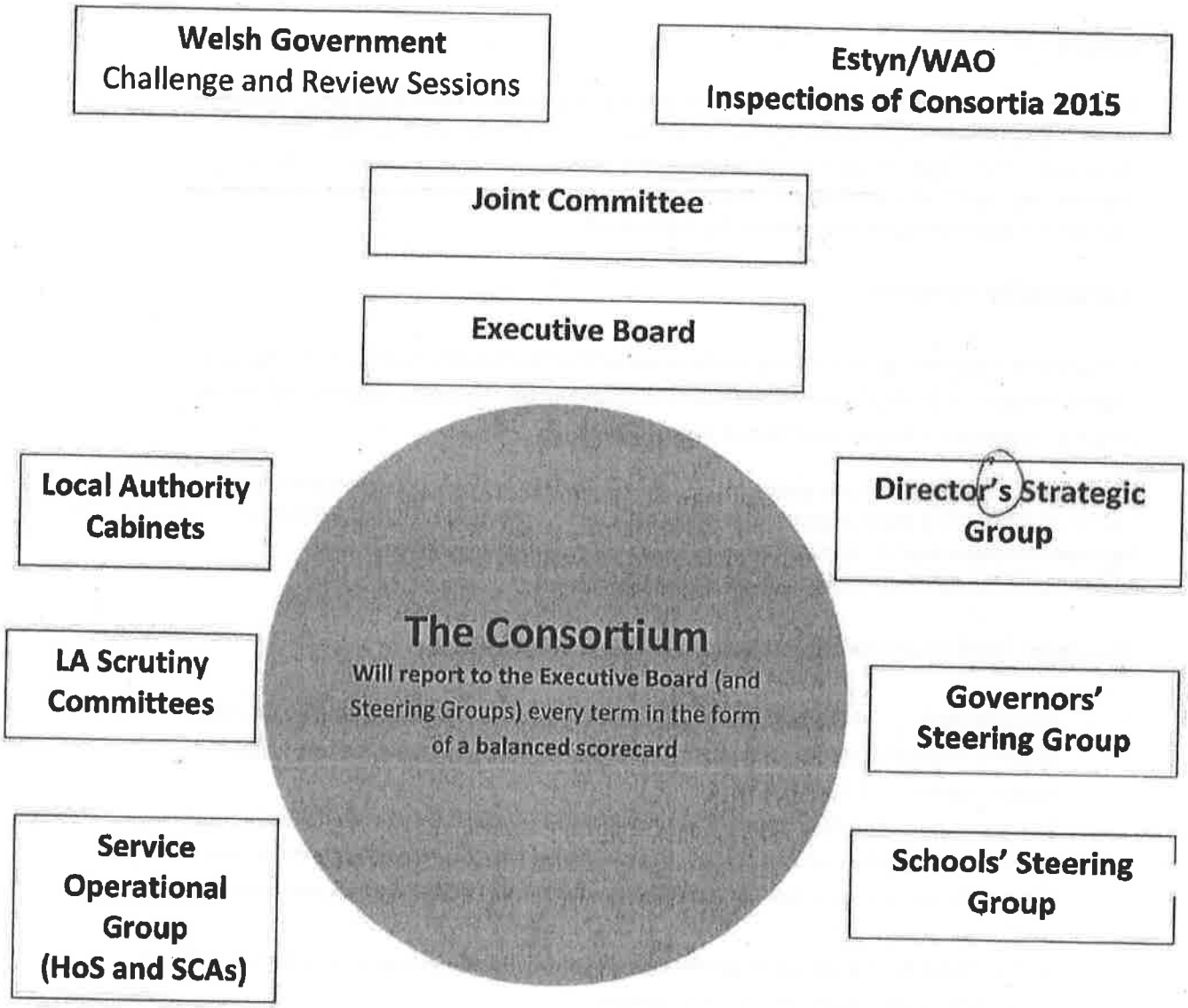
Accountability for this agenda can be understood as the joint commitment of the education community across Central South Wales to monitor, evaluate, challenge, support and discuss progress towards the implementation of agreed goals.

The concept of accountability applies to all stakeholders being held accountable for their role in implementing the transformational agenda within their respective governance frameworks and scope of responsibility. Mutual accountability implies ensuring answerability and a clear delineation of responsibilities.

The accountability framework allows each Local Authority (LA);

1. To contribute to the development of a core service model provided by the CSC who delivers outcomes against the agreed specification (CSC Business Plan)and for the budget agreed with five LAs,
2. To contribute to the development of an understanding of the unique challenges that determines the differentiated services provided by the CSC who delivers outcomes against the agreed specification (LA Annex) and for the budget agreed with individual LAs,
3. To contribute to the design of an effective strategy for school improvement that will bring about rapid improvement in all schools
4. To contribute to the identification of the means of implementation and the opportunity to review the quality of provision and the impact of interventions on outcomes

Accountability Architecture



Roles and responsibilities

Schools are accountable to parents, communities and local authorities through their Governing Bodies.

Local authorities deliver school improvement services and jointly commission some key functions from the consortium where there is a sensible economic and quality rationale. They are accountable to the electorate through their Cabinet and Scrutiny function.

- **Consortia** are governed through a Joint Committee with responsibility for agreeing budget and priorities. Consortia are managed by an Executive Board with guidance from Directors of Education as well as Steering groups of representative schools and governors.

In addition

- **Estyn** has responsibility for inspecting the quality and standards in education and training providers in Wales.
- **Welsh Government Challenge and Review Sessions:** through which the Minister and his officials is responsible for holding the Consortium to account for delivery against the business plan. This involves the five Directors and is held each term.

Membership of groups:

- Joint Committee meets termly and includes portfolio holders in each authority, lead Chief Executive and lead Director and meets each term.

- CSC Executive Board meets termly includes Lead Director, Welsh Government, a politician representing the JC and up to five external experts, one of whom will be the Chair of the Executive Board. The Board meets twice per term. The Executive Board provides the line management for the Managing Director.
- The Director's Strategic Group meets monthly and includes all five education directors with statutory responsibility for Education.
- Service Operational Group meets monthly and includes Heads of Service in education functions in the local authorities as well as senior officers in the Consortium.
- Steering Groups *(School Leaders' Group and Governors' Group)* meet termly and as far as possible includes elected or representative headteachers and governors from the five authorities.

Reporting arrangements (to be contained within a programme of reports)

- **Annual reporting on performance (in the autumn term) to the Joint Committee** including a comprehensive needs analysis of the region setting priorities for attention in the forthcoming year/financial year – leading into the development of the next business plan

- **Annual reporting against budget (in the summer term) to the Joint Committee**

- **Termly progress reporting** to Scrutiny Committees and to LA Director/HoS on progress against LA Annex/PIAP and priorities in each of C and D category schools

Central South Consortium

The Consortium will report to the Executive Board (and Steering Groups) every term in the form of a balanced scorecard to include:

1. Performance against business plan expectations
2. Progress against operational plan/risks.
3. Measurable outcomes in year, including the process of the target setting processes across local authorities and the outcomes of inspections against categorisation and priorities identified.
4. Progress against plan in SCC schools
5. Activity measures including compliance against the framework (APRs/HTPM completed), interventions in place against need.
6. Financial monitoring expectations and internal metrics (PM processes in place, sickness stats etc.)

Consortium will also report to the **five Local Authority Directors** through their normal accountability processes, on the progress of actions contained only in the local authority annex which should reflect actions in the PIAP. Reporting will also focus on progress against performance of vulnerable schools on a termly basis (half termly for category D schools) and participate in termly progress reviews for C and D category schools.

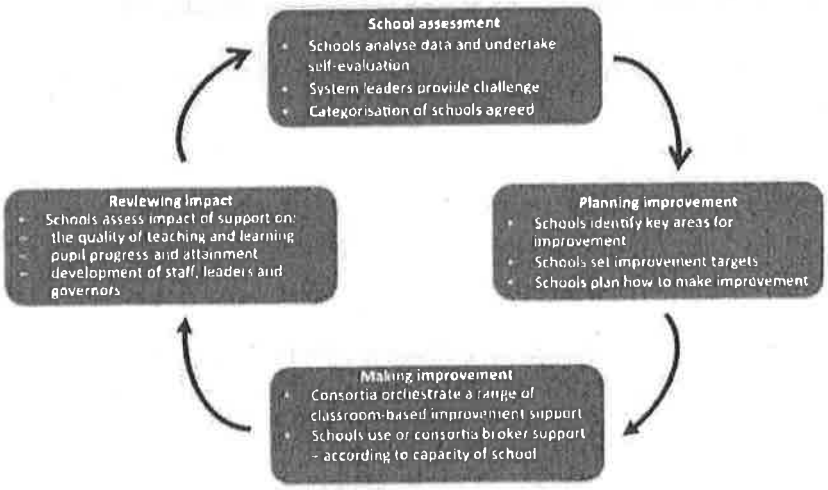
Annex: The Central South Consortium and the National Model for Regional Working [Extract From the National Model].

'Wales needs for its future success in the world, young people who are; clever, skilled, happy and healthy, and an educational system that helps to produce them. Our proposals in this agreement are designed to generate this through supporting reform to the way that local authorities, regional consortia and the Welsh Government work together to support school leaders, governors and teachers and, through this process, helping to create excellent learning, in excellent classrooms in excellent schools.

