



City of Westminster

Committee Agenda

Title: **Children, Environment and Leisure Policy and Scrutiny Committee**

Meeting Date: **Monday 6th February, 2017**

Time: **7.00 pm**

Venue: **Rooms 5, 6 & 7 - 17th Floor, Westminster City Hall, 64 Victoria Street, London, SW1E 6 QP**

Members:

Councillors:

Andrew Smith (Chairman)
Rita Begum
Iain Bott
Melvyn Caplan
Peter Cuthbertson
Nick Evans
Aicha Less
Robert Rigby

Elected voting representative
Aki Turan, Parent Governor
Annie Ee, Parent Governor

Co-opted voting representatives
Brenda Morrison, Church of England Diocese Representative
Louise McCullough, Roman Catholic Diocesan Board Representative

Co-opted non-voting representatives
Eugene Moriarty, Headteacher, St Augustine's High School
Ann Townshend, Headteacher St Barnabas Primary School



Members of the public are welcome to attend the meeting and listen to the discussion Part 1 of the Agenda

Admission to the public gallery is by ticket, issued from the ground floor reception at City Hall. If you have a disability and require any special assistance please contact the Committee Officer (details listed below) in advance of the meeting.



An Induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter. If you require any further information, please contact the Committee Officer, Sarah Craddock.

Corporate Website: www.westminster.gov.uk

Note for Members: Members are reminded that Officer contacts are shown at the end of each report and Members are welcome to raise questions in advance of the meeting. With regard to item 2, guidance on declarations of interests is included in the Code of Governance; if Members and Officers have any particular questions they should contact the Director of Law in advance of the meeting please.

AGENDA

PART 1 (IN PUBLIC)

1. MEMBERSHIP

The Director of Law to report that there are no changes.

2. DECLARATIONS OF INTEREST

To receive declarations of interest by Members and Officers of any personal or prejudicial interests.

3. MINUTES

To agree the minutes of the meetings held on 28 November 2016.

(Pages 1 - 8)

4. TRACKERS AND WORK PROGRAMME

- a) To note the progress in implementing the Committee's Recommendation and Action Trackers.
- b) To provide comment and input into the Work Programme for 2016/17.

(Pages 9 - 18)

5. CABINET MEMBER FOR ENVIRONMENT, SPORTS AND COMMUNITY

Councillor David Harvey (Cabinet Member for Environment, Sports and Community) to update the Committee on current and forthcoming issues in his Portfolio.

(Pages 19 - 26)

6. CABINET MEMBER FOR CHILDREN, FAMILIES, YOUNG PEOPLE

Councillor Richard Holloway (Cabinet Member for Children, Families, Young People) to update the Committee on current and forthcoming issues in his Portfolio.

(Pages 27 - 32)

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| <p>7. TROUBLED FAMILIES - A REVIEW OF PROGRESS OF THE FIVE YEAR PROGRAMME</p> <p>To review Year two of the Troubled Families Service and suggest areas that could be developed.</p> | <p>(Pages 33 - 60)</p> |
| <p>8. COMMUNITY ENGAGEMENT</p> <p>To review the new programme and its first year, including Open Forums.</p> | <p>(Pages 61 - 68)</p> |
| <p>9. REPORTS OF ANY URGENT SAFEGUARDING ISSUES</p> <p>Verbal Update (if any)</p> | |
| <p>10. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT</p> | |

Charlie Parker
Chief Executive
26 January 2017

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CITY OF WESTMINSTER

MINUTES

**CHILDREN, SPORTS AND LEISURE
POLICY & SCRUTINY COMMITTEE
28 NOVEMBER 2016
MINUTES OF PROCEEDINGS**

Minutes of a meeting of the **Children, Sports and Leisure Policy & Scrutiny Committee** held on Monday 28 November 2016 at 7pm at **Westminster City Hall, 64 Victoria Street, London SW1E 6QP.**

Members Present: Councillors Andrew Smith (Chairman), Rita Begum, Iain Bott, Peter Cuthbertson, Nick Evans, Aicha Less, Adnan Mohammed and Robert Rigby.

Co-opted Members: Eugene Moriarty, Brenda Morrison and Ann Townshend.

Also present: Councillor David Harvey (Cabinet Member for Sports and Leisure), Councillor Danny Chalkley (Cabinet Member for Children and Young People) and Councillor Paul Church (Deputy Cabinet Member for Children and Young People).

Apologies for Absence: Annie Ee, Louise McCullough and Aki Turan.

1. MEMBERSHIP

- 1.1 It was noted that there were no changes to the Membership.
- 1.2 The Chairman welcomed Councillor Danny Chalkley (Cabinet Member for Children and Young People) and Councillor Paul Church (Deputy Cabinet Member for Children and Young People) to the meeting.
- 1.3 The Chairman also welcomed Councillor David Harvey (Cabinet Member for Sports and Leisure), to the meeting to observe and participate in the Committee's discussion on the Future Delivery of the Library Service. Any questions that Members had regarding the Sports and Leisure's portfolio would be placed on the Committee's Action Tracker.
- 1.4 The Chairman further welcomed Kathy Settle, Chief Executive of the Libraries Taskforce, who took part in the Future Delivery of the Library Service.

2. DECLARATION OF INTEREST

2.1 No further declarations of interests in respect of items to be discussed were made, other than those noted in the circulated schedule as set out below in paragraph 2.2.

2.2 Table of Member's interests tabled at the Committee Meeting was as follows:

Councillor/Member of the Children, Sports and Leisure P&S Committee	Organisation	Nature of Interest
Iain Bott	Paddington Academy One Westminster	Governor Non-Voting Member of the Board
Adnan Mohammed	St Marys' School Community Cohesion Commissions	Governor Member
Eugene Moriarty	St Augustine's Church of England School	Headteacher
Robert Rigby	Our Lady's Secondary School, Hackney Local Authority Governor Appointment Panel London Marathon Charitable Trust	Governor Member Trustee
Ann Townshend	St Barnabas' CE Primary School	Headteacher

3. MINUTES

3.1 The Committee requested that abbreviations be used consistency throughout the minutes and asked for confirmation on whether the actions set out in paragraphs 7.7(3) and 8.5(1) had been completed. The Policy and Scrutiny officer confirmed that both briefing notes had been circulated to Committee Members.

3.2 **RESOLVED:** That the minutes of the meeting held on 17 October 2016 be approved for signature by the Chairman as a true and correct record of the proceedings.

4. ACTION AND RECOMMENDATION TRACKERS AND COMMITTEE WORK PROGRAMME

4.1 ACTION AND RECOMMENDATION TRACKERS

4.1.1 **RESOLVED:** That the Action and Recommendation Trackers be noted.

4.2 COMMITTEE WORK PROGRAMME

4.2.1 **ACTION:** That an item on the Young Westminster Foundation be added to the Work Programme.

5. QUESTION AND ANSWER SESSION: CABINET MEMBER FOR SPORTS AND LEISURE

5.1 The Committee received a written update from the Cabinet Member which covered current and forthcoming issues in his Portfolio.

6. QUESTION AND ANSWER SESSION: CABINET MEMBER FOR CHILDREN AND YOUNG PEOPLE

6.1 The Committee received a written update from the Cabinet Member who responded to questions on the following topics:

- the creation of the Young Westminster Foundation to allow businesses and individuals to provide services for young people in Westminster.
- the priority to secure future funding to tackle FGM.
- school budgets and the recent deletion of part time meal supervisor's posts.
- the significant progress being made in the Troubled Families Programme.
- the difficulties in delivering the transfer programme from SEN statements to EHC plans and the measures that had been taken to improve the service.
- the support given to schools following the introduction of the new national method of reporting Standard Attainment Tests and Assessments.

6.2 The Cabinet Member confirmed that he would be responding to the request from the Committee that front line staff (especially in City Hall) be fully trained to react and deal with vulnerable young people coming into Council buildings very soon.

6.3 RESOLVED:

1. That consideration be given to the recent reduction in hours of part time posts in schools and how it affects part time employees working tax credits and/or other benefits.

2. That the Cabinet Member agrees to make securing future funding to tackle FGM one of his priorities.

7. FUTURE DELIVERY OF THE LIBRARY SERVICE

- 7.1 The Committee received a report advising of the proposed changes to the library service to deliver savings and enhance efficiency. The Committee noted that the Council was committed to keeping all its libraries open and maintaining the current pattern of opening hours and access to services which included the specialist services of the Westminster Archives, Music and Reference libraries.
- 7.2 The Committee welcomed Kathy Settle, Chief Executive of the Libraries Taskforce, who spoke about the Independent Library Report and the work undertaken by the Taskforce following the recommendations made in the report. The Committee discussed the soon to be published 'Ambition document' which set out how library services could support the delivery of local and national government priorities such as health and wellbeing, economic growth and digital literacy using a range of approaches to deliver cost-effective library services, as well as, providing a focus on governance and delivery of services, new ways of working and the importance of marketing and communication of the library service.
- 7.3 Mike Clarke, Tri-Borough Director of Libraries and Archives, then discussed the significant savings that had been achieved through the Tri-Borough arrangement. The Committee noted that Westminster offered a wide range of services that other boroughs did not such as the Archives and Music Library Services. Mike then emphasised that the Council saw a secure future for its libraries at the heart of its communities and contributing to City For All priorities both on their own and in conjunction with other services.
- 7.4 The Committee heard that Westminster was currently the highest spending library service per resident in England but noted that there was not a correlation between the amount of money spent and an increase in service use. The Committee then discussed the approach being taken to remodel Westminster's library service, the importance of libraries to local communities and the wide range of services they offer residents and the potential to develop commercial activity such as coffee carts, amazon lockers and increasing revenue from room hire. The Committee noted that a Westminster Libraries Commission would be established in 2017 to consider and advise on the longer term future of library services.
- 7.5 The Chairman thanked everyone who had given up their time to attend the meeting and contribute to the discussion.

7.6 ACTIONS

1. That a briefing note be sent on the additional benefits (such as health benefits) and/or incentives that could be offered to library staff.
2. That the terms of reference and timetable for the Westminster Libraries Commission be sent to the Committee Members.

7.7 **RESOLVED:** The Committee made the following comments which would be forwarded to the Cabinet Member for Sports and Leisure for consideration:

1. The Committee welcomed the City Council's commitment to the future of the Library Service.
2. The Committee noted the importance of libraries as community hubs within our central London location and particularly noted Westminster's lead in funding per resident.
3. The Committee welcomed the position of the Cabinet Member to look at the longer term future of the service by establishing the Westminster Libraries Commission and looked forward to working with him and the Commission to help shape the future library service.

8. SCHOOL PERFORMANCE REPORT 2016

- 8.1 The Committee received a report summarising the outcomes of this year's tests and examinations in primary and secondary schools in Westminster and the key priorities for school improvement that emerge from the results. The report also included summary data on OFSTED inspection outcomes for Westminster schools.
- 8.2 The Committee heard from Ian Heggs, Tri-Borough Director of Schools Quality and Standards and Richard Stanley, Assistant Director, (Schools Standards) who discussed with the Committee the provisional education achievement data that had been set out in the School Performance Report and future challenges.
- 8.3 The Committee focused on the new tests and measures introduced and the significant challenge these had caused schools, especially at Key Stage 2 where it had been reported that the new tests were more challenging than previous. The Committee noted that although the expected standard had been raised Westminster schools were still ranked fourth compared to all other local authorities in the country.

8.4 The Committee further discussed the reduction in pupil numbers in primary schools and how challenging it was to project the necessary number of school places, how Ofsted would measure schools using the new tests and the continuation of significant change in the forthcoming year. The Committee noted, however, that the new Progress 8 measure for secondary school recognised the positive progress made by each pupil in every subject (not just English and Maths) even if an GCSE A*-C grade was not achieved and would be very useful information for future employers.

8.5 **ACTIONS**

1. That a briefing note be sent outlining the new tests and measures introduced into school especially detailing the new Attainment 8 and Progress 8 performance indicators.
2. That a briefing note be sent outlining the provisional Secondary school GCSE results.
3. That a briefing note be sent on individual school examination and test results.
4. That a briefing note be sent on the possible reduction in pupil numbers in primary schools and the difficulty in projecting the necessary pupil places needed in schools.

8.6 **RESOLVED:** The Committee made the following comments which would be forwarded to the Cabinet Member for Children and Young People for consideration:

1. The Committee welcomed the report and the strong performance at all levels which were above the national average.
2. The Committee noted the changes in assessment and how this could improve the measurement of school performance within the City.
3. The Committee welcome the continued focus on quality and the Council's commitment to working with schools to deliver continuous improvement.

9. **UPDATE ON SAFEGUARDING ISSUES** (verbal update – see agenda item 10)

9.1 The Chairman advised that there was nothing to report.

10. TERMINATION OF MEETING

10 .1 The meeting ended at 8.56pm.