The national model can create the structures and define the framework within which this partnership will function but it will require a shared commitment and moral purpose for the system as a whole to deliver the improvements in education and life chances that all children in Wales deserve.

Local authorities retain the statutory responsibility for schools and school improvement. The national model is based on a vision of regional school improvement consortia working on behalf of local authorities to lead, orchestrate and co-ordinate the improvement in the performance of schools and education of young people.'

Annual Cycle of School Improvement



The role of regional consortia in implementing this model

'The delivery of consortia services should be based on co-construction with schools with a move to common/shared data systems and underpinned by excellence of expertise in analysing and challenging schools' improvement needs. The delivery of consortia services should not be based on employing large numbers of full time staff – rather a core staff should draw on the skills of the best head teachers in their regions along with other school

improvement experts and should use budgets flexibly to commission the support schools require.
Relationships and lines of accountability between local authorities and regional consortia should be clear so that everyone in the education system understands who is responsible for what.
The implementation of this model will change over time. As schools and teachers develop over the next two to three years, and as they gain knowledge and confidence, they will expect more independence, autonomy and space to make their own decisions. The measure of success for regional consortia will be that they cease to exist in their present form over time because their job is done.'

The scope of consortia services

1. School Improvement
2. Data collection, analysis and application
3. Supporting school leadership at all levels
4. Supporting learner well being
5. Effective implementation of the LNF
6. Providing challenge to the performance and delivery of the Foundation Phase
7. Aligning national and local 14-19 strategies
8. Working with LAs to ensure links between 21st Century schools and school improvement
9. enabling the aims of the Welsh Government's Welsh-medium Education Strategy (WMES) to be delivered
10. delivery of high quality governor training and advice services including the requirements for mandatory training for governors
11. specialist human resources advice to support head teachers and governing bodies

The responsibilities of local authorities

Local authorities will retain statutory accountability for school performance together with the responsibility for the exercise of statutory powers of intervention and organisation of schools.

Local authorities will designate a lead officer ('an intelligent client') to act as the main point of contact with the regional consortium, in accordance with the arrangement described below.

Local authorities and regional consortia will have open discussions together about their plans which should be clear about the respective roles, functions and intended actions of each. These processes will remove any risk of regional consortia or authorities duplicating effort. In particular local authorities should share with regional consortia information on their proposals and decisions in relation to:

- *the overall vision and social and economic development priorities for their area, having particular regard to issues that are likely to affect schools;*

- *school organisation, including plans for federations, amalgamations, closures and delivery of their 21st century school strategies;*
- *supporting the delivery of those having special educational and additional learning needs;*
- *the organisation of behaviour support and education welfare services;*
- *their youth engagement strategy;*
- *safeguarding arrangements for children and young people; and*
- *arrangements to promote effective procurement and the development of business support services within schools.*

Local authorities will provide regional consortia with access to relevant data systems, including anonymised data sets on pupil performance where this is held at local authority level, and other information to facilitate their work.

Local authorities will not duplicate the work or activity of regional consortia.

The development of secure local authority and consortia relationships will mean that both parties will consider urgently and jointly recommendations on statutory school interventions from any source and, unless there are exceptional circumstances, agree to implement them. Local authorities and consortia will follow the jointly agreed 'escalation' protocol that is currently being developed.

Central South Consortium
Consortiwm Canolbarth y De

Joint Education Service
Gwasanaeth Addysg ar y Cyd

Minutes of the Central South Consortium Joint Education Service Committee held at Ty Dysgu, Nantgarw on Thursday, 5th June, 2014 at 10.00am

PRESENT:

Members of the Committee

Councillor H.David, Bridgend County Borough Council
Councillor J.Magill, Cardiff City Council
Councillor C. Elmore, Vale of Glamorgan Council Borough Council
Councillor M. Forey, Rhondda-Cynon-Taf County Borough Council
Councillor (Mrs) E. Hanagan, Rhondda-Cynon-Taf County Borough Council
Councillor H. Jones, Merthyr Tydfil County Borough Council

Officers in Attendance

Mr.G.Isingrini, Merthyr Tydfil County Borough Council
Mr.R.Evans, Rhondda Cynon Taf County Borough Council
Mr.M.Pennell, Rhondda Cynon Taf County Borough Council
Mr C. Bradshaw, Rhondda Cynon Taf County Borough Council
Ms.J.Hill, Vale of Glamorgan County Borough Council
Ms D. McMillan, Bridgend County Borough Council
Mr N. Batchelar, Cardiff City Council
Mr R. Hopkins, Central South Consortium

Also in Attendance

Ms.H.Woodhouse, ISOS Partnership
Professor M. Ainscow, CSW Challenge Wales Adviser

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr P. Orders (Cardiff City Council), S. Merritt and Mr C. Bradshaw (Rhondda Cynon Taf County Borough Council) Mr G. Chapman (Merthyr Tydfil County Borough Council) Mr D. Mepham (Bridgend County Borough Council) Councillor M. Nott (Bridgend County Borough Councillor) and Ms Lorraine Buck, Merthyr Tydfil County Borough Council

2. DECLARATION OF INTEREST

Members had no personal interests to declare in matters pertaining to the agenda.

3. **ELECTION OF CHAIRMAN FOR THE CENTRAL SOUTH CONSORTIUM JOINT EDUCATION SERVICE JOINT COMMITTEE**

RESOLVED to elect County Borough Councillor C. Elmore (Vale of Glamorgan County Borough Council) as Chair for the Central South Consortium Joint Education Service Joint Committee for the 2014/15 Municipal Year.

4. **APPOINTMENT OF VICE-CHAIRMAN FOR THE CENTRAL SOUTH CONSORTIUM JOINT EDUCATION SERVICE JOINT COMMITTEE**

RESOLVED to appoint County Borough Councillor H. David (Bridgend County Borough Council) as Vice-Chairman for the Central South Consortium Joint Education Service Joint Committee for the 2014/15 Municipal Year.

5. **MINUTES**

RESOLVED – that the minutes of the Special Meetings held on the 24th March 2014 and 10th April 2014 and those of the Meeting held on the 25th March 2014 be approved as an accurate record.

6. **CALENDAR OF MEETINGS FOR MUNICIPAL YEAR 2014/2015**

RESOLVED to approve the calendar of meetings for the Central South Consortium Joint Education Service Joint Committee for the Municipal Year 2014/2015 as set out in the report to be held in Ty Dysgu, Nantgarw.

7. **CHALLENGE SOUTH WALES PROJECT UPDATE**

Professor Mel Ainscow provided the Joint Committee with an oral update in relation to the Challenge South Wales Project.

Handouts were provided outlining the recent Strategy Group meeting which had recently taken place, involving 17 Head Teachers from Primary and Secondary Schools. The purpose of the meeting was to move towards the idea of a self improving school system across the Central South Wales region.

To outline what the self-improving system might look like Professor Ainscow referred to the following six indicators:-

Indicator 1

Increasingly the focus is on teaching and learning on a more regional basis with the option of creating a series of 'Improvement Hubs' over

the next 12 months that will have the capacity to support the development activities of other schools across the five local authorities.

Indicator 2

There are groupings of schools (such as Welsh medium schools and special schools) that engage in joint practice development, orchestrated by the expertise of the Consortium. Professor Ainscow reminded the Joint Committee that each SIG nominates one Covenor and at the recent Covenor meeting it was evident that leadership is forthcoming and progress with the SIGs has been outstanding. However, the role of the Challenge Advisers is to work with those schools under pressure.

Indicator 3

Partnerships between over 30 schools of differing strengths can assist all involved but there is work for the Challenge Advisers here to guide and support progress. Professor Ainscow added that the results of Key Stages 2 and 4 would give a better indication of development.

Indicator 4

How can the role of the family, community organisations and local businesses support the work of schools and how can this be drawn on? How can we launch a Community wide Strategy?

Indicator 5

Coordination of the system is provided by school leaders –how head teachers and senior colleagues can become System Leaders and take responsibility for their own schools and lead not only the staff and students but the whole system which requires a new way of thinking.

Indicator 6

Local Authorities to work collectively and take on a new role of enabling and facilitating which will require structural and cultural changes with the Consortium having a crucial role to play over the coming years.

A discussion ensued following Professor Ainscow's presentation examining issues such as how schools analyse their own performances, addressing the practical issues such as schools using one flexible framework and how Central South Wales Challenge can be promoted and publicised. The Joint Committee discussed the role of Local Authorities in relation to the programme and the need to refine and establish a shared understanding of the role of each local authority. Progress of the SIGs was raised with the intention of bringing the Challenge Advisers and the SIGs together in the near future. The issue of Post 16 Education and Citizen Centre Services was discussed

and Professor Ainscow reminded Members how schools are measured in terms of selection for the improvement hubs.

8. GOVERNANCE & LEGAL AGREEMENT

The Interim Managing Director presented to the Joint Committee a paper outlining the Governance Model for the Consortium and the legal agreement between the five Cabinets which needs adjustment to reflect the changes to the Joint Committee following the publication of the Government's national model.

Members were reminded of the reduced membership of the Joint Committee and of the nominated representatives which would attend the Committees on a termly basis, namely the Leader of each local authority or their nominated representative, normally the Cabinet Member for Education.

Members **RESOLVED** to elect County Borough Councillor J. Magill as the nominated Cabinet Member from the Joint Committee to sit on the Executive Board. It was confirmed that the five external experts to the Executive Board will be interviewed on the 25th June 2014 by an appropriate panel of local authority Member representatives. The Executive Board will meet every half term and will be guided by three steering groups.

The three lead roles of the Joint Committee were discussed and it was agreed that the Interim Managing Director liaise with the current Lead Chief Executive to agree the next steps in terms of nominating the subsequent lead Chief Executive (which will revolve annually) and that of the Lead Director role.

Further discussion ensued in relation to the Legal Agreement which it is anticipated will be agreed by all five local authorities with approval sought at the Joint Committee in September 2014. It was agreed that a submission will be taken to all five authorities in June/July 2014 or latest September with a view to the new model being agreed by each Cabinet ideally ahead or in line with the Joint Committee in September and latest by the start of the Estyn remit in November.

Members **RESOLVED** to note the report and the actions required to implement the governance model

9. ORAL REPORT IN RESPECT OF PROGRESS AGAINST PROJECT PLAN

The Interim Manager provided Members with an oral update in respect of progress against the project plan and reminded Members that since the last meeting the Business Plan has been submitted. As a result a number of points such as the need for a clear plan around supporting

deprived areas and policy areas will be addressed and recently the policy work has been picked up and agreed with Directors.

Concerns were raised in relation to the difficulties around recruiting Head Teachers with a view to replacing those due to retire in the future. The Interim Manager referred to the Teaching Hubs, work around leadership and how to develop more peer review action. Reference was also made to the Minister's announcement regarding Headship programmes. It was agreed that 'Strategic Group' would feature as an agenda item at the subsequent meeting of the Joint Committee.

Members were provided with an update in respect of Schools Challenge Cymru which is making good progress, the schools involved have been announced and the advisors will be announced shortly. The next steps are for the Advisers to meet with those schools and report nationally.

At this stage Mr Robert Hopkins, Central South Consortium, updated members of the Joint Committee with progress this term:-

- To revisit schools categories in order to identify which schools we will work with this autumn.
- The National Model for Categorisation is imminent
- Category C & D will remain a high priority
- Category A & B need to continue to develop their capacity to improve with a view to outstanding
- Peer Review – To look at ways of offering opportunities to those in Category A & B to progress and how to access support in a straightforward way
- Alison Beer working to identify ways of sources of support, the cost and how we source and resource it
- Consideration for Directors – a consistent approach is needed for schools to progress throughout the year
- Emphasise the role of Head teacher and Governor
- Challenge Advisers – good response from serving Head teachers but more work is needed to encourage their colleagues in particular in the Welsh Medium sector
- WG – to devote two days at the end of this term to challenge adviser training and one in September

It was confirmed that work has been completed in respect of C and D categories and that discussions will take place with Directors in respect of the outcomes as part of the review of category taking place by the end of term.

10. REPORT OF THE TREASURER IN RESPECT OF THE DRAFT FINANCIAL OUTTURN TO 31ST MARCH 2014 AND REVENUE BUDGET 2014/15

In his report, Mr M. Pennell, Group Accountant (Rhondda Cynon Taf) provided Members with details of the projected outturns for the period 1st April 2013 to 31st March for the Central South Consortium Joint Committee and sought the Joint Committee's approval of the 2014/15 revenue budget.

Members discussed the value of Section 151 Officers having sight of the Treasurer's report in advance of the Joint Committee and it was agreed that this would be beneficial to the Members of the Joint Committee.

Members **RESOLVED** to:-

1. Note the draft outturn for the Central South Consortium School Improvement Service (CSC SIS); Athrawon Bro and the Learning & Innovation Network for Schools (CSC LINKS)

2. Note and approve the budget for 2014/15 in order for home Councils to approve it as appropriate and to confirm back at the next meeting of the Joint Committee

11. REPORT OF THE TREASURER IN RESPECT OF THE ANNUAL GOVERNANCE STATEMENT 2013/14

In his report the Group Accountant provided Members with an overview and opinion on the governance arrangements in place at the Central South Consortium for the financial year 2013/14.

Following consideration of the report it was **RESOLVED** to recommend certification of the Annual Governance Statement 2013/14 by the Chair and the Interim Director in readiness for inclusion within the Central South Consortium Statement of Accounts.

12. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED – That the press and public be excluded from the meeting under Section 100A(4) of the Local Government Act, 1972 (as amended) for the following items of business on the grounds that they involve the likely disclosure of exempt information, as defined in paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972, namely, information relating to the financial or business affairs of

any particular person (including the Authority currently holding that information). Transparency in the accountability for expenditure of public funds within the public sector is outweighed by the fact that the release of the information will prejudice the interests of the Joint Committee, consequently the public interest in maintaining the exemption outweighs the public interest in disclosing the information by virtue of which the meeting is likely not to be open to the public during its consideration.

13. PEOPLE PROCESS – EMPLOYMENT MATTERS –CHANGE MANAGEMENT PROCESS

The Human Resources Manager, Rhondda-Cynon-Taf, presented his report on the outcome of the recent Change Management process within the Central South Consortium.

The Officer summarised the key points of the process which is now complete and provided Members of the Joint Committee with an update on the outcome arising from the change.

Following consideration of the report it was **RESOLVED** to note the content of the report.

14. URGENT ITEMS

With the permission of the Chairman, the Committee considered the following matter:

APPOINTMENT OF MANAGING DIRECTOR

The Human Resources Manager reported orally at the meeting that he was seeking ratification of the recommendation of the Appointments Panel in respect of the appointment of the Managing Director, Central South Consortium.

The Officer recommended that the Central South Consortium Joint Education Service Joint Committee ratify the unanimous recommendation of the Appointments Panel that Ms Hannah Woodhouse be appointed to the post of Managing Director, Central South Consortium.

The Human Resources Manager confirmed that following the assessment and interview process the Appointments Panel determined that on the 5th June 2014 Ms Hannah Woodhouse would be appointed to the post of Managing Director, Central South Consortium as soon as the process of notices is given.

Members **RESOLVED** to ratify the recommendation of the Appointments Panel that Ms Hannah Woodhouse be appointed to the post of Managing Director, Central South Consortium as soon as the process of notices is given.

C. ELMORE
CHAIRMAN

The meeting closed at 12.20pm.

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Neuadd y Sir
Caerdydd,
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Ffôn: (029) 2087 2088

Date 24 June 2014

My Ref SS/CYP/PK
Your Ref:

Councillor Daniel De'Ath
Cabinet Member for Families, Children and Early Years
County Hall
Atlantic Wharf
CARDIFF
CF10 4UW

Dear Daniel

Thank you for attending Children and Young People Scrutiny Committee on 10 June 2014 to help introduce the **Children's Services Delivery Plan 2014/15** and **Q4 Children's Services Performance**. I would also like to thank Tony Young for the full and honest answers that were provided at the meeting. Following consideration of the reports and answers to Members' questions, the Committee has asked me to write to you with the following comments and concerns.

CHILDREN'S SERVICES DELIVERY PLAN 2014/15

Overview and Budgetary Issues

While pleased to note the "Achievements" section in the Plan, given the mixed results in the Q1 performance report considered later in the meeting and detailed below, Members were inclined to agree with Tony Young that these were more "progress being made", and we will look forward to monitoring further progress and improvement through the year.

A Member felt that it could have been helpful to see the milestones in the action plan set out more clearly.

A point that Committee generally felt helpful was a Member's question about how the linkage between budgetary and service performance and the Medium Term Financial Plan could be made explicit in the Plan. For instance, might failure to deliver to performance targets create overspends in the future? Tony felt that this might be a point that he could helpfully take back to corporate performance management colleagues, for wider corporate benefit. I will be grateful if you could let Paul Keeping know if this has proven useful to other managers, for Committee's future reference.

Tony made clear that he was not building in assumptions about protection for Children's Services in the Council's 2015/16 budget. A strategic point that I am aware the Committee has previously discussed was around the stark choices between reducing the quality or volume of statutory provision, or ceasing to provide preventative services. I and Committee colleagues will aim to work with you during the year to support the Directorate and Portfolio in managing these difficult choices, once Tony has been able to crystallise these for you into potential options.

Caseloads and Recruitment

Members were pleased to see a clearly presented Plan with priorities clearly identified, and Tony Young's explicit confirmation at the meeting that his priorities are the reduction of caseloads, and stabilisation of the workforce. This led to a productive line of inquiry about caseloads and recruitment, and Tony provided a very helpful "three year vision" as well as detailing some more immediate steps to manage these issues. These will be detailed in the official minutes of the meeting. Of obvious immediate and medium term interest for Committee's work programme will be:

- the effectiveness of the new temporary team you have been able to recruit on a six month basis in closing cases and reducing pressures
- the success of the new arrangements for taking Child Protection cases through core group assessment
- the way future arrangements for managing business coming in through the "front door" of Intake and Assessment. On this point, Tony agreed that Committee might hear more details in the Autumn of the partnering arrangement being put in place with a comparator English city which is significantly bigger than Cardiff, but which apparently only has a third as many external referrals per year.

We noted the success in recruiting further strength into the service management team via three new appointments, and the potential to recruit an assistant director later in the year.