CHAIRMAN _____

DATE _____

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Children, Environment and Leisure Policy and Scrutiny Committee

Date:	Monday 6 th February 2017
Classification:	General Release
Title:	Update on work programme and action tracker
Report of:	Julia Corkey-Director of Policy, Performance and Communications
Cabinet Member Portfolio	Cabinet Member for Children and Young People and Cabinet Member for Sports and Leisure
Wards Involved:	All
Policy Context:	City for Choice / Heritage / Aspiration
Report Author and Contact Details:	Tara Murphy x2894 tmurphy@westminster.gov.uk

1. Executive Summary

This report provides an update on the work programme for committee to note and also an update on the action tracker.

2. Key Matters for the Committee's Consideration

Committee is asked to note the work programme at Appendix 1 and the action tracker at Appendix 2.

3. Background

The work programme is as noted by Committee at its last meeting in November, except that the Schools Organisation strategy has been included onto the agenda for the meeting in March.

**If you have any queries about this Report or wish to inspect any of the
Background Papers please contact Tara Murphy x2894**

tmurphy@westminster.gov.uk

APPENDICES:

Appendix 1-Work Programme

Appendix 2- Action Tracker

Work Programme

Children, Environment and Leisure



ROUND FOUR – 6 February 2017

Main Theme – Sport, Leisure and Open Spaces

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member questioning	To hold to account and give ‘critical friend’ challenge to the portfolio holder.	Cabinet Member for Sport, Leisure and Open Spaces
Community Engagement	To review the new programme and its first year, including Open Forums.	Neil Wholey
Troubled Families Year 2	To review Year 2 of the Troubled Families Service and suggest areas to be developed.	Melissa Caslake Kulsuma Faiz

ROUND FIVE – 13 March 2017

Main Theme – Children and Young People

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member questioning	To hold to account and give ‘critical friend’ challenge to the portfolio holder.	Cabinet Member for Children and Young People
Improving the local offer for 0-25 year olds with SEN and Disabilities.	To review how we can improve local offer for 0-25 year olds with SEN and disabilities.	Ian Heggs
Schools Organisation Strategy	To review the SOS	Ian Heggs
Volunteering Contracts Review	To review the existing contracts at 1 year marker	Yacoba Godwyll Lakraj Minas

ROUND SIX – 15 May 2017

Main Theme – Children and Young People

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member questioning	To hold to account and give ‘critical friend’ challenge to the portfolio holder.	Cabinet Member for Sport, Leisure and Open Spaces
Access to the Cultural Offer in Westminster for Young People	To examine the uptake of the cultural offer by Young People and	Mike Clarke

Work Programme



Children, Environment and Leisure

	how the relationships with partner organisations work with the institutions based in Westminster.	
Healthy Schools	To examine measures to improve health in schools, including a review of the new school meals contract mobilised in Westminster in April 2016.	Annabel Saunders / Allison Yeoman (School Meals element) Public Health Officers Ian Heggs

Unallocated items

Review of Youth Services/ Young Westminster Foundation	To analyse the changes to the Youth Services (Rachael Wright-Turner)
Reduction in Fostering Numbers/Regionalisation of Adoption	Changes to the adoption and fostering services to be tracked through Cabinet Member updates to the Committee (Annabel Saunders)
The Role of Social Workers	To examine the role of Social Workers, as requested at P&S in March 2016.
Local Area Inspection Self-Assessment and Action Plan	To analyse the local area inspection self-assessment and action plan.
Changes to School Funding	To look at how prepared WCC will be as an Academy chain.
Attendance by the Youth MP for Westminster	Request at Committee on 9 th May
Future Plans for the Library Service	Requested at committee on 17 th October 2016
Youth Violence and Gangs (invite a charity working in this are to attend also)	Requested at committee on 17 th October 2016

Other Committee Events & Task Groups

Group/ Issue	Update	Type

Action Tracker



Children, Sports and Leisure Committee

ROUND FOUR 2014/15 (26 January 2015)

Agenda Item	Recommendation and responsible officer	Update
Early Help Strategy	That further promotion of the two year old offer and an update on uptake at regular intervals be reported back to the Committee. The Committee endorsed the importance of early intervention in a child's development. Steve Comber	This is included in the Cabinet Member Update for Children and Young People.

ROUNDSIX 2015/16 (9 May 2016)

Agenda Item	Recommendation and responsible officer	Update
Committee Work Programme	That the Youth MP be invited to attend and speak at a future Committee. (Tara Murphy, Policy & Scrutiny Officer)	On-going

ROUND TWO (17 OCTOBER 2016)

Agenda Item	Action and responsible officer	Update
Update from the Cabinet Member for Sports and Leisure	<ol style="list-style-type: none"> 1. That a tour of Westminster libraries be organised for Committee Members. (Tara Murphy, Policy & Scrutiny Officer) 2. That a briefing note be sent on the cost to the Council of the construction of the long-delayed Marylebone Library on Luxborough Street. 	<p>Scheduled for 15th December – postponed due to limited Member availability will be rescheduled this year.</p> <p>This was considered by the Housing, Finance and Corporate Services Committee on 9th January – a copy of the paper can be circulated to the CSL Committee</p>

	<p>Recommendation for the Cabinet Member for Sport & Leisure</p> <ol style="list-style-type: none"> 1. That the bidders for the new contract for management and maintenance of Parks, Open Spaces and Cemeteries incorporate support in employment targets. 2. That the bidders for the new contract for management and maintenance of Parks, Open Spaces and Cemeteries identify whether they can explore a link between healthy eating and open spaces in their proposals. 3. 	<p>Cabinet Member response to all recommendations sent to committee members 17.01.17</p>
<p>LSCB Annual Report</p>	<ol style="list-style-type: none"> 1. That a briefing note be sent on the progress being made following the recommendations made during the Ofsted inspection. (Melissa Caslake, Director of Family Services, WCC) 2. That the tables on page 38 of the report should contain additional (past yearly) data in order that any trends can be established. (Jean Daintith, LSCB Chair) 3. That a briefing note be sent on whether all the housing providers should have a designated safeguarding officer. (Melissa Caslake, Director of Family Services WCC) 4. That a charity be invited to attend a future Committee meeting to talk about the work they do regarding violence against women and girls. (Tara Murphy, Policy & Scrutiny) 	<p>Emailed to members 28.11.16</p> <p>Emailed to members on 17.01.17</p> <p>Emailed to members 28.11.16</p> <p>Noted and added to the list of unallocated items for inclusion for next year.</p>

	Officer)	
	<p>Recommendations to Cabinet Member for Children & Young People</p> <ol style="list-style-type: none"> 1. That engagement in anti-radicalisation efforts continues to be a focus for both Children’s Services and the LSCB. 2. That opportunities for synergy between adults and children services team, in tackling issues such as modern slavery and violence against women and girls, be explored. 3. That front line staff (especially in City Hall) should be fully trained to react and deal with vulnerable young people coming into Council buildings. 	<p>Cabinet Member response to all recommendations sent to committee members 17.01.17</p>
<p>Annual Looked After Children’s Report</p>	<ol style="list-style-type: none"> 1. That a briefing note be sent detailing Hammersmith and Fulham’s voluntary fact finding expedition to the Calais camp to help Unaccompanied Asylum Seeking Children wishing to live in the UK. (Claire Chamberlain, Director of Family Services, RBKC) <p>Recommendations to Cabinet Member for Children & Young People</p> <ol style="list-style-type: none"> 1. That the Council work to improve the health of Looked After Children and, in particular, develop a healthy eating guidance. 2. That the Cabinet Member, or the Lord Mayor write to 	<p>Information sent to committee members on 16.11.16</p> <p>Cabinet Member response to all recommendations sent to committee members 17.01.17</p>

	congratulate the Looked after Children who have graduated from university.	
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ROUND THREE 2016 (28 NOVEMBER 2016)

Agenda Item	Recommendation/Action and responsible officer	Update
Item 5 – Cabinet Member Update (CYP)	Recommendations to Cabinet Member 1. The Committee requested that the Cabinet Member agree to make securing future funding to tackle FGM one of his priorities.	
Item 7 - Future Delivery of Library Service	1. That a briefing note be sent on the additional benefits and/or incentives that could be offered to library staff. (Mike Clarke, Tri-borough Director of Libraries and Archives) 2. That the terms of reference and timetable for the Westminster Libraries Commission be sent to the Committee Members. (Mike Clarke, Tri-borough Director of Libraries and Archives)	
Item 8 – School Performance Report 2016	1. That a briefing note be sent outlining the new tests and measures introduced into school especially detailing the new Attainment 8 and Progress 8 performance indicators. (Ian Higgs, Tri-borough Head of Schools Commissioning) 2. That a briefing note be sent outlining the provisional	Spreadsheet containing information on actions 1-3 circulated to members on 30 th November 2016 by SC Info relating to action 4 expected in January

	<p>Secondary school GCSE results. (Ian Heggs, Tri-borough Head of Schools Commissioning)</p> <p>3. That a briefing note be sent on individual school examination and test results. (Ian Heggs, Tri-borough Head of Schools Commissioning)</p> <p>4. That a briefing note be sent on the possible reduction in pupil numbers in primary schools and the difficulty in projecting the necessary pupil places needed in schools. (Ian Heggs, Tri-borough Head of Schools Commissioning)</p>	
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City of Westminster

Children's, Environment and Leisure Policy and Scrutiny Committee

Date: Monday, 6th February 2017

Report of: Cllr David Harvey

Portfolio: Cabinet Member for Environment, Sport and Community

Report Author and Contact Details: Cllr David Harvey
davidharvey@westminster.gov.uk
X2228

1 Sports and Leisure

The Active Queens Park Project re the redevelopment of Moberly & Jubilee Sports Centres

- 1.1 The Active Queens Park project is continuing to progress well and works are on schedule for both the Moberly site and Jubilee phase 1, which includes the re-provision of 12 affordable homes.
- 1.2 The works to deliver the new Moberly Centre are planned to be complete in February/March 2018. The existing Jubilee Centre will remain open until the new facility at Moberly is opened to the public.

Seymour Leisure Centre re the proposal to co-locate Marylebone Library

- 1.3 A key objective for any re-development project will be to deliver an enhanced sports and leisure offer for the local community and the inclusion of a new library facility at the Seymour site, which is now part of the brief. This new facility will provide a permanent solution for a dedicated library service for Marylebone residents.
- 1.4 Officers are working with local stakeholders and services to explore initial design options which, if a suitable proposal is identified, will progress for wider public consultation in due course.

Queen Mother Sports Centre

- 1.5 Officers are reviewing feedback from the first round of consultation on the use of a Development Opportunity Framework (DOF) which is being led by Planning Policy. As the DOF consultation document makes clear, it can be said with certainty that a new or refurbished sports and leisure centre will form a major part of any redevelopment of the site, as the sites use is strongly protected by planning policy.
- 1.6 It is anticipated that a second round of consultation on the DOF will take place later this year.

Chelsea Barracks

- 1.7 The Developers for the Chelsea Barracks have engaged Officers to agree the detailed specification and lease for the new community sports and leisure centre which forms part of their s106 obligations and will be delivered as part of phase 6 of the project. This indicates their commitment to the scheme and details on the facilities and programme of works will be confirmed in the coming months.

Outdoor Learning re the Sayers Croft Centre

- 1.8 Improvements to the outdoor adventure facilities have now completed improve the attractiveness and diversity of facilities for visitors. The new high ropes course will help to address the growing need for more accessible facilities and will provide more flexibility and a wider range of outdoor activities and capacity for site visitors. Works were completed in December 2016.

Improvement works across the sports and leisure facilities

- 1.9 The new leisure centre contract includes over £9m investment in facility improvements across the Council's entire leisure portfolio. Positive progress is being made and a summary of progress is provided below:

Facility	Project	Project Description/ update	Current Project Status	Project Value (£m)
Paddington Rec	Health and fitness improvements and new public toilet facilities.	Improved fitness facility with new equipment, new studio, improved café entrance, new toilet facilities, larger dog exercise area and new bluebell glade.	Planning Permission submitted	£1.7
Marshall St	Improved changing and health and fitness facilities.	New hot yoga facility, changing room improvements, personal training area, and new equipment in the health and fitness facilities.	Works complete	£1.1
Queen Mother	Improved health and fitness, changing, new entrance, new health suite and new cycle storage facilities.	New hot yoga facility, improved health and fitness facility including new equipment, improved dry side changing facilities, new health suite, new secure cycle storage and new external entrance.	Works complete	£1.6
Porchester	Health and fitness improvement, hot yoga, spa improvements and dry side changing rooms. Works include a variety of enhancements to the front of house facilities at Porchester Hall.	A planning application has been submitted to progress these works. Works are progressing in respect of the health and fitness improvements.	User consultation progressing	£1.4
Little Venice	Health and fitness improvements.	A refresh of the gym facility and new equipment.	Works complete	£0.5

Jubilee	Health and fitness improvements.	A refresh of the gym facility and new equipment and enhanced access control.	Works complete	£0.1
Seymour	Health and fitness improvements (including new equipment), new hot yoga facility, changing room improvements and new health suite facility.	Options regarding the colocation of the library facility are being progressed.	Design work progressing	£2.5

ActiveWestminster Awards

1.10 The 2016 ActiveWestminster Awards took place on Friday 2nd December at Lords Cricket Ground, with in excess of 170 guests in attendance, including the Lord Mayor, Cabinet Members and children and young people. The awards celebrate the amazing achievements and contribution to sport and physical activity in Westminster. The awards are made possible by a number of sponsors, including ActiveWestminster partners and contractors.

1.11 Award nominations are now open across the following 10 categories:

- Active Volunteer of the year
- Active School of the year
- Active club of the year
- Health & Wellbeing project of the year
- Champion of the Future
- London Youth Games
- Active Place of the year
- Inclusive and Active Award
- Coach of the year
- Outstanding Contribution Award

1.12 The evening Feedback has been overwhelmingly positive and the team are producing a short de-brief presentation to assist with planning 2017's event.

Daily Mile & Westminster Mile

1.13 In early 2017, the team are preparing to launch the Daily Mile programme across Westminster Primary Schools, which will link schools to the Westminster Mile on Sunday 28th May. The Daily Mile aims to activate children and young people each day using their own school grounds or nearby places and spaces. Westminster already has at least 3 early adopter schools and the feedback has been excellent. A cross portfolio cabinet member letter has been prepared and will be released to schools in due course.

Porchester Hall re FREE Christmas Day Lunch for isolated older residents

- 1.14 The Council's leisure contractor (Everyone Active) organised a free event on Christmas Day at Porchester Hall for isolated older residents and unpaid carers. The event included a 3 course meal, Christmas carols, live music, films and a free raffle of donated items. The entire event was free to participants and sponsors included Everyone Active Events, Waitrose, Wishes Caterers, Perception Live Events, a Brazilian church group and International American Church.
- 1.15 The event was organised in partnership with Open Age and Age UK who provided 25 volunteers and was extremely successful with approximately 200 guests attending.

2 Libraries

Transformation programme

- 2.1 As reported to Committee on 28th November 2016, the library service is undergoing a transformation programme to deliver savings and remodel the service so that it is sustainable in future. The programme is on course to deliver £750,000 of savings in 2017/18 whilst retaining all libraries and opening hours. The next phase (January to March 2017) is the implementation of changes to the organisational structure with a reduction of 15 Full Time Equivalent (FTE) from the current structure and appointments to new roles and changes to job requirements and duties. This is expected to be completed by 31st March.

3 Parks, Open Spaces and Cemeteries

Procurement of new Contract for Management and Maintenance of Parks, Open Spaces and Cemeteries

- 3.3 The response from the grounds management industry has been very strong with 18 companies registering an interest in submitting a tender. The closing date for tenders is midday on the 1st December and it is hoped that new contract will be awarded in early February 2017.

Park Events

- 3.4 The annual Planit event has finished with full repairs and maintenance now taking place at the Embankment Gardens. All flower beds have been re-planted with re-turfing starting on Monday 9th January. All path surfaces will be steam cleaned and path edging repaired.
- 3.5 The "Christmas in Leicester Square" event ended on the 8th January following de-rigging the whole grass area within the square will be re-turfed
- 3.6 During the Christmas period, Christmas trees were located in the following gardens fully funded by residents and businesses; Berkeley Square, St Anne's Gardens and Paddington Street Garden.

4. Volunteering And Voluntary Sector

Abbey Community Centre

4.1 The Service Level Agreement (SLA) with the Abbey Community Association and South Westminster Community Hub related management services have been extended from October 2016 to March 2019. The SLA funds the Abbey Community Association's rent at the Abbey Centre and contributes to the delivery of a range of services from the Centre at a cost of £154,500.00 per annum.

Time Credits

4.2 The second quarter monitoring report shows that the programme is performing exceedingly well against its targets. Some key statistics and highlights below:

- 110% target for individuals engaging with time credits
- 97% target for hours given (total time credits earned) for the year
- 75% target for local corporate spend partners
- 29% of members new to volunteering, 10% increase from last quarter
- 3813 Time Credits earned
- Spend rate more than doubled. 1178 Time Credits spent in this quarter, 2935 to date
- Time Credits now accepted across all 7 Everyone Active leisure centres for a wide variety of opportunities
- The Courtauld Gallery, a major cultural attraction in Westminster recently signed up to Time Credits

Team Westminster Do-It local website

4.3 The Do-It Westminster site continues to run successfully. As of 1st November, there were 407 live opportunities in Westminster. In the week prior to that, 16 people registered their interest, 24 opportunities and 122 organisations were added. Overall, 1,260 hours have now been logged by volunteers for opportunities in Westminster.

4.4 Officers carried out a 6-month review of the website and have worked primarily with Do-It to ensure that the site is maximised and is easy to navigate. One suggested example to improve the site was to ensure that Team Westminster Flagship opportunities are showcased better. Do-It are progressing this by updating the 'Getting Started with Team Westminster' link to include an overview of the 3 Team Westminster programmes; Ambassadors, Active and Social. Each overview and logo will link off to the relevant "organisation" page, where all opportunities in that programme can be viewed.

5 Community Engagement

Open Forum

5.1 The next Open Forum public meeting is scheduled for:

- 20th March 2017, 6.30pm to 9pm at Lords

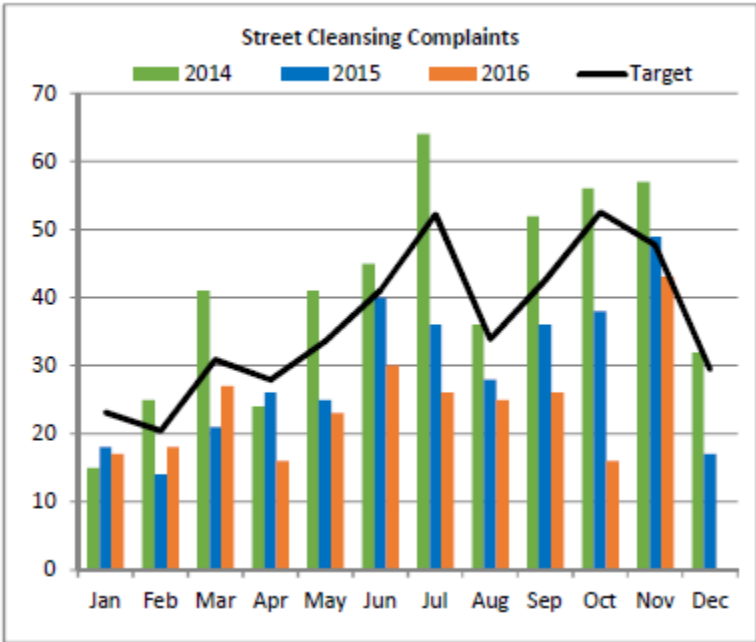
5.2 By the end of 2016 there had been nearly 13,000 visits to the Open Forum website. The platform has been recently been used by the Community Cohesion Commission, the Air Quality Task Group and for the consultation on the Development Opportunity Framework for the site at Upper Vauxhall Bridge Road.

6 Waste

Street Cleansing

Streets Cleansing	
This Month	
Nov-15	49
Nov-16	43
% Var	-12%
Target	48
Status	Ahead

YTD	
2015	331
2016	267
% Var	-19%
Target	354
Status	Ahead



6.1 Street cleansing services continue to perform to a high level. As shown in the above table, complaints are down 19% for the 11 months of 2016 against the same period in 2015. A total of 43 complaints were made during the month of November, against 49 during November 2015.

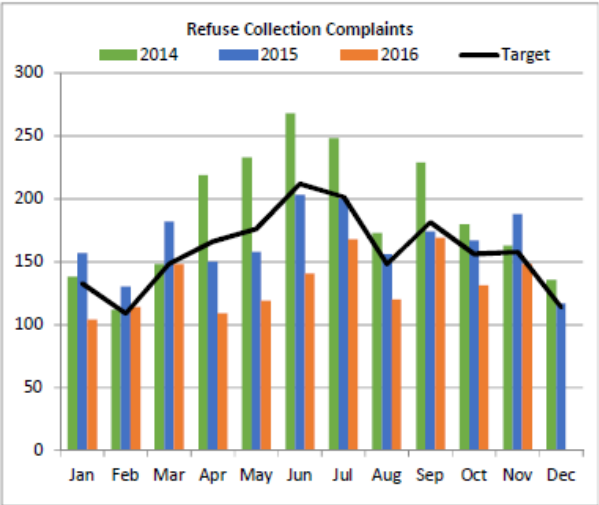
New Year's Eve clean up

6.2 After visitors to the City gathered to count in 2017, the New Year's Eve cleansing team began their clean-up. 120 sweepers worked over night, utilising 50 vehicles including 15 refuse trucks and 32 mechanical sweepers.

6.3 By around 4.30am the team had managed to clean up the area around the fireworks display within Westminster before finishing the cleaning of the West End by 6.30am. The New Year's Eve team then handed over to the New Year's Day Parade team who continued their effort into the early afternoon.

6.4 We estimate that we cleared over 85 tonnes of waste on New Year's alone, which included approximately 15,000 Champagne Bottles. This waste was used as fuel to generate 45,050 kWh of electricity for London; enough to watch 376,000 hours of TV or travel the entire length of the Jubilee Line.

Waste and Recycling



Refuse	
This Month	
Nov-15	188
Nov-16	148
% Var	-21%
Target	158
Status	Ahead

YTD	
2015	1865
2016	1471
% Var	-21%
Target	1789
Status	Ahead

6.5 Waste collection services continue to perform to a very high level. As shown in the above table, complaints are down 21% for the 11 months of 2016 against the same period in 2015. A total of 148 complaints were made during the month of November, against 188 during November 2015.

7 Environment

Open Space and Biodiversity Strategy

- 7.1 Officers are updating strategies for biodiversity and open spaces in a single new document. The Strategy will set out our vision for protecting and enhancing biodiversity and making the best use of Westminster’s green infrastructure - both that managed by the Council and our partners.
- 7.2 Given the partnership approach of the strategy, we continue to have informal consultation with leading stakeholders. Formal public consultation is scheduled early next year.

Air Quality

- 7.3 The Council responded to phase 2 of the Mayor of London’s consultation on air quality. The Council reiterated its support for proposals to tackle air quality. Phase 2 went into detail on the proposals and provided the Council with an opportunity to provide comments on the more technical elements of implementing an emissions surcharge and the Ultra Low Emission Zone (ULEZ).
- 7.4 Concerns were raised over public awareness and education on the standards being and the need for effective communications on advertising the charge. There were also requests for further discussion on discounts proposed and the sunset period for residents as well as the specific changes that will come in through the ULEZ.

- 7.5 The response went out as a joint letter from Councillor Heather Acton as the Cabinet Member for Sustainability and Parking and Councillor Ian Adams as the Chairman of the Environment Policy and Scrutiny Committee and the Chairman of the Air Quality task group.

Low Emission Neighbourhood (LEN)

- 7.6 As part of the “environment” brief I will be leading the Council’s work on the Marylebone LEN. Thank you to Councillor Acton, Ward Councillors and members of the LEN Steering Group for the great work that has taken place and for laying down the foundations to develop this innovative proposal.
- 7.7 I will be meeting with the LEN Steering Group at the end of February as well as meeting each stakeholder separately to understand each work stream, current progress on initiatives and timelines.



City of Westminster

January 2017 Cabinet Member Update

Meeting: *Children Sport & Leisure Policy and Scrutiny Committee*
Date: *Prepared in December 2016 based on information as at 30th November 2016.*
Title: *City for All, Children and Young People Progress Report*
Report of: *Councillor Holloway, Cabinet Member for Children, Families and Young People*

1 City for All Priorities

1.1 We will improve our approach to joint safeguarding with the Police in relation to Child Sexual Exploitation [CSE]. This will be done by ensuring 100% of referrals, related to CSE, are jointly investigated by the Council and Police.

- As of the 30th November 2016, twelve cases remained open in Westminster and 100% have had joint investigations with the police, this compares with fourteen from the last P&S update. The Multi-Agency Sexual Exploitation (MASE) panel has revised its terms of reference to improve case monitoring and focus on perpetrators.

1.2 We will improve safeguarding actions by Children's Services, Health and Police in relation to FGM.

- Since April 2016, 47 cases have been referred for an early intervention, statutory assessment or child protection intervention. This includes referrals to Children's Services with FGM concerns, women who are seen at clinic and cases still under assessment in the pilot process.
- Clinics continue to run at two sites and discussions continue with partner agencies regarding individual cases, indicating that the profile of FGM amongst professionals continues to rise.