Miscellaneous Issues Raised

- Thank you for agreeing to come back with a fuller answer to a question posed by a Member about the percentage of out of county placements arising through a lack of local capacity and expertise. Please can you arrange this through Martyn Hutchings? Members were reassured to hear that training for prospective foster parents in managing challenging behaviour would be specified into any future Social Impact Bond framework.

- Members expressed concerns (detailed further below) about the potential financial impacts of the Welsh Government's ambitions for social care in Wales through the Health and Social Care Bill, and whether these could be provided on a cost neutral basis by local authorities. Suggested actions for you are detailed below, but as far as this item was concerned, we will be interested to receive further details of the research into remodelling of services for disabled children in the light of changing guidance from Welsh Government on SEN frameworks, with Individual Development Plans replacing the existing Personal Education Plans.

- Members were pleased to accept Tony's offer of bringing the 2012 research commissioned by the ADSS from Cordis Bright so that they can better understand the population factors involved in understanding the increase in demand for Looked After services across Wales. Please can you arrange this through Martyn Hutchings?

CHILDREN'S SERVICES QUARTER 4 PERFORMANCE 2013/14

Overview

While Members appreciated the level of detail contained within the report and the level of insight it gives Members to fulfil their challenge role, it would not be correct to say that

Members welcomed the data presented by Tony Young for Quarter 4 performance. We can see that Tony is bringing about changes that should lead to improvement, and that for this particular quarter the emphasis on clearing the backlog of open cases has had negative impacts in other areas of performance.

We also recognise that you, and Cabinet, are at an early stage in your roles. We hope that the whole Cabinet will rigorously challenge the service area, and that this will help Tony to raise performance and achieve progress in delivering the targets in the Delivery Plan. We noted that Cabinet have been challenging around sickness and absence levels, compliance with PPDRs and in-year savings, but would like this to develop into a closer analysis of the performance data themselves.

I hope that when we come to analyse Quarters 1 and 2 performance for the Directorate later this year we will be able to see the fruits of all this investment of labour and time. It was encouraging to note Tony's assertion that he would wish for Cardiff to be close to the Welsh average for performance in social care (if not above it) by the end of this financial year.

Challenging Welsh Government Aspirations

Members heard Tony express his own concerns and the perceived concerns of other social work professionals that the aspirations of the Health and Social Care Bill cannot be delivered on the assumption of cost-neutrality. You mentioned that as this was still at an early stage and had not been considered strategically by Cabinet, but we would urge you to consider a robust response, and will be interested to hear what you and Cabinet colleagues are doing to advocate your concerns about the potential impact on Cardiff Council of meeting these aspirations. Please could you consider this and either detail in your reply, or bring your response to a future Committee meeting?

Miscellaneous Issues Raised

- As you will be aware the Committee is working with CASSC scrutiny on a joint inquiry into human trafficking, and Members are also receiving briefings on child exploitation. The issue of how the Council is managing the issues around sexual exploitation referrals of children and young people, and we may be interested in considering an item on this as part of our 2014/15 work programme.

In conclusion, thank you again for participating in this scrutiny, and we look forward to your response to the questions raised and requests for information detailed above.

Yours sincerely

COUNTY COUNCILLOR RICHARD COOK
Chairperson – Children and Young People Scrutiny Committee

CC: Tony Young, Director of Children's Services

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My Ref: Scrutiny/Correspondence/MJH

9 July 2014

Councillor Julia Magill
Cabinet Member - Education and Skills
County Hall
Atlantic Wharf
CARDIFF
CF10 4UW

Dear Julia

The Committee, at its meeting on 8 July 2014, received the draft Cabinet report on the County Hall Nursery. As the Committee had previously scrutinised the proposals, it was agreed that Committee would note the report. However during the lead up to the meeting, representations were made by Mr Hooper, a Parent of a Child at the Nursery and Councillor Cowan that they wished to address the Committee as they had serious concerns about the report and its recommendation.

I agreed to allow Mr Hooper and Cllr Cowan to address the Committee, Mr Hooper raised concerns, in a letter to members as well as his statement, on the following:

- Assessment of Risk to the Council of continuing to operate at a financial deficit
- Finances
- Marketing/interest
- Update Equalities Impact assessment
- Impact on Children

Councillor Cowan explained that she had received lots of representations in support of the Nursery and that the Draft Cabinet Report did not make any reference to the Children. Councillor Cowan also expressed her concerns around:

- Limited discussions with businesses
- No other action undertaken to encourage organisations to consider taking over the Nursery
- The Intranet still states that there is a waiting list for the Nursery

I informed Committee that informal Cabinet would be discussing the draft report at 8am on Friday and that the Members may wish to express their views to the Cabinet in time for the meeting.

I was pleased that Councillor Hinchey was able to attend the Committee to listen to the comments made by Mr Hooper and Councillor Cowan and comments and concerns of the Committee. I wish to thank him for briefly addressing the Committee explaining the context of the decision and that he would take any new information or concerns back to Cabinet.

During the discussions on the item, and in particular the way forward session of the agenda, the Members expressed support for the County Hall Nursery but also understood the financial pressures that the Council faces and the need for the Nursery to be self funding.

Members reviewed the information contained in the Draft Cabinet Report as well as the points made by Councillor Cowan and Mr Hooper and expressed concern that the report did not clearly explain and appraise the information used to formulate the proposed decision and as such Members were not content with the following elements of the report:

- The consultation undertaken with the wider council staff
- The marketing of the nursery
- The analysis of the financial breakeven, and future usage projections
- Accommodation charge
- The procurement exercise with external providers
- The legal, HR and equality issues; and
- That the final draft report was not discussed by the "officer / parent task group" prior to its publication.

The Committee therefore concluded that they did not feel that the information in the report enabled them to agree with the reports recommendation.

The Committee also agreed that it wished to set up a Committee Task & Finish Inquiry into, the information, evidence, advice, data and options used by the officer and parent task and finish group, and management, in developing the draft reports recommendation.

In conclusion, I and Committee would be pleased if you could ensure that the contents of this letter are considered by Cabinet Members on Friday in their discussions on the draft Cabinet Report. In addition I would be also be pleased if you could ensure that officers provide their full support to the Committee's Task & Finish Inquiry to enable the speedy conclusion of its investigations.

Yours sincerely

COUNTY COUNCILLOR RICHARD COOK
Chairperson – Children and Young People Scrutiny Committee

CC. Cllr Hinchey
CC: Nick Batchelar
CC Cllr Cowan
CC Mr Hooper

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Date 10 September 2014

My Ref SS/CYP/MJH
Your Ref:

Councillor Sue Lent
Cabinet Member for Families, Children and Early Years and Deputy Leader
County Hall
Atlantic Wharf
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CF10 4UW

Dear Sue

Thank you for attending Children and Young People Scrutiny Committee on 9 September 2014 to help introduce the **Q1 Children's Services Performance report** and **the verbal briefing on Payment by Results**. I would also like to thank Tony Young and Bethan Jones for the full and honest answers that were provided at the meeting. Following consideration of the reports and answers to Members' questions, the Committee has asked me to write to you with the following comments and concerns.

Children's Services Quarter 1 Performance 2014/15

Members welcomed the overall report and the level of detail contained in the appendices and noted the general good performance across many of the indicators. Members did however express their concern at a few indicators which were showing reduction in performance.

A significant concern was the percentage of initial assessment carried out in 7 days which had dropped from 62.9% in Q1 of 2013/14 to 34.67% in Q1 of 2014/15. Members noted that work was being undertaken on the backlog of cases and following an explanation of the management actions being undertaken welcomed the Director's commitment to achieve 60% by the end of quarter 2 and 70% by the year end. Members also highlighted that the number of referrals had reduced over the past two years, which should have helped reduce the number of assessments being required. Members noted that the backlog was being reduced by employing temporary staff for six months, at a cost of £600,000 from the contingency set aside for Children's Services. The Committee is concerned that the situation does not deteriorate when these staff finish and would like a copy of the action plan, and how the action plan will be funded, once the plan is completed.

The Committee also expressed concern that only 40% of Care Leavers have a Personal Advisor, as highlighted in paragraph 46. Particularly as Members remembered that the 2013/14 budget provided Children's Services with funding for an extra 4.5 Personal Advisors, which the task group into Transitions was assured would ensure all Care Leavers had an allocated Personal Advisor. Members would like an explanation as to why there appears to have been substantial delays in the recruitment process.

Payment by Results

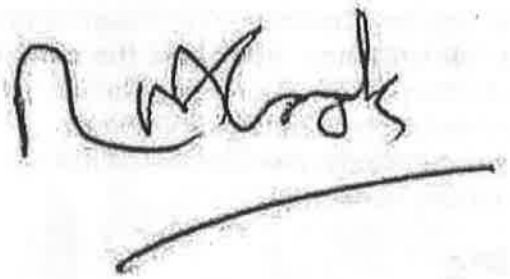
The Committee appreciated the verbal update on the initiative, procurement process and timetable being followed.

Members welcomed the initiative but noted that it had very tight timescale to ensure the £120,000 saving by the last quarter, however Committee noted the substantial savings potential of the initiative. The Committee requested a further update on the initiative prior to its implementation.

Finally I would like to take this opportunity to inform you that the Committee during its consideration of its draft work programme, agreed to undertake an inquiry in 2015 into Social Worker Caseloads, and during the way forward section of the meeting Members agreed to undertake a "Deep dive" short inquiry into the Children's Services Referrals performance indicator.