1.3 We will improve the life chances of children and young people in Westminster by intervening as soon as children show signs of not reaching their full potential or getting into trouble. To achieve this, we will ensure that 80% of the identified young people are engaging in one to one and/or group work sessions. We will also increase positive questionnaire responses to self-esteem, confidence and feeling safe, to 50%.

- Since April 2016, 15 Westminster young people educated at the Tri-borough alternative provision schools have been identified as victims and/or witnesses of crime. 100% of the young people identified have engaged through both one-to-one and group sessions. Nine of the young people (60%) have already reported an increase in self-esteem confidence and feeling safe. The initial funding has now concluded, where it was identified that some young people could benefit from further support, they were linked into other Professionals to continue the support.
- The Missing and Absent workers project (MAP) will conclude running this month. The project, which is funded by MOAPC, worked closely with young people who we deemed vulnerable and spent significant periods absent from school. The project was initially meant to end in September, but extra funding meant that it could be continued to this month.

1.4 We will increase the proportion of children, across Westminster Primary Schools, who reach the expected national standard in Reading, Writing and Mathematics. We will also continue to perform above the national averages, as measured by the new Standard Attainment Tests and Assessments [SATs].

- Following the introduction of the new national method of reporting Standard Attainment Tests and Assessments (SATs), Westminster set a target above the national standard in reading, writing and mathematics.
- The 2016 percentage of pupils achieving as expected in reading, writing and mathematics for Westminster is 58%. The national figure is 53% and Westminster is currently ranked 32nd by the Department for Education.

	2013	2014	2015	2016 <i>(new national method of reporting)</i>
Westminster LA	79%	86%	84%	58%
National	76%	79%	80%	53%

1.5 We will work with and challenge the City's schools to exceed GCSE pass rates of 2015 and to be above the new national average.

- Following the introduction of the new national GCSE grading structure, the 2016 Attainment 8 target is: **55.0** and the Progress 8 target is: **0.4**. Both targets are above the 2015 and 2016 national levels.
- The 2016 figure for Attainment 8 is **54.5**, which is just short of target score for Attainment 8. In addition, when compared to a national average of 48.5, Westminster continues to perform above the national average.
- Using the previous measure of percentage 5+ A*-C including English and mathematics, figures show a slight decrease from 2015 (68%), with **66%** achieved in 2016. However, the 2016 figure continues to remain above the national average of 53%. Nationally, Westminster is currently ranked 13th for this indicator and 2nd highest of the Inner London boroughs.
- The 2016 figure for Progress 8 is **0.32**, which represents good performance and is above both the national (0.00) and Inner London (0.17) rates. Nationally, Westminster is currently ranked 5th for this indicator and 3rd highest of the Inner London boroughs.

	2013	2014	2015	2016	2016 <i>(new national method of reporting)</i>	
	% 5+ A*-C including English and mathematics				Attainment 8 score	Progress 8 measure
Westminster LA	70%	68%	68%	66%	54.5	0.32
National	59%	53%	54%	53%	48.5	0.00
Inner London	63%	60%	60%	58%	51.3	0.17

1.6 We will ensure We will ensure vulnerable children, in their early years, get the best start in life through implementation of the Early Help Strategy. As part of this, we will ensure that 75% of 2 year olds, in Westminster, will receive a developmental review.

- Contractually, CLCH are commissioned to provide 75% of children, aged 2, with a development review. Public Health England (PHE) is due to publish 2016-17 its quarter two information at the end of January 2017. In addition, PHE have confirmed improvements in the completion rate of developmental reviews, which now amount to 86% of children in Westminster aged 2½ years. This represents an improvement from 70% at the end of quarter one and is above the CLCH target rate of 75%, the national rate of 76.3% and the London rate of 49.4%.

1.7 Improve school readiness:

- We will ensure there are sufficient and flexible two year old places to meet demand from eligible families, increasing the availability of childcare places by 10% to 550 places by March 2017.**
- We will actively market the targeted 2 year offer to increase take up of places against the national expectation of 70% take-up.**
- We will ensure 95% of Children in childcare settings, at age 2 years old, have an integrated review.**
- We now have 400 two year old places and all planned capital works are now complete. A comprehensive marketing campaign is now fully embedded, with targeted outreach being delivered through Family Lives, in conjunction with children’s centres. This activity has resulted in an increased number of applications being received and as a result, it is anticipated the take up rate will increase.
- In July 2016, take up increased to 56% from 37% in February, due to larger numbers of children blocking current capacity. There have also been a large number of pending applications, at time of data submission. The next DWP eligible cohort list is due to be released at the end of January 2017.

1.8 We will strengthen. We will strengthen preventative support within the universal offer, by increasing access to classes during the antenatal period, with 50% attendance of those invited.

- Antenatal classes piloted in March/April 2016 were rolled out across Westminster from June 2016 and it is hoped that this should lead to an increase in numbers attending the universal offer. Since April 2016, 39 parents have attended Antenatal classes. A baby steps group ran between May 16 and September 16 in Westminster. During this period, six parents were referred, five attended and two completed the whole programme. Further discussions are planned to consider if the programme will be rolled out further.

1.9 We will reduce the numbers of young people in Westminster, in school years 12, 13 and 14, whose education status is 'not known.' The target will be set at 10% (375 young people) or below.

- Comparing the three months of May, June and July, for the rate of young people whose education status was ‘not known’, a reduction of -1% has been recorded between the three month average for two years. Overall numbers have reduced by 33, when comparing July 2015 and July 2016. The most recent published national rates indicate that Westminster continues to be above the London and national rates, although the gap has reduced. The latest DfE information is due to be published in January 2017.

	Academic Age 16 -18 (year 12-14)					
	2016-17			2015-16		
‘Not known’	May-16	Jun-16	Jul-16	May-15	Jun-15	Jul-15
Westminster	10.7%	10.6%	11.1%	12.5%	12.1%	12.2%
Number of young people	395	392	410	458	441	443
LONDON	7.4%	7.2%	7.6%	7.5%	6.9%	8.1%
ENGLAND	6.6%	6.3%	7.0%	7.1%	7.3%	13.2%

- Comparing the rates of NEET at July 2015 (2.7%) and July 2016 (2%), there has been a reduction of 23 young people. The July 2016 rate continues to be below both the London and national rates.
- The DfE have confirmed that local authorities from September 2016 will no longer be required to track young people of academic age 18. Local Authorities will only be required to include information about young people up to the end of the academic year, in which they have their 18th birthday.

Academic Age 16 -18 (year 12-14)	
2016-17	2015-16
Page 29	

NEET	May-16	Jun-16	Jul-16	May-15	Jun-15	Jul-15
Westminster	2.0%	2.0%	2.0%	2.9%	2.9%	2.7%
Number of young people	66	66	66	95	95	89
LONDON	3.4%	3.4%	3.5%	3.6%	3.6%	3.8%
ENGLAND	4.4%	4.5%	4.6%	4.8%	4.9%	5.4%

- Westminster has achieved a year-on-year reduction against the new headline measure included in the DfE NEET Scorecard. The percentage of 16 and 17 year olds, who are either NEET or not known, was 5.7% at the end of 2015. Westminster has achieved a marginal reduction in both NEET and not known by three percentage points, this places Westminster within the top performing 40% of councils, but below the national average of 7.1%. Data indicating the end of year position for 2016 will be available in early spring. Early indications suggest there will be further improvement against the headline measure, with the proportion of 16-17 year olds NEET or whose activity is not known in the region of 4%.

1.10 We will create a Young Westminster Foundation (YWF), to allow businesses and individuals to play a part in providing services for young people in the borough.

- Following an application and a two-stage interview process, founding trustees concluded that they were not sufficiently satisfied with the candidates for the position of CEO. As a result, the second recruitment phase is currently underway and this is expected to attract a broader range of candidates. An interim resource manager is to be recruited for the duration of the second recruitment phase. Recruitment of membership organisations remains a key priority tasks for the CEO, once in post.
- Funding from John Lyon’s Charity (JLC) has been secured for 3 years and the Council has also provided funds for up to 2 years. Plans are in place to transfer initial funding from the Council and John Lyons Charity to a separate bank account, in order to enable the foundation to become independently operational as soon as possible.

1.11 Phase 2. Phase 2 Troubled Families programme: 17% (385) of families will achieve significant and sustained improvement against their qualifying criteria.

- The programme has commenced work with 1205 families, with a year one target of achieving significant and sustained progress (SSP) for 364 families. At the end of September, the first Payment By Results (PBR) claim for Troubled Families Phase two was submitted to DCLG. The claim showed significant and sustained improvement against the DCLG qualifying criteria, as 79% of the 182 families have met their mid-year target. As worklessness affects a significant majority of the families identified within the programme, evidencing sustained and significant progress is one of the main challenges we face in achieving our target. The next PBR claim date is this month, with an additional claim window from February and March 2017.

1.12 Young Carers: Number of newly identified young carers referred to the Westminster Access team for assessment.

- From the 1st February 2016, all newly identified young carers have been referred to the Access Team for an assessment. Since April 2016, 22 young carers have been newly identified.

1.13 We will reduce the number of resident adolescents needing to come into care

- In 2015-16, 23 Westminster resident adolescents, aged 14 to 17 years (excluding UASC status or remand), needed to come into care. This represented a reduction from 28 at year end in 2014-15. Since April 2016, eight Westminster resident adolescents, aged 14 to 17 years (excluding UASC status or remand), have been required to come into care.

- There are a number of actions ongoing to meet this indicator, this includes: examining alternatives to remand for young offenders, the development of a range of interventions linked to the 'Focus On Practice' initiative and the development of robust rehabilitation home support packages.
- 1.14 Parental Employability Programme: We will encourage parents to attend all sessions and encourage 80% of the original cohort to complete the course.**
- The first cohort of 57 learners completed the first 10 weeks of the programme in early July and the majority continued the programme in September. Two learners from Queens Park Children Centre and one learner from Portman Children Centre progressed to the Level 1 qualification course.
- 1.15 We will support looked after children, of working age and where the council is the corporate parent, into secure adult life. We will ensure: 75% of Care Leavers are in Education, Employment and Training [EET], 50% of Care Leavers participate in Apprenticeships and at least 95% of Care Leavers are in suitable accommodation.**
- At the end of the academic year 2015-16, **76%** of 16 and 17 year olds and **69%** of 18 to 25 year olds were EET. **26** (15%) were attending university, **19** (11%) were in employment and **6** (3.4%) had completed apprenticeships. **74%** of care leavers are also in suitable accommodation.
 - Since the launch of the Tri-borough work experience programme in January 2016, steady progress has been made in addressing the issues and barriers around sustained education, training and employment for post 16 LAC and care leavers. Despite fluctuating data, analysis of EET performance, at the end of the academic year 2015/16, shows performance is better than the national level for care leavers (58% EET).
 - Young people who are Not in Education, Employment or Training (NEET) are tracked and monitored through a monthly transitions panel. Young people are referred to an EET personal adviser, who then works intensively with each young person to ensure EET Action Plans are in place.
 - Accurate reporting on the 2016-17 academic year will begin from January 2017, once take up of offers are confirmed for the Autumn term.
- 1.16 We will train 15 young people, with special educational needs, to enable them to travel to and from school independently.**
- To date, nine young people have been enabled to travel to and from school independently. This performance means that the service is on track to meet this target and exceed last year's performance (10).
- 1.17 25 young people, with special educational needs statements, will transfer to Education, Health and Care (EHC) plans.**
- During the first year of delivery under the new legislation, all Local Authorities have reported difficulties in delivering the transfer programme. These difficulties have been recognised by the DfE and this has been reflected in their amendments to the programme. In response to the DfE amendments, a revised and improved 18-week transfer review process is to be delivered between now and 2018. The SEN Service continues to develop both its own practice and processes to help support both Local Authority and Clinical Commissioning Groups in delivering their statutory duties and improving performance.
 - 25 transfer reviews have been completed for 2016-17, representing an increase on last year's performance. Since April 2016, the transfer review process has been completed for 44 children and young people.
- 1.18 We will ensure that children continue to have a choice of nutritious school meals, which achieve and maintain all legislative standards.**
- In 2016-17, Westminster continues to aim for 88% take up of free school meals by eligible children in Nursery and KS2. We also continue to pursue 55% take up of paid school meals in Nursery and KS2. For overall take up of the school lunch within the council's central contract, the target remains 70% and 87% for overall take up. At the end of the summer term, the overall take up of the school lunch, within the Council central contract, was 76%. This is above the 70% target and is encouraging for the new contract.

1.19 We will be more creative in our approach to foster carer recruitment and increase the number of foster carers recruited to 25, by September 2016.