In conclusion, thank you again for participating in this scrutiny, and we look forward to your response to the questions raised and requests for information detailed above within the next month.

Yours sincerely



COUNTY COUNCILLOR RICHARD COOK
Chair – Children and Young People Scrutiny Committee

CC: Tony Young, Director of Children's Services
Kim Brown, Service Manager, Policy and Performance

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My Ref: CM28465

Your Ref:

Date: 17th September 2014

Councillor Richard Cook
Chairperson Children & Young People Scrutiny Committee
Cardiff Council
County Hall
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Dear Richard

Scrutiny - CYP 9 September - Q1 Childrens Services Performance Report

Thank you for your letter following the last scrutiny meeting on 9th Sept and for your positive comments regarding the overall approach of the directorate.

I also note the committee's desire to receive further updates and progress reports, both in relation to the measures taken concerning caseload pressures and P.I. performance and in relation to the development of the new initiative arising from the Social Impact Bond workstream. Officers will make these progress reports available at the appropriate juncture, in early 2015.

Meanwhile in relation to the specific explanation sought by the committee regarding recruitment to the Personal Advisor, the position is as follows:-

- The additional funding for 4.5 PAs in 2013/14 was equivalent only to half of the funding that was required in order for the service to meet the needs of all care leavers who are entitled to a service.
- There were no specific delays in the recruitment process - new posts were created and advertised within usual timeframes. However, there was also a turnover of staff which resulted in additional vacancies and we were not able to recruit to all of the vacancies as part of the initial recruitment process because of a lack of appointable candidates.
- Attempts were made to recruit agency staff whilst recruitment was undertaken for permanent posts but again it was not possible to identify suitably experienced staff.
- We also sought to address the shortfall in funded posts by giving Family Intervention and Support Service (FISS) workers an opportunity to undertake the role on a temp basis as a secondment opportunity but only one Family Support Worker took up the opportunity. She has since been employed on a permanent basis in the team following a successful interview.

- The most recent recruitment process attracted 75 applications of which 22 candidates were shortlisted and interviewed for 4 vacant posts and appointments were made to these posts.
- Funding has now been identified for a further 4 posts from the realignment of case-management services and these posts have been created. There were no other appointable candidates from the last round of recruitment who could be offered these posts so a further recruitment process has to be undertaken.
- However, the Director is now mindful of the potential for budget reductions in 15/16 necessitating a wider review of existing staffing complements. In the event that this budget reality leads to the displacement of some staff in other parts of Children's Services, the PA posts might well offer a good fit for those potentially displaced staff, subject to the corporate redeployment process. In order to minimise any disadvantage to young people who are eligible for a service, the Directorate is now initiating a second offer for internal secondment.
- The situation is obviously less than ideal and will remain unresolved until the outcome of the 15/16 budget planning process is clearer. Meanwhile, the PA manager will continue to meet regularly with the LAC Service Managers to prioritise young people who need to be allocated a PA sooner rather than later as capacity becomes available within the team.

Yours sincerely

Councillor Sue Lent
DEPUTY LEADER
CABINET MEMBER FOR EARLY YEARS, CHILDREN & FAMILIES

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My Ref: Scrutiny/Correspondence/MJH

11 September 2014

Councillor Julia Magill
Cabinet Member - Education and Skills
County Hall
Atlantic Wharf
CARDIFF
CF10 4UW

Dear Julia

Thank you for attending Children and Young People Scrutiny Committee on 9th September 2014 to help introduce the briefing on the **Provisional Cardiff school results, 2014**. I would also like to thank Nick Batchelar and Carol Jones for their presentation and the full and honest answers that were provided at the meeting. Following consideration of the paper presented at the meeting and answers to Members' questions, the Committee has asked me to write to you with the following comments, advice and concerns.

The Committee considered that the provisional results did show an encouraging start to the improvement in performance of Cardiff's Schools, and that early data did show that Cardiff was comparable to some of the "Core Cities". Members also welcomed the positive impact that the pupil tracking system was having on the improvements in attainment in Cardiff's Schools.

Members did however express concern, that there were still inconsistencies in performance not just across schools but also actually within particular schools. The Committee agreed that it wishes to see significant improvements in school performance over the next year.

The Members acknowledged that this was a provisional update and requested that the Annual School Performance Report presented to the 13th January 2015 meeting of the Committee, should include the following additional information:

- A table highlighting the School Performance information of schools in the northern half of the city compared to those in the southern half, maybe as part of the Free School Meals analysis graphs.
- A table, at each key stage, showing Cardiff's schools performance as compared with the Core Cities and the Consortium.

The Committee wished to inform you that when it considers the Central South Consortium's annual report at its November meeting, Members will be seeking to clarify the various work streams of the Consortium and how it is helping Cardiff's school improve their performance.

The Committee is also aware that Estyn had commented in its Monitoring Visit letter, that "The Children and Young People Scrutiny Committee receives reports that include a wide

range of relevant data. The recent annual performance report contains a useful initial summary for the committee. The report also includes data about the performance of individual schools and this transparency is helpful. However, the analysis of the data provided is not always clear enough to help the committee to make informed decisions." As a result the Committee was tasked to ensure that they received, clear, evaluative, accurate and up to date information. The Committee during the way forward section of the meeting agreed that they had received honest, up to date information, however the information had not been provided in a timely manner to enable Members to make an informed decision. In future it would be more useful to receive information at least the day before a meeting rather than at the meeting.

I would also like to take this opportunity to inform you that as part of the Committee's work programme members agreed to undertake an inquiry starting in October, into the "Effectiveness of School Governing Bodies in improving school performance", and Members look forward to working with you and your officers to ensure that this inquiry provides timely, meaningful and beneficial recommendations.

Finally I would like to personally welcome the new Assistant Director of Education and Lifelong Learning, Carol Jones, to the Committee and look forward to working with her and the department to ensure that effective implementation of the Estyn Action Plan and the overall improvement in performance of all Cardiff's Schools.

As this letter only provides advice, comments and requests for additional information in future reports, it does not require a formal response.

Yours sincerely

COUNTY COUNCILLOR RICHARD COOK
Chair – Children and Young People Scrutiny Committee

CC: Nick Batchelar
CC Carol Jones

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Date 24 October 2014

My Ref SS/CYP/MJH
Your Ref:

Councillor Sue Lent
Cabinet Member for Families, Children and Early Years and Deputy Leader
County Hall
Atlantic Wharf
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CF10 4UW

Dear Sue

Thank you for attending the Children and Young People Scrutiny Committee on 7 October 2014 to help introduce the **CSSIW Inspection Report and Month 4 Budget Monitoring**. I would also like to thank Tony Young and Debbie Martin – Jones for the full and honest answers that were provided at the meeting. Pam Clutton the CSSIW Lead Inspector has also been written to, thanking her for her attendance. Following consideration of the reports and answers to Members' questions, the Committee has asked me to write to you with the following comments and concerns and requests for additional information.

Safeguarding Looked After Children – CSSIW Inspection Report

Members welcomed the overall report and in particular the Inspector's acknowledgement that Safeguarding in Cardiff was good. Members were however concerned and surprised to be informed that the report indicated that there were inconsistencies in assessments as well as inconsistencies in the data being place on the Case First System. The Members also noted the number of "Areas for Improvement" highlighted in the report, and requested that an Action Plan be developed, to address the issues highlighted in the report and that a copy be made available to the Committee.

Month 4 Budget Monitoring

The Committee welcomed the opportunity to receive a detailed analysis of the Directorates expenditure over the first four months of the year, together with the detailed analysis of each identified Directorate Saving.

The Members expressed concern that an over spend was currently being forecast at £365,000, this was after the transfer of £950,000 from the Council's Corporate Contingency Budget. Members considered that the Corporate Contingency may not be available in future years and as such Children's Services expenditure must be monitored extremely closely to ensure that future expenditure remains within budget.

The Committee focussed on the three main areas of overspend, namely:

- Placement of Looked After Children , £725,000

- External legal advice and Court Fees – £279,000
- Adoption fees -£290,000

Members noted the Directors' comments that these were demand driven and difficult to control, however there was a clear commitment to identifying alternative preventative models to help manage expenditure. The Committee requested that the Director provide a briefing report on the various initiatives being developed. In addition the Committee recommended that alternative uses for Thornhill Road, Penhill and Suffolk house must be identified as soon as possible to minimise the ongoing maintenance and security costs.

In conclusion, thank you again for participating in this scrutiny, and we look forward to your response to the questions raised and requests for information detailed above within the next month.

Yours sincerely

COUNTY COUNCILLOR RICHARD COOK
Chair – Children and Young People Scrutiny Committee

CC: Tony Young, Director of Children's Services
Debbie Martin-Jones, Operational Manager, Looked After Services

DEPUTY LEADER'S OFFICE

My Ref: CM28980

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Cllr Richard Cook
Cardiff Council
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Dear Richard

Scrutiny - Children & Young Peoples Scrutiny Committee 7 October 2014

Thank you for your letter of 24th October following my attendance, with the Director of Children's Services at the Children & Young People Scrutiny Committee on 7th October 2014.

I welcome your comments both about the Budget Monitoring Report and the presentation by CSSIW of their findings following their inspection visit in respect of Safeguarding Looked After Children in May 2014.