- The Commissioning Service entered into a partnership arrangement in October 2015 with Cornerstone, a social enterprise organization, to undertake targeted marketing and recruitment for foster carers. This will aim to increase foster carer numbers by September 2016. Cornerstone is now actively working with the Fostering Service to develop new approaches to recruitment; particularly for sibling groups and children with more complex needs. Since October 2015, a new website has been launched, six households have been approved and twelve households are currently under assessment. The number of enquiries for the duration of the project is up at 236, compared to 153 at the same time in 2014/15.



Children, Environment and Leisure Policy and Scrutiny Committee

Date:	Monday 6 th February 2017
Classification:	General Release
Title:	Troubled Families – A review of progress of the 5 year programme
Report of:	Kulsuma Faiz, Troubled Families Co-ordinator
Cabinet Member Portfolio	Councillor Richard Holloway, Cabinet Member for Children, Families, Young People.
Wards Involved:	All
Policy Context:	City for Choice / Aspiration
Report Author and Contact Details:	Kulsuma Faiz 07739317236 kulsuma.faiz@rbkc.gov.uk

1. Executive Summary

The purpose of this report is to review the progress Westminster has made in delivering the Troubled Families Programme since joining Phase 2 of the National Programme in September 2015. This report will outline:

- The process to identify families experiencing multiple and complex needs against the six Troubled Families criteria.
- The work that has been undertaken to meet the 2016-17 target of engaging with 763 families and delivering Significant and Sustained Progress (SSP) for 364 families.
- Our local programme focus on ensuring Westminster meets the five year target of engaging with and delivering Significant and Sustained Progress (SSP) for 2080 families.

Westminster is making good progress against its challenging targets. Westminster submitted its first payment by results claim in September 2016 for 144 families. Our aim is to claim payment by results for a further 220 families in this financial year. Westminster need only submit a further 149 this financial year, to enable the draw down of TF funding for this year.

2. Key Matters for the Committee’s Consideration

The committee are asked to:

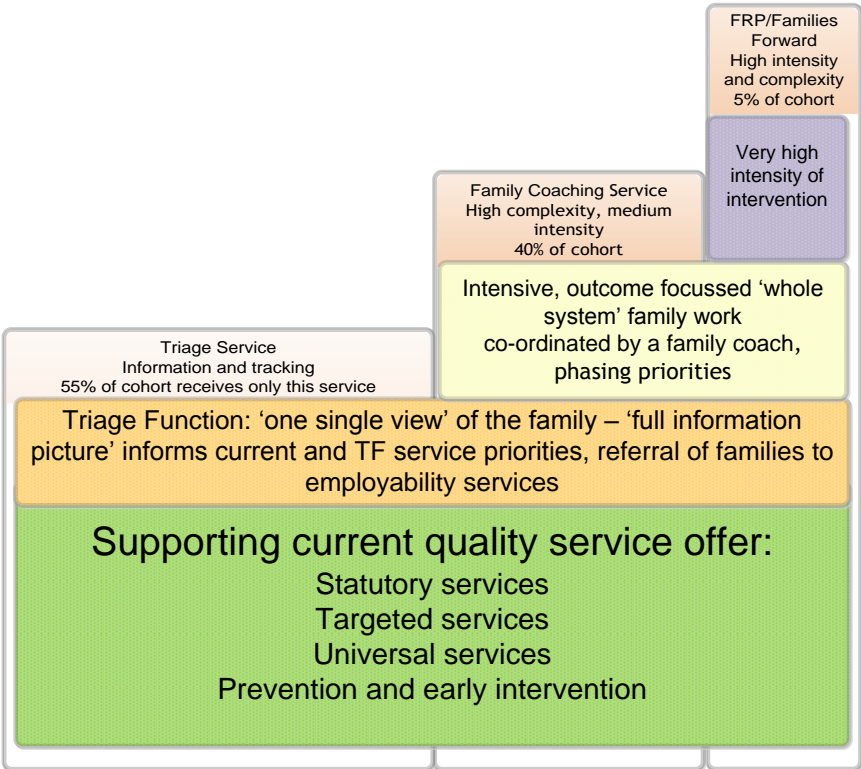
- Note the progress made to date in delivering the programme;
- Discuss the proposed developments that will help us to deliver against our 5 year target.

3. Background & Purpose

3.1 Phase 1 of the Troubled Families Programme

In April 2012, the Government launched the Troubled Families Programme: a £448 million scheme to incentivise local authorities and their partners to turn around the lives of 120,000 troubled families by May 2015. The first programme worked with families where children were not attending school, young people were committing crime, families were involved in anti-social behaviour and adults were out of work.

The programme in Westminster was delivered through three tiers of service which consisted of a triage service, family coaching service and the Family Recovery Programme/ Families Forward, which built on a number of existing services.



3.2 Phase 2 of the Troubled Families Programme - The National context

In June 2013, the Government announced plans to expand the Troubled Families Programme for a further five years from 2015/16 to 2019/20. The aim was to reach

up to an additional 400,000 families across England with an expanded criterion of need, covering 6 broad areas:

1. Crime & Anti-Social Behaviour
2. School Attendance
3. Child in need of Help
4. Worklessness and Risk of Financial Exclusion
5. Domestic Abuse
6. Health Problems

Families are attached to the programme by meeting 2 or more of the 6 criteria while success is measured by evidencing that the family have achieved Sustained and Significant Progress (SSP) against all identified criteria.

£200 million was committed to fund the first year of this five year National programme. This increased investment is being used to improve the lives of families with multiple and complex needs and at a significantly greater scale; transform public services and reduce long-term costs associated with supporting these families.

Phase 2 of the programme is more ambitious and challenging programme not just because of the expanded criteria and larger number of families being targeted. There is a clear expectation for success to be significant, sustained and measurable with a focus on partnership working to identify all relevant issues and deliver change through whole family working. Westminster, like many London authorities affected by population churn will also find evidencing Significant and sustained progress for families a challenge.

3.2.1 Westminster's Local Troubled Families Programme

Westminster joined Phase 2 of the National Programme in September 2015. It has a 5 year target to attach 2080 families to the programme and a 5 year target to achieve Significant and Sustained Progress (SSP) for the same number of families. The target for 2016/2017 is to attach 763 families and claim SSP for 364 families. The minimum number of PbR claims Westminster needs to achieve to draw down the funding allocated is 293 claims. This differs from the more ambitious targets set by the local programme originally (364) and discussed in previous P&S reports (385). However 293 reflects the progress DCLG would reasonably expect to see at this early point in the programme to indicate good progress is being made against the 5 year target. The funding is closely linked to these targets and is outlined in the table in appendix A. As the programme ends in March 2020, part of the work of the programme will be to mainstream the support being provided to this cohort of families and identify any funding requirements

4 How the Local Programme is being delivered.

Phase 2 of Westminster's Troubled Families programme is delivered through the development and funding of existing internal services and working with partner agencies. Investment has been made into Early Help, Youth Offending and Duty and Assessment services. The focus is to encourage a more joined-up approach, through

a transparent whole family plan with an assigned lead practitioner; who coordinates the support provided to the family- thereby eliminating the duplication of services.

To help attach families to the programme and outline what Significant and Sustained Progress (SSP) is for each criteria, Westminster has developed a Troubled Families Outcome Plan (TFOP). This is our local strategy based on the Pan-London TFOP outline. It has been developed and is updated regularly with internal and external partners so it is in line with local priorities and policies. The TFOP reflects the interventions undertaken against each criteria and the corresponding measures of success. A copy of the current version of the TFOP is attached in Appendix B.

The following example provides a typical journey a family may take as part of the programme. A family is brought to the attention of Early Help through referral by Police, School or self-referral requiring input to address emerging problems. The issues facing a family may include for example domestic abuse within the home, poor school attendance or relationship problems between parents and teenagers. At the time of assessment, it is identified that the parent is also out of work and seeking employment- thereby meeting the Worklessness and risk of financial exclusion criteria. This family would then be attached to the programme and the Early Help Worker would act as a lead practitioner by co-ordinating the multi-agency support provided to the family. The support may cover interventions such as a parenting programme, or employment advice sessions. After a period of time if the parent has moved closer to the job market/ sustained employment and the young person is assessed as no longer being in need of support and the then evidence of significant and sustained progress can be captured and a PbR claim can be submitted.

Working closely with the Business Intelligence team, we have developed a Data Warehouse called Business Intelligence Data System (BIDS), to efficiently evidence eligibility, monitor progress and measure SSP against the programme for families we are engaging. This system uses information from both internal and external partners such as Children's Services, Housing, DWP and the Met Police (supported by the appropriate information governance arrangements). In Appendix C, a diagram sets out how BIDS coordinates the data being received for attaching families to the programme and evidence of Significant and Sustained Progress.

5 Progress against attachment and PbR claim targets

Through BIDS, we can evidence engagement with 1205 families in Westminster to date. This means we have already achieved 58% attachment against our 5 year target for the programme and exceeded the target for 2015/2016 of 763 families. Westminster submitted its first claim of 144 cases in September 2016 for phase 2 of the programme. Our target of 184 for this claim period was ambitious but we achieved 79% against that target. Looking at performance across the London authorities, Westminster is making good progress against its PBR targets.

6 Actions being undertaken to meet remaining PbR target for 2016/2017

Phase 2 is a more challenging programme, in terms achieving and evidencing SSP for the families. This is particularly the case for the more complex cases- where

families qualify against several criteria, as SSP needs to be achieved against all criteria the family have been attached against before a claim can be submitted. It is particularly challenging to engage and achieve SSP of those families affected by Worklessness and risk of financial exclusion .

To enable Westminster to meet the remaining PbR target for this financial year and in future years, the following work is being undertaken.

6.1 Families affected by Worklessness and risk of financial exclusion

74% of Westminster's Troubled Families cohort are affected by Worklessness and risk of financial exclusion. A lack of evidence of SSP for these families has meant a significant proportion of cases closed to Children's Services could not be claimed for in the September Claim window. Therefore, our current focus is to map existing support and pathways for families affected by Worklessness and risk of financial exclusion and enable partners to work collaboratively with us, to better support families into sustained employment or to move closer to the job market.

We are ensuring practitioners are referring to the Family and Communities Employment Service (FACES) at the earliest point in order to meet our targets. We will review the co-location arrangements of Employment advisors with practice staff, to maximise our ability to engage with families.

We have been working closely with FACES who manage the seconded employment advisors from the Department for Work and Pensions, to define the employment offer; setting clear expectations on what employment support is offered and how evidence of this is collated and returned back to the Business Intelligence Data Systems. By working closely with other London local authorities delivering good TF employment support, we are developing effective ways of getting families back into employment within Westminster.

We are engaging with Early Help and Children Social Care practitioners to raise awareness of the employment support available to individuals they are working with through attending team meetings and encouraging referrals at assessment. We have focussed on Employment and Risk of Financial Exclusion in workshops with front line staff across various council departments and partner services. We are mapping the broader employment support provided by partners, to identify opportunities for better partnership working to help deliver sustained and significant progress and share good practice.

The launch of the TF European Social Fund Programme in February 2017, commissioned by the DWP, will help provide further employment support to the cohort. We will be working closely with DWP, G4S and the sub-contractors; Get Set and Citizens Trust to maximise our engagement with families.

We are working closely with Economic Regeneration in the design of the new Employment service for Westminster; Westminster Employment & Skills Service (WESS) due to go live in April 2017.

6.2 Working with Housing

A proportion of families attached to the programme at risk of financial exclusion are affected by housing issues such as rent arrears and risk of homelessness. Through Children Social Care, we have been working closely with the Housing Needs department to provide targeted support to families known to our services and who are affected by the Benefit Cap.

Both Early Help and Children Social Care representatives are part of the Children and Housing Early Help Panel. The Panel reviews cases where families are experiencing concerns around debt management, ASB and safety, rent arrears, payment plans whilst also helping the family move closer to the job market.

The joint work undertaken by the Panel helps to ensure families attached to the programme receive appropriate support in achieving significant and sustained progress.

The joint assessment pilot is a time-limited trial to test the hypothesis that a joint Children's, Housing and Employment assessment, delivered in various services and locations, will reduce the number of statutory homeless applications and families in bed and breakfast. The aim of the pilot is to increase frontline staff confidence in identifying and supporting family housing needs early on in their interaction with services. It also aims to improve the quality of data captured and reduce/eliminate 'hand over' times between the services thereby facilitating whole family working. This pilot is governed by, and reports to, the Westminster One Front Door Steering Group.

Moving forward, we will be working with Housing to identify providers/ Registered Social Landlords with the most units, and with CityWest Homes to map the housing support being provided.

6.3 Working closely with Children's Centres to identify opportunities to attach and claim cases of effective Early Intervention.

Many of the families accessing Children Centre services make sustained and significant progress as defined by the Troubled Families programme. Phase 1 of the programme had largely focused on families with adolescents but links are now developing with the centres to capture this earlier intervention.

The Children's Centres provide a variety of universal and targeted support to families attached to the programme across many of the TF criteria. Support can include English for Speakers of Other Languages (ESOL) classes, Debt Management support, Housing advice, support into employment and Parenting workshops. They also have well established links with community health services – midwives and health visitors – to help identify need very early. Similarly, the sharing of data of children eligible for the 2 year early education places is an opportunity to track and identify cohorts of children / parents and work jointly in delivering whole family working. Our focus is to ensure this information is captured and included in future returns and we are currently reviewing the privacy notices and information

governance arrangements with Children's Centres to help inform practice and deliver whole family working for eligible cases.

6.4 Development of Business Intelligence Data System (BIDS)

As part of the development of BIDS, we have reviewed our existing data sources from phase 1 and added new data sources. Westminster is part of a London data-sharing pilot with the MET police for receiving Crime and Anti-Social Behaviour data. Moving forward we should receive community resolution data as well which may help attach and evidence SSP for further families against the programme.

We have also developed the children's case management system (Framework-I) to capture data relating to Troubled families at the point of assessment and closure. Work to embed this into practice will continue and further support better data capture.

Moving forward we are also looking at ways in which we can support data sharing between partners (within appropriate powers and information governance arrangements).

6.5 Development of the Troubled Families Outcome Plan and related processes and practices

The Outcome Plan is regularly reviewed through consultation and feedback from practitioners and partners so we are able to develop awareness and buy-in to the principles of whole family working. We are also continuously reviewing our compliance with DCLG's financial framework. By reviewing the processes and practices, with the support of Internal Audit, we can ensure we are ready for when DCLG decide to spot check our claims.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact Kulsuma Faiz 07739317236
kulsuma.faiz@rbkc.gov.uk

APPENDICES:

Appendix A: Outline of Troubled Families Funding

The funding for Westminster for 16/17 will equate to up to £1.3m (This will reduce in future years). The breakdown of funding for the remaining years of the programme are yet to be set with DCLG.

Grant type	Reoccurrence	Purpose and conditions
Service Transformation Grant	Annual Payment	<p>Advance payment to support the implementation of change through the programme. This funds the core resources for implementation of the programme e.g. staffing and development of the Troubled Families Data Warehouse called the Business Intelligence Data System (BIDS) used to collate evidence of attachment and PbR for families.</p> <p>For 16/17 this is £250k, For future years this will be lower.</p>
Attachment Fee	Annual Payment	<p>Advance Payment for achieving annual target of identifying and attaching families that meet two or more criteria to the programme. Investment has been made into Early Help, Youth Offending and Duty and Assessment services through this element of the funding to encourage a more joined-up approach</p> <p>For 16/17 this is £763k. For future years this will be significantly lower as the numbers left to attach will be lower.</p>
Payment by results (PbR) fee	Twice yearly	<p>Paid after claim submission for families that have achieved Significant and Sustained Progress (SSP) against the criteria they have been attached to the programme for.</p> <p>For 16/17 this will be between £207-290k</p>



Hammersmith & Fulham, Kensington & Chelsea and Westminster

Troubled Families Outcome Plan

12/12/2016

Version 6.3

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The Tri-Borough Strategic Vision for Troubled Families

The Troubled Families Outcomes Plan (TFOP) has been created to help identify and address the needs of those families who have many of the multiple and complex needs set out in the 6 criteria / Family Problems below:

1. Parents and children involved in crime or anti-social behaviour.	2. Children who have not been attending school regularly.	3. Children who need help: children of all ages, who need help, are identified as in need or are subject to a Child Protection Plan.	4. Adults out of work or at risk of financial exclusion or young people at risk of worklessness.	5. Families affected by domestic violence and abuse.	6. Parents and children with a range of health problems.
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The TFOP provides an area-wide set of significant and sustainable outcome measures applicable to all families. For example, if a family has three of the above criteria e.g. a debt problem, domestic violence problem and unemployed adult at the point of engagement, then relevant outcomes would be drawn from the TFOP and form the goals against which significant and sustained progress would be measured for this family.

Some indicators have several ways to demonstrate Significant and Sustained Progress (SSP); however the demonstration of only one is required. Where qualitative sources of information to support an outcome are used, the tri-borough will use a reliable, valid, measurement tool.

Upon reaching the age of 18, SSP criteria attained as a child/young person no longer applies. Should adult criteria be attained after the age of 18, all relevant adult SSP checks would still apply. If there are no relevant issues in adulthood, then the family member in question will be regarded as attaining SSP once they have turned 18.

The TFOP will remain an evolving process as new strategic priorities emerge, workforce works differently, data comes on stream and demand reduction ambition/objectives become more visible and therefore subject to change.

1. Parents and children involved in crime or anti-social behaviour.

Local Authority Strategic Goal:	Prevention of crime and serious youth violence		
Identification Criteria	Significant and Sustained Progress/Outcome(s)	Evidence Source(s)	Outcome Measure
A) A child or young person who has committed a proven offence in the previous 12 months.	Offending rate by children in the family reduced by at least a 33% in the last 6 months; and, maintain or reduce the gravity score.	YOT team provides quarterly report of offences	SSP Achieved / Not Achieved
B) An adult or child who has received an ASB intervention (or equivalent local measure) in the last 12 months	A 60% reduction in anti-social behaviour across the family in the last 6 months.	Environmental Health BI report for noise and nuisance issues quarterly; Community Safety BI Report quarterly on ASB Information (LBHF only); Aspiring for Housing and Registered Housing Providers (RHPs) BI Quarterly Report on ASB Information, including neighbourhood disputes; MPS bulk data on households with ASB related complaints/call outs; Quarterly.	SSP Achieved / Not Achieved
	60% reduction in reported incidents (Breaches) for family members with a Civil Injunction (ASB) (Restraining Order)		
	Postpone or avert Notice of Seeking Possession (NOSP) for ASB related behaviours		
C) A young person under 18, who has received a caution and has parenting responsibilities	Offending rate by young people in the family reduced by at least a 33% in the last 6 months; and, maintain or reduce the gravity score.	YOT team provides quarterly report of offences	SSP Achieved / Not Achieved
D) An adult who is currently subject to a licence or supervision in the community, following release from prison, and has parenting responsibilities	Offending rate by all young people and adults in the family reduced by at least a 20% in the last 6 months.	Probation Service send quarterly all adults meeting criteria; MPS bulk data monthly for victim/accused/suspect/custody data; MPS provide monthly Serious Organised Crime data.	SSP Achieved / Not Achieved

E) An adult currently serving a community order or suspended sentence, who has parenting responsibilities	Offending rate by all young people and adults in the family reduced by at least a 20% in the last 6 months.	Probation Service send quarterly all adults meeting criteria; MPS bulk data monthly for victim/accused/suspect/custody data; MPS provide monthly Serious Organised Crime data.	SSP Achieved / Not Achieved
F) Adults and children nominated by professionals because their potential crime problem or offending behaviour is of equivalent concern to the indicators above or below	See below:	See below:	See below:
a) A young person or adult with a community resolution, or, accused or taken into custody for criminal behaviour.	Offending rate by all young people and adults in the family reduced by at least a 20% in the last 6 months.	Probation Service send quarterly all adults meeting criteria; MPS bulk data monthly for victim/accused/suspect/custody data; MPS provide monthly Serious Organised Crime data.	SSP Achieved / Not Achieved

2. Children who have not been attending school regularly.

Local Authority Strategic Goal:	Healthy young children who are ready to thrive at school & Improved participation in education and training		
Identification Criteria	Significant and Sustained Progress/Outcome(s)	Evidence Source(s)	Outcome Measure
A) A child who is persistently absent from school for an average across the last 3 consecutive terms (more than 10% unauthorised absence)	<p>Every child in the household has attended school in excess of 90%, over three consecutive terms, and,</p> <p>Every child in the household has no more than 2 fixed term exclusions, no permanent exclusions and no managed moves over three consecutive terms</p>	<p>Education data team provide termly attendance/exclusion data. NB: attendance data is currently 1 term in arrears and exclusions are 2 terms in arrears.</p>	SSP Achieved / Not Achieved
B) A child who has received fixed term exclusions in the last consecutive 3 terms equal to any of the following: <ul style="list-style-type: none"> • 3 Fixed term exclusions; • A child at primary school who has had at least 5 school days of fixed term exclusions; • A child of any age who has had at least 10 days of fixed term exclusions; 			
C) A child who has been permanently excluded from school within the last 3 school terms			
D) A child who is in alternative educational provision for children with behavioural problems			
E) A child who is neither registered with a school, nor being educated in an alternative setting	A child or YP becomes registered with a full time education setting or alternative provider	<p>Education data team provide termly attendance/exclusion data. NB: attendance data is currently 1 term in arrears and exclusions are 2 terms in arrears</p>	SSP Achieved / Not Achieved

<p>F) A child nominated by education professionals as having school attendance problems of equivalent concern to the indicators above because he/she is not receiving a suitable full time education. Which could include the following:</p> <ul style="list-style-type: none"> • A child registered as receiving home education with professional concerns regarding the quality and consistency; • A child who is frequently removed from the classroom; • A child who is frequently internally excluded; • A child that consistently causes disruption in the class, due to behaviour issues; • A child who is persistently late, which impacts on their ability to receive adequate education; • A child who has been 'managed moved'; • A child registered as having Special Educational Needs (SEN) 	<p>Every child in the household has attended school in excess of 90%, over three consecutive terms, and, Every child in the household has no more than 2 fixed term exclusions, no permanent exclusions and no managed moves over three consecutive terms</p>	<p>Education data team provide termly attendance/exclusion data. NB: attendance data is currently 1 term in arrears and exclusions are 2 terms in arrears.</p>	<p>SSP Achieved / Not Achieved</p>
	<p>Every child in the household has 50% reduction in internal exclusions</p>	<p>Schools to provide information directly, once YP identified in cohort</p>	
	<p>Every child in the household attends school on time; 50% improvement in persistent lateness</p>	<p>Schools to provide information directly, once YP identified in cohort</p>	

3. Children who need help: children of all ages, who need help, are identified as in need or are subject to a Child Protection Plan.

Local Authority Strategic Goal:	Prevention of harm and keeping children safe & Improved outcomes for children on the edge of care & For children to have strong and effective parents
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Unless otherwise stated, outcomes requiring closure or step down must not re-open/escalate within 6 months.

Identification Criteria	Significant and Sustained Progress/Outcome(s)	Evidence Source(s)	Outcome Measure
A) A child identified as needing early help, Children below the threshold for services under section 17, Children Act 1989, i.e.:	See below:	See below:	See below:
a) Children who don't take up the Early Years Entitlement (this includes all parents eligible for 2 year old offer and workless parents of 3 & 4 year olds)	Take up an offer of 2 year old funding entitlement for early education (Criteria is void once child reaches universal early years age (3 years old))	Early years team, currently RBKC only	SSP Achieved / Not Achieved
b) Children identified as having social, emotional and mental health problems	Child and family no longer monitored by specialist or targeted children's services and closure record identifies progress against assessment factors	Monthly report from Tri-b Analysis team: FWi/KCICS Info from CAMHS Info from School re YP undergoing school based/funded counselling Activities accessed through Children's centres	SSP Achieved / Not Achieved
c) Children who have been reported as missing from home and identified as of concern	Child no longer missing and concerns addressed	Fostering and Adoption MASH	SSP Achieved / Not Achieved
d) Children who are repeatedly assessed under Section 17 or 47, of the Children Act 1989, but not deemed a 'child in need'	Child and family no longer monitored by specialist or targeted children's services and closure record identifies progress against assessment factors	Monthly report from Tri-b Analysis team: FWi/KCICS Info from CAMHS Info from School re YP undergoing school based/funded counselling	SSP Achieved / Not Achieved

e) A child who has been identified as a young carer	Young Carers identified, assessed and offered appropriate support	Monthly report from Tri-b Analysis team: FWi/KCICS	SSP Achieved / Not Achieved
B) A child who has been assessed as needing early help	Early Help intervention initiated at least 6 months prior to claim and closure record identifies progress against assessment factors	Monthly report from Tri-b Analysis team: FWi/KCICS	SSP Achieved / Not Achieved
C) A child 'in need' under Section 17, of the Children Act 1989	Child and family no longer monitored by specialist or targeted children's services and closure record identifies progress against assessment factors All children removed from child in need (CIN) plan (Including step-down to non statutory services) and step-down identifies progress against assessment factors for a period of 3 months.	Monthly report from Tri-b Analysis team: FWi/KCICS Info from CAMHS Info from School re YP undergoing school based/funded counselling	SSP Achieved / Not Achieved
D) A child who has been subject to an enquiry under Section 47, Children Act 1989	Child and family no longer monitored by specialist or targeted children's services and closure record identifies progress against assessment factors	Monthly report from Tri-b Analysis team: FWi/KCICS Info from CAMHS Info from School re YP undergoing school based/funded counselling	SSP Achieved / Not Achieved
E) A child subject to a Child Protection Plan	All children removed from child protection (CP) plan (Including step-down to CIN plan) and step-down identifies progress against assessment factors for a period of 3 months Child and family no longer monitored by specialist or targeted children's services and closure record identifies progress against assessment factors	Monthly report from Tri-b Analysis team: FWi/KCICS	SSP Achieved / Not Achieved
F) A child who has been identified as at risk of sexual exploitation	A child identified as at risk of child sexual exploitation has reduced risk to 'Blue' status	Information from MASH	SSP Achieved / Not Achieved

G) A child nominated by professionals as having problems of equivalent concern to the indicators above	A child deemed by professionals as having maintained SSP equivalent to the indicators above	Practitioner leads to monitor cases and agree SSP	SSP Achieved / Not Achieved
a) A Child that has returned home following LAC	The child remains in the family home and does not return to care.	Monthly report from Tri-b Analysis team: FWi/KCICS	SSP Achieved / Not Achieved

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4. Adults out of work or at risk of financial exclusion or young people at risk of worklessness.