I note your request to have a copy of an action plan in response. You may recall that at the meeting the relevant senior manager, Debbie Martin Jones updated members in light of the CSSIW report, concerning progress already made in relation to some the areas for improvement, not least of which was the establishment in June of the dedicated Looked After Service. I highlight this because I would wish to emphasise that the Directorate has not waited for the final report before acting to address areas of improvement, but acted to do so immediately following verbal feedback from the inspectorate at the conclusion of the inspection visit in May.

In terms of addressing the improvement areas more formally and bearing in mind that as reported, senior managers have already initiated key developments in response, the Directorate's preference would be to incorporate any outstanding or ongoing improvement priorities arising from the report into its new 2015/16 Annual Business Plan; this will I believe be presented to committee in March and the Director will ensure that the links to the findings is explicit in the business plan. Meanwhile however, Debbie Martin Jones is ready to attend committee again prior to the March meeting, to update you on progress should you wish to hear from her.

In relation to the Month 4 Budget Monitoring Report I fully accept the need for close monitoring to ensure delivery within budget and I share your concerns about sustainability in relation to the availability of contingencies in future years. I

would also confirm that the Director will present further details on his intentions with regard to alternative preventative models to help manage expenditure. This is work that is currently in progress and would ideally be reported alongside the 2015/16 Business Plan in March.

Thank you again for your interest and support.

Yours sincerely

Sue J. Lent.

COUNCILLOR SUE LENT
DEPUTY LEADER
CABINET MEMBER FOR EARLY YEARS, CHILDREN & FAMILIES

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My Ref: Scrutiny/Correspondence/MJH

24 October 2014

Councillor Julia Magill
Cabinet Member - Education and Skills
County Hall
Atlantic Wharf
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Dear Julia

Thank you for attending the Children and Young People Scrutiny Committee on 7th October 2014 to help introduce the **Progress report on Recommendation 3,4 and 5 of the Estyn Inspection letter, Month 4 Budget Monitoring Report and Briefing on Cardiff's School's Balances**. I would also like to thank Nick Batchelar, Carol Jones and Neil Hardee for their introduction of the reports and the full and honest answers that were provided at the meeting. Following consideration of the paper presented at the meeting and answers to Members' questions, the Committee has asked me to write to you with the following comments, concerns and requests for information.

Estyn Inspection letter Recommendations

The Committee welcomed the opportunity to be updated on the progress being made in addressing the Estyn inspection recommendations and in particular the processes in place to ensure that the tasks have a clear impact in improving the educational attainment of pupils.

The Members noted with interest the progress being made as well as details of what has already been achieved in addressing each of these recommendations. The Members then focussed their questions on teacher performance and performance management by head teachers as the Committee considered this to be a key area of concern. Following advice from the Director, the Members noted that this was the responsibility of Head Teaches and School Governor Bodies. The Members considered that effective teaching was crucial to the improvement in pupil achievement. Members, during the way forward section of the meeting, agreed to ask scrutiny officers to write to all Head Teachers to seek an update on the number of school teacher appraisals that they had undertaken last academic year.

Members also requested clarification of the separate roles of the Education Department and the Central South Consortium in leadership training and school improvement groups.

Month 4 Budget Monitoring

The Committee welcomed the opportunity to receive an analysis of the Directorates expenditure over the first four months of the year, together with the detailed breakdown of each identified Directorate Saving.

The Members expressed their concern that the over spend was currently being forecasted at £729,000, and questioned in detail the main areas of overspend, in particular focussing on:

- the Rationalisation of Education Management, £177,000
- Restructure of business support, £200,000
- Out of county SEN £200,000 and
- the County Hall Nursery,£42,000.

The Members questioned the reasons for the Cabinet to agree to delay the implementation of the rationalisation of education management and the resultant changes in business support, and requested an update on the progress being made in implementing the alternative actions to ensure that the Department achieved a balanced budget at the year end.

Members also recommended that the Department must actively monitor the impact of the savings on each of the services provided, and report back it's findings to Committee in March 2015.

During the way forward section of the meeting, Members requested details of the Education Directorate Establishment as at 31 March 2014 and as at 31 September 2014 so that they could fully appreciate the changes made following the rationalisation. The Committee also agreed to request that scrutiny officers seek the Head Teachers views on the increasing levels of delegated budget, as it was alleged that some school were concerned at the level of delegation being increased above 85%.

School Balances

The Committee welcomed the briefing on the level of school balances and noted the reasons for the positive and negative balances and expressed their concern to hear that increased pressures on schools were impacting on their school balances.

Members were pleased to be informed of the processes in place to manage both the positive and negative balances and in particular the four stage process for a school making an application for a licenced deficit, which must include a financial plan to resolve the deficit within three years. Members did however wish to encourage the Cabinet to closely monitor those schools with large positive balances to ensure that the funds are utilised efficiently and effectively as soon as possible.

Finally the Committee wished to thank you and the Director, for progressed the Estyn Action Plan as well as having to implement funding reductions across the Department. I hope that these comments, advice and recommendation, detailed above will be of use and support in improving outcomes for Cardiff's pupils and I look

forward to receiving the requested additional information and a positive response to this letter within the next month.

Yours sincerely

COUNTY COUNCILLOR RICHARD COOK
Chair – Children and Young People Scrutiny Committee

CC: Nick Batchelar
CC Carol Jones
CC Neil Hardee

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My Ref: Scrutiny/Correspondence/MJH

14 November 2014

Hannah Woodhouse
Managing Director – Central South Consortium
Ty Dysgu
Cefn Coed
Parc Nantgarw
Cardiff
CF15 7QQ

Dear Hannah

I would like to thank you and Councillor Chris Elmore, Chairman of the Consortium Joint Committee, for attending the Children and Young People Scrutiny Committee on 11th November 2014 to present the **Consortium's Performance Report for 2014/15**. I would also like to thank Nick Batchelar and Angela Kent for their contribution to the report and the full and honest answers that were provided at the meeting. Following consideration of the report presented at the meeting and answers to Members' questions, the Committee has asked me to write to you with the following comments, concerns and recommendations.

The Committee welcomed the explanation of the Governance and Accountability arrangements recently implemented for the Consortium and agreed that the updated governance model provided greater clarity and clearer lines of responsibility, within the consortium and across the five Local Authorities. Members particularly appreciated Cllr Elmore and Cllr Magill's attendance that helped emphasise the composition of the governance arrangement.

The Committee did however raise a number of concerns at the inconsistency in the operation and management, by some Head Teachers, of the Performance and Personal Development Review system for teachers. The Committee considered that a consistent application of the process across all schools was a crucial element of school improvement. Members therefore recommended that the Consortium must identify and address any inconsistencies as soon as possible.

The Committee also expressed some concern around the general problem of the recruitment of high quality teachers, particularly in certain specific subject areas. Members suggested that the Consortium support schools wherever possible in their recruitment process.

Finally Members were pleased to receive positive responses to all the issues they had identified in the Estyn Monitoring letter, for the Consortium to address, and were considered to be a priority; however Members were unclear as to how the consortium was addressing Estyn's concerns that school Governors were unclear

about the areas for improvement in their schools. Members requested clarification of how the Estyn concern would be addressed either by the Consortium or Council.

I hope that these comments, advice and recommendation, detailed above will be of use and support in improving outcomes for Cardiff's pupils and I look forward to receiving the requested information and a positive response to this letter within the next month.

Yours sincerely

COUNTY COUNCILLOR RICHARD COOK
Chair – Children and Young People Scrutiny Committee

CC: Nick Batchelar
CC Angela Kent
CC Cllr Chris Elsmore

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My Ref: Scrutiny/Correspondence/MJH

14 November 2014

Councillor Julia Magill
Cabinet Member - Education and Skills
County Hall
Atlantic Wharf
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Dear Julia

Please find attached a copy of my letter to Hannah Woodhouse in respect of the Committee's consideration of the Central South Consortium's Performance Report considered at Committee on 11th November 2014.

During the way forward section of the meeting the Committee agreed a number of actions arising from its consideration of the report, one of which was more appropriately directed to yourself and the Education Directorate. Members requested that the Annual Cardiff's Schools Performance Report, presented to Committee in January 2015, must include comparative data from England, and in particular the Core Cities.

I look forward to receiving this information in the performance report in January 2015. As such this letter does not require a formal response.

Yours sincerely

COUNTY COUNCILLOR RICHARD COOK
Chair – Children and Young People Scrutiny Committee

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CC Carol Jones
Cc Angela Kent

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My Ref: Scrutiny/Correspondence/MJH

14 November 2014

Councillor Julia Magill
Cabinet Member - Education and Skills
County Hall
Atlantic Wharf
CARDIFF
CF10 4UW

Dear Julia

Thank you for attending the Children and Young People Scrutiny Committee on 11th November 2014 to help introduce the **Progress report on Recommendation 2 and 6 of the Estyn Inspection letter,**. I would also like to thank Nick Batchelar, Carol Jones, Angela Kent, Simon Morris, Phil Norton, Neil Hardee and Marie Rosenthal for their contribution to the various elements of the report. Members were particularly pleased to be able to hear from and question officers who were directly involved in implementing the actions to address these recommendations. Following consideration of the monitoring reports presented at the meeting and answers to Members' questions, the Committee has asked me to write to you with the following comments, concerns and requests for information.