Local Authority Strategic Goal:	Supporting economic and social wellbeing and opportunity and improving participation in education and training		
Identification Criteria	Continuous Employment Outcome	Evidence Source(s)	Outcome Measure
A) An adult in receipt of out of work benefits	Movement off out of work benefits (or off Universal Credit, as appropriate), AND the sustainment of a period of continuous employment (13 or [26 of 30] Weeks, dependant on benefit type (See Financial Framework)	DWP Automatic data matching system (ADMS) lists all current households receiving benefits. Any further queries are sent to the DWP worker for confirmation of employment	Continuous Employment Achieved / Not Achieved
	If continuous employment is not achieved then some form of progress to work must be attained to achieve SSP (See SSP outcome section for possible options)		
B) An adult who is claiming Universal Credit and is subject to work related conditions	DWP Automatic data matching system (ADMS) lists all current households receiving benefits. Any further queries are sent to the DWP worker for confirmation of employment	DWP Automatic data matching system (ADMS) lists all current households receiving benefits. Any further queries are sent to the DWP worker for confirmation of employment	Continuous Employment Achieved / Not Achieved
	If continuous employment is not achieved then some form of progress to work must be attained to achieve SSP (See SSP outcome section for possible options)		

Identification Criteria	Significant and Sustained Progress/Outcome(s)	Evidence Source(s)	Outcome Measure
<p>C) A child who is about to leave school, has no / few qualifications and is at risk of becoming NEET</p>	<p>A family member shows improvement by undertaking:</p> <ul style="list-style-type: none"> • a work or volunteering placement; • accredited training or qualification to improve their skill levels; • The voluntary Work Programme or attached to the European Social Fund provision in the last 6 months. • Registered with an appropriate Children’s Centre activity. E.g. Steps to success 	<ul style="list-style-type: none"> • DWP • TFEAs • YOS E2E Specialist • RHP’s • FACES • Children’s Centres • OnePlace 	
<p>D) A young person who is NEET</p>	<p>All placements and/or engagement must be completed or have been attended for 13 consecutive weeks.</p> <p>OR; Completion of 3 out of the following interim outcomes identified below.</p> <ul style="list-style-type: none"> • Engagement with Employment Coaching Services • IAG Session/careers advice and guidance • work focused/sector led training • CV writing support • Interview skills/job search • Better Off at work Calculation (BOC) • Motivational training ie., GOALS/confidence building • English and/or numeracy skills <p>OR; Movement off out of work benefits or universal credit, as appropriate continuously for 12 or 26</p>	<p>Data to be collected monthly</p> <ul style="list-style-type: none"> • If (A or B) are the met criteria and continuous employment has not been found, these evidences must also be applied, however, all other criteria will also need to show significant and sustained improvement. 	<p>SSP Achieved / Not Achieved</p>

	of 30 weeks dependant on benefit type (see financial framework) Where there is confirmation that the client is still living within the borough and that this movement off out of work benefits is not due to a sanction but due to support received.		
E) Parents and families nominated by professionals as being at significant risk of financial exclusion. Including the following:	See below:	See below:	See below:
a) problematic / unmanageable levels and forms of debt	An income and debt re-payment plan is in place and implemented for at least 13 weeks and there is no escalation in sanctions	<ul style="list-style-type: none"> • Revenue and Benefits • LA Housing • RHP's • EH/Case holders 	SSP Achieved / Not Achieved
b) those with significant rent arrears			
c) families with dependents eligible for free school meals not currently registered as receiving this support	Relevant school informed of families not receiving support	<ul style="list-style-type: none"> • Revenue and Benefits 	SSP Achieved / Not Achieved
d) Children who don't take up the Early Years Entitlement (this includes all parents eligible for 2 year old offer)	Take up an offer of 2 year old funding entitlement for early education (Criteria is void once child reaches universal early years age (3 years old))	<ul style="list-style-type: none"> • Early years team, currently RBKC only 	SSP Achieved / Not Achieved
e) A family who are living in an unsuitable or overcrowded housing	Support with adaptations to the family home or support in moving to a more appropriate home that is easier for the family to live in helping to improve the health and wellbeing of the family	<ul style="list-style-type: none"> • SEN 	SSP Achieved / Not Achieved
f) A family is receiving foodbank vouchers	The family no longer requires food bank vouchers	<ul style="list-style-type: none"> • Voluntary sector 	SSP Achieved / Not Achieved

5. Families affected by domestic violence and abuse.

Local Authority Strategic Goal:	Prevention of crime and serious youth violence. Promote effective links with the work of other Strategic Partnerships including the Adult and Children's Safeguarding Boards and Health and Well-Being Boards		
Identification Criteria	Significant and Sustained Progress/Outcome(s)	Evidence Source(s)	Outcome Measure
A) A young person or adult known to local services has experienced, is currently experiencing or is at risk of experiencing domestic violence and abuse	If there is still a risk of DV to the victim , there must be continued engagement with DV services; or; Should there no longer be a risk of DV to the victim , services have ceased due to no further action being required	<ul style="list-style-type: none"> Stefanou Partnership (HRHB) Turning Point (aspire) MARAC Housing/RHP's CSC/EH – Freedom Programme MPS – police call outs 	SSP Achieved / Not Achieved
B) A young person or adult who is known to local services as having perpetrated an incident of domestic violence or abuse in the last 12 months	If there is still a risk of a DV perpetrator committing DV, there must be continued engagement with DV services; or; Should there no longer be a risk of a DV perpetrator committing DV, services have ceased due to no further action being required	<ul style="list-style-type: none"> Stefanou Partnership (HRHB) Turning Point (aspire) MARAC Housing/RHP's CSC/EH – Freedom Programme MPS – police call outs 	SSP Achieved / Not Achieved
	Perpetrators have completed an targeted evidence based parenting programme	<ul style="list-style-type: none"> CSC/EH 	
C) The household or a family member has been subject to a police call out for at least one domestic incident in the last 12 months	No Further police callouts for DV in the current quarter	<ul style="list-style-type: none"> MPS data 	SSP Achieved / Not Achieved

6. Parents and children with a range of health problems.

Local Authority Strategic Goal:	Improving the environment in which children and young people live, learn, work and play. More people live healthily for longer and fewer die prematurely		
Identification Criteria	Significant and Sustained Progress/Outcome(s)	Evidence Source(s)	Outcome Measure
A) An adult with mental health problems who has parenting responsibilities or a child with mental health problems	Family member continues to engage with appropriate mental health services	<ul style="list-style-type: none"> • Tri-b Analysis team to access from FWi/KCICS. • YOS CAMHS worker • Data from Health and commissioned providers • School Nurse 	SSP Achieved / Not Achieved
	Child and family no longer monitored by specialist or targeted children's services due to sufficient MH management		
B) An adult with a drug and / or alcohol problem who has parenting responsibilities or a child with a drug and / or alcohol problem	Family member continues to engage with appropriate substance misuse service	<ul style="list-style-type: none"> • Tri-b Analysis team to access from FWi/KCICS. • YOS • Turning Point (aspire) • School Nurse 	SSP Achieved / Not Achieved
	Child and family no longer monitored by specialist or targeted children's services due to sufficient Substance Misuse management		
	Reduction in drug and alcohol risk score in YOS in line with other indicators		

C) Adults with parenting responsibilities or children who are nominated by health professionals as having any mental, physical health or disabilities of equivalent concern to the indicators above or below	Child and young person follows a medically directed healthy eating plan for a period of 12 weeks	<ul style="list-style-type: none"> • School Nurse • GP/Dietician • Health Visitors • Children's Centres • SEN 	SSP Achieved / Not Achieved
	Children received appropriate up to date immunisations		
	New-borns are breastfed for at least the first 6 weeks		
	Appropriate healthy sex and relationship advice given, and followed		
	All children in the family have participated in developmental checks and have a 'good level of development'		
	Parents of Under 11's are actively engaged with their local children's centre		
	Support with adaptations to the family home or support in moving to a more appropriate home that is easier for the family to live in helping to improve the health and wellbeing of the family.		
a) Adults receiving out of work benefits relating to disability	Child and family no longer monitored by specialist or targeted children's services due to sufficient Disability management, OR, Has made progress to work as outlined under SSP for 4.C/D.	<ul style="list-style-type: none"> • Tri-b Analysis team to access from FWi/KCICS • YOS 	SSP Achieved / Not Achieved
b) Children attending A&E who are not registered with a GP	Child is registered with a GP	<ul style="list-style-type: none"> • CCG 	SSP Achieved / Not Achieved
c) Children at risk of FGM	Child is no longer at risk of FGM	<ul style="list-style-type: none"> • LSCB 	SSP Achieved / Not Achieved
d) Adult with parenting responsibilities experiencing low mood	Engagement with Family choir or talking time	<ul style="list-style-type: none"> • Children's centres 	SSP Achieved / Not Achieved
e) A child with a diagnosis of autism	Engagement with appropriate service, e.g. Ascend	<ul style="list-style-type: none"> • Children's centres 	SSP Achieved / Not Achieved
f) Child open to child disability services	Engagement with appropriate service or closure following sufficient support being accessed	<ul style="list-style-type: none"> • Tri-b Analysis team to access from FWi/KCICS 	SSP Achieved / Not Achieved

References

The Troubled Families Outcome Plan (TFOP) has been developed to address the following strategies across the six criteria being used to identify, track and measure family progress in Westminster, the Royal Borough of Kensington and Chelsea and Hammersmith and Fulham.

- Westminster City Council Strategy for Early Help (2014 – 2018)
http://transact.westminster.gov.uk/docstores/publications_store/childrens_services/early_help_strategy.pdf
- Westminster Joint Health & Wellbeing Strategy (2013 – 2016)
<https://www.westminster.gov.uk/joint-health-and-wellbeing-strategy>
- Tri-Borough Violence Against Women & Girls Strategy (2015 – 2018)
<https://www.rbkc.gov.uk/pdf/Violence%20Against%20Women%20and%20Girls%20Strategy%202015-18.pdf>
- Tri-Borough Looked After Children and Care Leavers Strategy (2014-2017)

3.01 LAC and Care Leavers Strategy 201
- LBHF Homelessness Strategy (2012)
<https://officesharedservice.sharepoint.com/sites/intranet/hf-housing/housdepartment/Intranet%20Documents/Homelessness%20Strategy%20Oct%202012.pdf#search=council%20strategy>
- LBHF Housing strategy (2012)
https://officesharedservice.sharepoint.com/sites/intranet/hf-housing/housdepartment/Intranet%20Documents/Housing_Strategy%20Dec%202012.pdf#search=council%20strategy
- LBHF Tenancy Strategy (2012)

<https://officesharedservice.sharepoint.com/sites/intranet/hf-housing/housdepartment/Intranet%20Documents/Tenancy%20Strategy%20Oct%202012.pdf>

- LBHF Resident Involvement Strategy (2016-2018)

<https://officesharedservice.sharepoint.com/sites/intranet/hf-housing/housdepartment/Intranet%20Documents/Resident%20Involvement%20Strategy%20-%20Design%20Final.pdf#search=housing%20strategy>

- RBKC Housing and Strategic Development (HSD) Service Delivery Plan (2016-2017)

<https://officesharedservice.sharepoint.com/sites/intranet/RBKC-CS/Intranet%20Documents/Housing%20Service%20Delivery%20Plan%202016-17.pdf#search=business%20plan>

- WCC Our Routemap to Success (2016)

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Documents/Routemap%20to%20Success%20manager%20slidedeck%20to%20cascade%20FINAL.pdf>

- WCC City For All Strategy

http://transact.westminster.gov.uk/docstores/publications_store/city_for_all/city_for_all_year2_booklet.pdf