Recommendation 2 - Exclusions

The Committee welcomed the opportunity to be updated on the progress being made in addressing this part of recommendation 2 and in particular the good progress being made in reducing exclusions across Cardiff's Schools.

Members did however note with concern that two performance indicators had deteriorated and following further analysis members noted that this had resulted from only small number of schools. During the way forward section of the meeting, the Committee agreed to request details of the department's actions to address the deterioration of these two performance indicators in the schools.

Recommendation 2 - NEETS

The Committee welcomed the positive picture being portrayed, although members did note that precise data was not yet available. Members particularly appreciated the description of the work being undertaken with the 180 originally identified NEETs and that through intervention 121 now have a destination with 23 fully engaged.

Recommendation 6 - Scrutiny

Members appreciated the summary given my Marie Rosenthal and noted the progress that had been made in supporting Members in addressing the actions for this Committee. The Members also noted that following a review of the Partnership

Scrutiny Panel it was now agreed that Partnership issues would be considered directly by each Scrutiny Committee, and Members further agreed to receive all children & young people partnership reports.

I hope that these comments, and advice, detailed above will be of use and support in improving outcomes for Cardiff's pupils and I look forward to receiving the requested additional information and a positive response to this letter within the next month.

Yours sincerely

COUNTY COUNCILLOR RICHARD COOK
Chair – Children and Young People Scrutiny Committee

CC: Nick Batchelar
CC Marie Rosenthal
CC Carol Jones
Cc Angela Kent
CC Simon Morris
CC Phil Norton
CC Neil Hardee

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Date 14 November 2014

My Ref SS/CYP/MJH
Your Ref:

Councillor Sue Lent
Cabinet Member for Families, Children and Early Years and Deputy Leader
County Hall
CARDIFF CF10 4UW

Dear Sue

Thank you for attending the Children and Young People Scrutiny Committee on 11 November 2014 to help introduce the **Youth Offending Service – Annual Plan 2014 - 2015.** I would also like to thank Ingrid Masmeyer for the full and honest answers that were provided at the meeting. Following consideration of the reports and answers to Members' questions, the Committee has asked me to write to you with the following comments and concerns.

The Committee were pleased to be informed that between April 2007 and March 2012 the number of offenders in Cardiff had reduced from 992 to 363, however Members expressed their concern that the proportion who subsequently reoffended, had over the same period, increased, as a percentage, from 38% to 47.7%. Members hope that actions identified within the plan will address this situation quickly.

Members also welcomed that at a strategic level the YOS manager is in discussions with the Cardiff and the Vale Health Board, which are making significant progress towards designing a mental health service for children & young people that will deliver services in a radically different manner from the conventional CAMHS approach, this includes the pooling of budgets and joint working. The Committee suggested that this type of joint working, and specifically pooled budgets, could be piloted across other areas.

I hope that the comments and concerns detailed above will be helpful, and will assist in improving the services and support for provided by Children's Services. This letter does not require a formal response.

Yours sincerely

COUNTY COUNCILLOR RICHARD COOK
Chair – Children and Young People Scrutiny Committee

CC: Tony Young, Director of Children's Services
Ingrid Masmeyer, YOS Manager

20th November 2014

Councillor Sue Lent,
Cabinet Member for Early Years, Children & Families,
County Hall,
Atlantic Wharf,
Cardiff,
CF10 4UW.

Dear Councillor Lent,

Children's Services Referrals – Members Investigation

As you will be aware the Children & Young People Scrutiny Committee recently undertook an investigation into Children's Services Referrals. The investigation was organised for members to have a clear understanding of:

- The Children's Access Point referral process;
- The issues behind the performance indicator for future performance data scrutiny
- To identify any areas of concern, comment or suggested improvement.

The Meeting was organised for Members to receive background information, operational and procedural briefings, anonymised information on live referrals together with detailed contact and referral data for the last two quarters. The Members were also briefed by the following officers:

- Tony Young , Director of Children's Services;
- Jane Hoey Operational Manager, Intake and Assessment and Early Intervention
- Kerrie Aldridge, Suki Bahara-Garrens and Natasha James
- Four Social Workers
- Bethan Francis – Deputy Headteacher, Windsor Clive Primary School
- Janet Burnhill – Glantaf Secondary School
- Nikki Harvey – Lead Nurse, Child Protection for Cardiff & Vale UHB
- Rod Cronick – Detective Sergeant, Lead Officer for Child Safety for Cardiff referral unit

On behalf of the Members who attended I would like to thank all of the witnesses who provided information and attended the meeting. Members found their input into the investigation honest, open, enlightening and very informative. The Members were particularly thankful for the amount of preparation that Officers had undertaken to ensure the investigation was a success.

After the meetings Members considered the evidence presented and highlighted a number of key findings and recommendations. This letter sets out the comments and observations of the Members on the investigations following their visit to the service at Global Link. The key findings and recommendations for management are set out below.

Key Finding 1 – Children's Services Contacts and Referrals.

- The Members noted that the Children's Access Point receives over 2,000 contacts each month, each of which has to be assessed and documented, prior to being categorised for referral;
- The service area must continue to support, encourage and resource, contacts from the public and agencies, to ensure that any child safeguarding issues are easily and promptly dealt with.
- Evidence from Health indicated that Cardiff's referral system was one of the most accessible systems across Wales.
- Members were informed that contacts / referrals must be processed within 24hrs, however due to the number of contacts being received and the inconsistency in information, social workers were not always able to complete all the contacts within the 24hr period.
- Members also heard from both the social workers and Health representative that often contacts are made without personal details being provided this made a quick assessment difficult. Health stated that they could not always share the names of children.

Recommendation 1 and 2

1. That the system that enables members of the public and agencies to contact Children Service must be appropriately resourced and processes maintained to enable all safeguarding concerns to be dealt with efficiently, and within 24 hours.

2. That the Director of Children's Services develops with The Cardiff and Vale UHB a protocol for the sharing of personal information.

Key Finding 2 –Multi-Agency Safeguarding Hub (MASH)

- Members received background information that indicated that a number of local authorities had worked in partnership with Police, Health and other agencies to develop and implement multi-agency hubs to better manage contact and referrals.
- The Members also received evidence from Council Staff, Police and Health representatives that the operation of a Multi-Agency Safeguarding Hub (MASH) in Cardiff would more effectively manage contacts and referrals and would improve safeguarding.
- Members were informed by all witnesses that access to information across agencies and local authorities, did cause problems in undertaking detailed case assessment to promptly identify any safeguarding issues.
- Members were informed by Children's Service's Managers that they were working with Leeds Council to use the format of their MASH as a model for the operation of a Cardiff MASH.
- Members considered that there were efficiency and safeguarding benefits from the implementation of the MASH and this could be enhanced if the joint working was undertaken with other Local Authorities

Recommendation 3, 4 & 5

3. That the Director of Children's Service provide the Committee with a timetable for the implementation of a MASH, to ensure that contacts and referrals are processed effectively, safeguarding improved and and joint working enhanced.

4. That the Cabinet Member lobbies the Welsh Government to develop protocols and processes that enables the Police, Health and Local Government across Wales to share safeguarding data.

5. That the Director of Children's Services investigates the possibility of working jointly with other Local Authorities in the operation of a MASH.

Key Finding 3 – Social Worker workload

- Members were informed by Children's Services staff that they were currently dealing with approximately 25 cases each. Each social worker had a mixture of complex and straightforward cases, however there was not a formal process to assess complexity, this was based on a managers assessment.
- Members enquired about the length of time social workers were working each week to deal with their cases,staff indicated that it was around 45 hours per week.
- Members sought clarification from Children's Services staff, as to the impact of the Council's recent work force agreement. Members were informed that although pay was reduced as a result of the reduction of one hour, workload was not reduced. As a result staff were still working the same hours. Members were also informed that this was having an impact on staff retention and moral.

Recommendation 6

6. That the Cabinet must be made aware that social workers are still working considerably longer hours than 36 hours per week under the workforce agreement and that this was having an impact on staff retention and moral.

Key Finding 4 – Preventative Strategy

- Members were informed that senior school staff were provided with training, however it was up to the school to pass the information on to all school staff. Members were concerned that school staff should be kept aware of changing issues, and preventative initiatives and agencies ;
- Members welcomed confirmation that a Safeguarding Officer now worked across Children's Services and Education, however Members considered that links and training should be developed across schools, health visitors, Doctors and Accident and Emergency
- Members were also informed that Social Workers were not consulted on what preventative measures would be the most effective to be developed. Members considered that this was important when the Council considered future strategies to reduce pressure on Intake and Assessment. Social Workers have a good knowledge of what pressures families were facing and what changing issues contributed to family break up eg:domestic violence seemed to be more current recently. They are therefore well placed to advise what support services would help to alleviate those pressures.

Recommendation 7, 8 and 9

7. That Children's services' develop a process to keep schools informed of changing safeguarding issues as well as services provided by preventative agencies who are supporting children and families.

8. That the safeguarding officers should develop contacts and training initiatives across Schools, Health Visitors, Doctors and Accident and Emergency.

9. That a consultation forum is set up with social workers to help advise on any future investment in preventative strategies and early intervention.

I would be grateful if you and the Director of Children's Services would consider and respond to the key findings and recommendations made in this letter. Should you require clarification or have any questions about any of this letter do not hesitate to contact me.

Regards,

Councillor Richard Cook
Chair of the Children & Young People Scrutiny Committee

Cc to:

Tony Young, Director of Children's Services
Jane Hoey, Operational Manager, Intake and Assessment
Gareth Newell, Operational Manager
Joanne Watkins – Cabinet Business Manager
Cheryl Cornelius, Cabinet Support Manager
Members of the Children & Young People Scrutiny Committee

1st December 2014

Councillor Julia Magill,
Cabinet Member for Education and Skills,
County Hall,
Atlantic Wharf,
Cardiff,
CF10 4UW.

CARDIFF
CAERDYDD

Dear Councillor Magill,

Children & Young People Scrutiny Committee Phased Inquiry – High level of Local Authority Governor Vacancies in Cardiff and the Appointment and Effectiveness of Local Authority Governors

As you will be aware the Children & Young People Scrutiny Committee recently agreed to undertake a phased inquiry into Local Authority School Governors (LASG). The Committee also agreed that the Inquiry Chairman would report directly to you, following each phase, to enable recommendations to be identified and reported to the Cabinet in a timely manner for prompt consideration and implementation.

The first report from the inquiry is contained in this letter, and covers the recruitment and appointment of Local Authority School Governors in Cardiff. The first meeting of the Inquiry was held on 20th November 2014 to agree the Scope of the Inquiry and:

- gain an understanding of the role of school governors;
- assess the level of local authority governor vacancies (LASG) across Cardiff's schools;
- receive evidence on the present LASG recruitment and appointment process and to assess this against a selection of other local authorities processes; and
- discuss and agree changes to the current system to improve the effectiveness of Cardiff's schools governing bodies.

The first meeting was arranged for Members to receive, in advance, background information on the role of governors, relevant output from a survey of Cardiff's School Governors, details of the current number of school governor vacancies, and an analysis of other local authorities' processes for the recruitment and appointment of their LASG. The information included:

- A draft scope for the inquiry, as discussed at Committee;
- A copy of a handbook for governors of schools in Wales published by the Welsh Government and Governors Wales. This handbook provided Members an explanation of what a governor is, categories of governors, support and training, how to fulfil their responsibilities and the role of a school governor;
- Details of the numbers and vacancies of each type of governor across Primary Schools, Secondary Schools, Special Schools, Nursery Schools and Welsh medium Schools;
- The Welcome pack for new Governors;
- Comparative information from a number of other Welsh and English Local Authorities on their recruitment, application form, processes and marketing and promotional process for Local Authority Appointed School Governors; and
- Extract from the school governor survey commissioned for this inquiry, covering: what is important for new governors, how easy is it to recruit new governors and what would help the recruitment of new governors.

In attendance for the inquiry meeting were Councillor Richard Cook (Elected Chair of the inquiry), Councillors Boyle, Murphy and Rees.

The Members were briefed at the meeting by the following officers and witnesses:

- Marie Rosenthal; County Clerk and Monitoring Officer
- Paul Jefferies (Secretary to Cardiff Governors Association)
- Julia Ellis, Governor Services Manager

- Ruth Lock, Governor Services Officer

Members were informed that unfortunately, you and Nick Batchelar were not able to attend but other witnesses were fully aware of your views.

On behalf of the Members who attended I would like to thank all of the witnesses who attended the meeting, provided information, advice, answered the questions and contributed to the discussions, Members found their input into the inquiry very helpful.

After the meeting Members considered the background information, answers to Members questions and advice and evidence from witnesses and the Inquiry agreed to highlight a number of key findings and recommendations. This letter, reports the key findings and recommendations on this phase of the inquiry for the Cabinet, Constitution Committee and Officers to consider for implementation.

Key Finding 1 – Cardiff's Recruitment and Appointment process

- The Members were informed that the current recruitment and appointment process for Local Authority School Governors was not fit for purpose, there was no formal process, and no assessment or checks on applicants ;
- The Group noted from the papers provided that there were around 2,000 school governor places in Cardiff with around 250 vacancies. There was also a ten percent (38) vacancy level for Local Authority appointed Governors.
- The Members learnt that a lack of self assessment of skills, by school governing bodies, did not enable effective appointment of Governors to aid in school improvement;
- Members noted from the analysis of other authorities governor appointment processes, that more formal recruitment, interview, appraisal and transparent systems had been implemented in most Local Authorities;
- Members considered that within any appointment process appropriate checks should be made about each candidate prior to their consideration for appointment;
- Members heard from the Council's Monitoring Officer that a more formal appointment system should implemented through Constitution Committee and could include:
    - Appointment through a Committee of Council Panel to meet on a regular basis, say six monthly.
    - Chaired by the Cabinet Member for Education with the Director of Education, Monitoring officer and a representative from the Cardiff Governors Association acting as advisors
    - Candidates assessed for suitability, maybe through interview
    - Candidates should be sought from various backgrounds to meet the skill needs of particular schools

- Members were also informed that the current appointment process is supported by the Governors service and this should continue with any new process, including an Appointment Panel.

- Members identified by the analysis of other Local Authority's processes that many encourage people to apply to be a school Governors using specific recruitment campaigns, Members noted that Cardiff does not presently have a campaign.

Recommendation 1 to 4

1. An Appointment Panel should be formed, as a Committee of Council, with appropriate Terms of Reference, to meet quarterly, Chaired by the Cabinet Member for Education, and politically balanced, perhaps including Group Whips. The Director of Education, Monitoring Officer and a representative from the Cardiff Governors Association must be allowed to act as advisors to the Panel,

2. The Panel should have in its Terms of Reference the implementation and monitoring of a School Governor recruitment campaign.

3. That appointments should be made based around any identified skill gap need within a school.

4. That the Clerking of the meetings should continue to be undertaken by the Governors Service Staff.

Key Finding 2 –School Governing Bodies must have the appropriate skills

- Members were informed that the role of governing bodies has become much more complex over the last few years.
- Members were aware that considerable resources are now delegated directly to schools, requiring schools to undertake many tasks that were previously managed by the local authority;
- Members were informed that Governing Bodies are now actively involved in managing, monitoring and challenging school performance, attendance, exclusions, recruitment and teacher performance; and
- Members were also informed that many school governing bodies do not undertake a skill analysis of their governors, to enable any skill gaps to be identified, to which new governors can be appointed.

Recommendation 5 to 7

5. That all school governing bodies must ensure that they include governors who have the skills and knowledge to ensure that they can work effectively across all aspects of the school.

6. That School Governing Bodies should annually undertake a skills assessment of the Body and inform the Council of any skill gaps, when they have LASG vacancies.

7. That the Director of Education must check annually that the skill mix of each school governing body, meets the needs of the school and its improvement plan.

Key Finding 3 – Ward Councillors

- Members were informed that the current practice is for two Ward Councillors to be automatically appointed to each school in their Ward;
- Members commented that with the changes in the role of Governors this tradition was becoming less relevant to the needs of a school;
- Members also commented that with the increase in Governor meetings and training it was becoming difficult for Councillors to attend all events for the schools that they were governors of; and
- Members were informed that as funding was being delegated directly to schools there was less of a need for the link between each School and the Council that the ward Councillors previously provided.
- Members did raise a concern, that in mixed party wards, there may be a need for both parties to be represented on the Governing Body, unless agreement can made for only one to e appointed.

Recommendation 8 to 10

8. That the Cabinet, Party whips and Constitution Committee agrees that the new appointment process will only allow one Ward Councillor to act as LASG on each school, in single party wards.

9. That the appointment of Ward Councillors will follow the same appointment process as other LASG.

10. That in mixed party wards, two Councillors should be appointed unless agreement can be had to appoint one Councillor.

Key Finding 4 – Role of Governors

- Members were informed that the role of governors was becoming very complex and their appointment to a School Governing Body was a considerable commitment, particularly if they were appointed due to a particular skill that was needed;
- Members noted that there was a considerable amount of mandatory, and discretionary training, as well as the large number of meetings to attend, visits to be made, and the complex decisions that have to be made; and
- Members were surprised to hear that Disclosure and Barring Services (DBS) checks were not routinely undertaken and the Group agreed that this must be compulsory for all appointed LASG, with the Council paying for the basic check for all LASG.

Recommendation 11 and 12

11. That the Director of Education in consultation with the Cardiff Governors Association should develop a leaflet providing clear guidance and information for prospective Local Authority Governors.

12. That all new LASG have the basic DBS check undertaken prior to their appointment, paid for by the Council.

I would be grateful if you, the Director of Education and Lifelong Learning and Monitoring Officer would consider and respond to the key findings and recommendations reported in this letter. Should you require clarification or have any questions about any of this letter do not hesitate to contact me.

Finally at the meeting the Members agreed to amend the Scope of the Inquiry so that it did not now cover the Clerking of School Governor meetings and that the Effectiveness of Governing Bodies would be considered next.

Regards,

Councillor Richard Cook
Chair of the Children & Young People Scrutiny Committee

Cc to:

Nick Batchelar, Director of Education and Lifelong Learning
Marie Rosenthal; County Clerk and Monitoring Officer
Paul Jefferies, Secretary Cardiff Governors Association
Gareth Newell, Operational Manager
Joanne Watkins – Cabinet Business Manager
Cheryl Cornelius, Cabinet Support Manager
Members of the Children & Young People Scrutiny Committee