- RBKC Early Help Strategy **DRAFT**

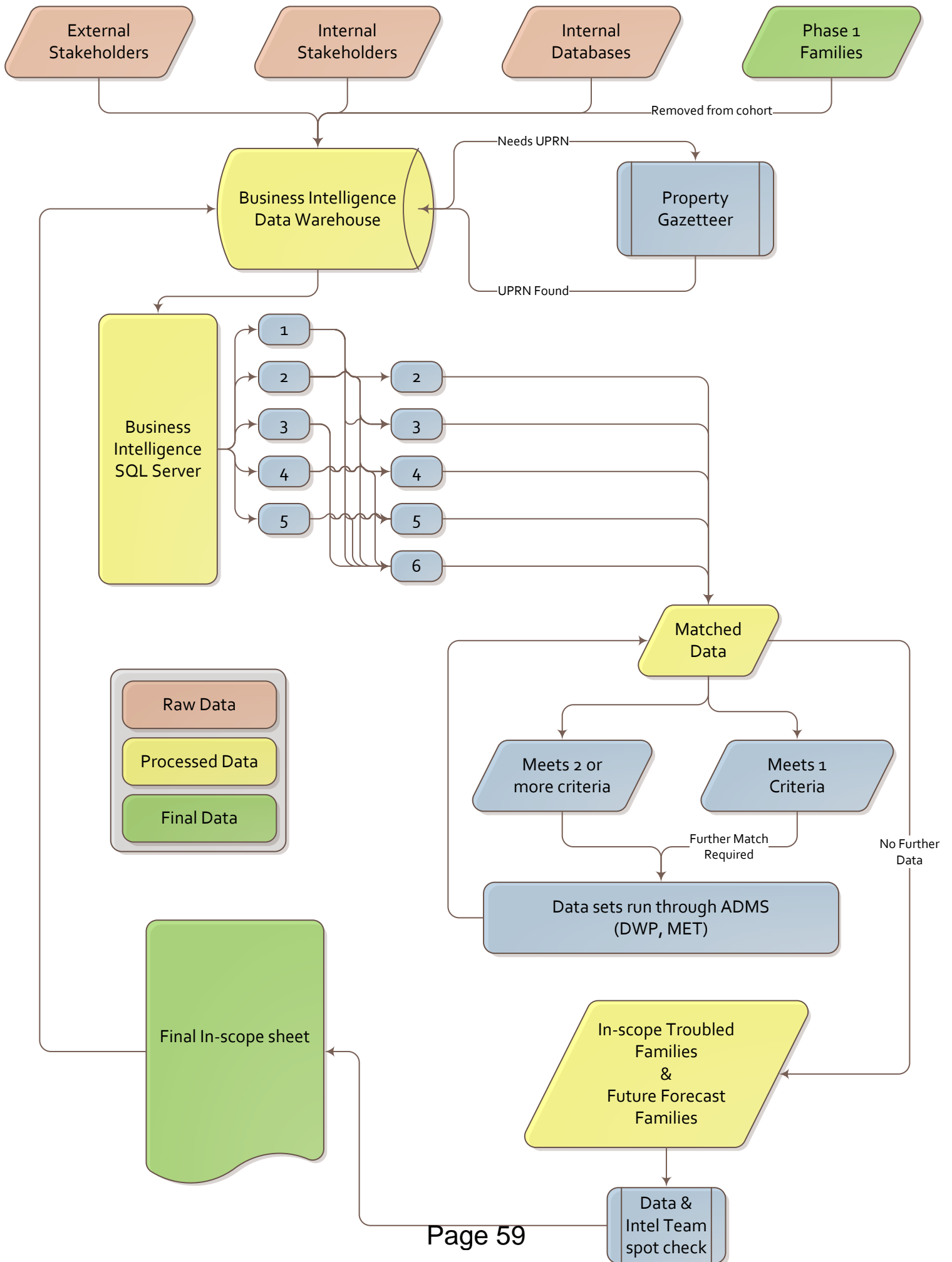


RBKC EARLY HELP
STRATEGY draft Octc

- Children's Services Business Plan **DRAFT** (2016-2017)



Business plan draft
2016-17.docx



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Children, Environment and Leisure Policy and Scrutiny Committee

Date:	6 th February 2017
Classification:	General Release
Title:	Community Engagement
Report of:	Senior Accountable Officer
Cabinet Member Portfolio	Environment, Sports and Community
Wards Involved:	All
Policy Context:	City for All
Report Author and Contact Details:	Neil Wholey, Head of Evaluation and Performance, x3317 nwholey@westminster.gov.uk

1. Executive Summary

This paper provides an update on the council's community engagement strategy which has been developing since 2015. This includes information on the Open Forum programme.

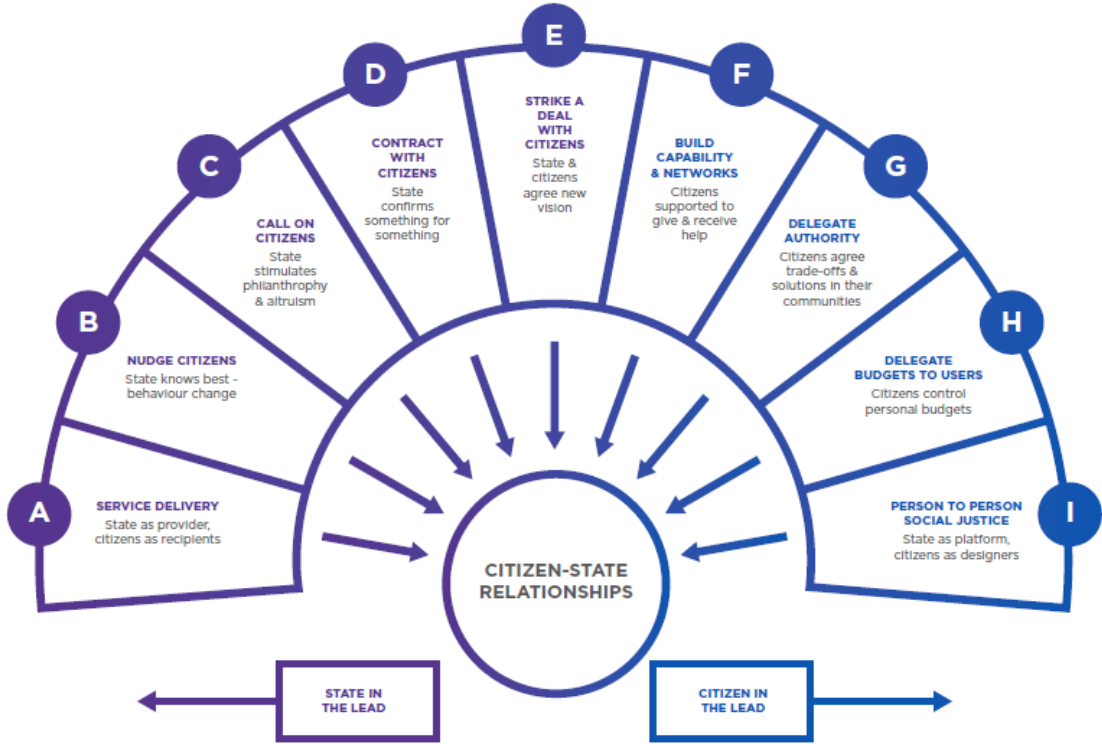
2. Key Matters for the Committee's Consideration

- Are there any observations on the success, or otherwise, of the community engagement activities the council has undertaken in the last year?
- Are there areas of community engagement activity which are a priority to improve?
- Are there any particular groups of people or organisations that the council should do more to engage with?

3. Background

3.1 Our aims and objectives

Community engagement helps us understand the priorities of residents, businesses and partners. It also helps us to empower people to play a role in shaping the services they receive from the council. There are a multitude of definitions for community engagement, and in local authorities the term is often misused to be just synonymous with community consultation. We define community engagement in its broadest sense as illustrated in the RSA report 'Changing the narrative'. As the chart below shows engagement can range from council led activities, on left hand side, to more resident led activities to the right. Our strategy is to enable our staff, partners and members of the community to operate different types of community engagement depending on what is most appropriate.



Source: RSA Changing the Narrative

At the start of 2016 we established the following community engagement aims:

- To include residents, business and partners in the development of policy and plans
- To engage with residents, businesses and partners about matters of interest to them
- To use feedback to make real improvements in the services we deliver

To meet these aims we developed the following objectives:

- **A consistent approach** – establish an agreed set of common standards for community engagement across the council, ensuring communities get the same standard of engagement regardless of the service area and we do not increasing the cost in both time and money in running them
- **Co-ordinated and targeted engagement** – rationalise the community engagement that we undertake, ensuring that we do not duplicate activities and thereby maximise efficiencies. Ensure that any meetings are focused on issues that matter in the community
- **Better services** – listen and respond to local communities, meaning that services meet their needs effectively and efficiently.
- **Establish an ongoing, developing relationship with our communities**, who feel and are empowered through a high quality engagement experience. This will include a higher profile for local groups in the community including Amenity Societies, Residents' Associations and Neighbourhood Forums
- **Reassurance for the community** that the way we engage tangibly promotes opportunities for the community to meet with us and take part in decision-making.

3.2 Open Forum

In March 2016 the Leader of the Council formally launched “Open Forum” as part of her annual speech to full Council. This has formed a large part of our community engagement strategy for 2016/17. Open Forum has been developed as a new way for residents and others in the community, to get involved in local decision making at a time and a place that suits them. The cost of all elements of Open Forum is within the budget of the previous Area Forums it directly replaces.

Open Forum contains both face-to-face and online elements. It has been used in our communication activities including posters advertising our activities, social media, and email newsletters. We have also placed articles and advertisements in council publications such as the Westminster Reporter, and community publications such as Sebra News.

Within the Council Open Forum has provided a means to co-ordinate consultation and engagement activities. These have included supporting the following activities:

- Air Quality Task Group
- Community Cohesion Commission
- Cycling consultation
- Development Opportunity Framework, Upper Vauxhall Bridge Road
- Mental Health Day Services consultation
- Westminster Community Awards

Community Engagement is a key element of the internal “Routemap to Success” and Open Forum has been discussed and developed with officers as part of this.

Members of the public can also contact Open Forum direct at any time. They can contact face-to-face, online, or by post through our freepost address. All the information goes to the same team within Policy, Performance and Communications, who work with other teams within the council to address the issues raised. Open Forum does not replace the existing contact channels for services, such as our main website or our contact centre, or our complaints process. These are still to be contacted direct for the quickest most effective service. For Open Forum we are looking for views on the priorities of the public and how we can work together with them to address any issues.

3.3 Online community engagement

The Open Forum website is a secure microsite of the main council website (<https://openforum.westminster.gov.uk>). There have been around 13,000 visits to the site and we have collected approximately 1,500 responses to online questionnaires. We average around 1,500 visits a month to the Open Forum website.

Over 200 of the most engaged have registered for updates and we send them a regular email containing the latest news and opportunities to take part. We have been advised by our supplier to aim for around 500-1,000 people in total over the next few years.

The platform upon which Open Forum has been built is called Engagement HQ and has been provided by a company based in Australia called BangTheTable. Westminster City Council was the first UK local authority to use this platform and we selected the supplier on the basis of value for money and the creative use of technology. Engagement HQ is currently being used by around 160 organisations across the world. Our team have discussed the use of the platform with other organisations in the UK and also the City of New York, who are interested in following our lead in how we use the platform and the Open Forum programme more generally.

As well as online surveys and project pages the platform will enable us to have online discussions. We are yet to hold our first online public meeting but we are planning to do so in 2017. There are also discussions with some services on whether invite only online meetings or forums could be held amongst key stakeholder groups. These could supplement or replace existing face-to-face meetings if it benefits participants.

3.4 Face-to-face community engagement

The first Open Forum public meeting was held on 6th October 2016 and over 100 members of the community took part. In comparison this was a larger attendance than any single Area Forum meeting previously recorded, which averaged around 40 attendees at each meeting. In each wave of the Area Forums there were six separate meetings across the Westminster City Council area. On average around 230 people in total attended each wave across all meetings, assuming they did not attend more than one. Therefore taken together with our subsequent planned Open Forum meetings and our online engagement we are confident we will engage with more people than we did under the Area Forums system.

At our October meeting the Leader of the Council and Cabinet members took part in the discussions and everyone who attended had a chance to talk with them as part of round table discussions.

80 attendees completed a feedback form and the key findings are:

- 97% said they felt they were able to share their views with the council
- 91% would like to attend similar meetings in the future
- 89% said it made them more interested in helping to improve their community or neighbourhood
- 81% said it made them feel more part of the community
- 68% said they felt the council would listen to the views they shared

A quarter (24%) of those attending said they had never been to a public meeting organised by the council before. We look to ensure that these kinds of event continue for residents who want face-to-face meetings, but that we continue to try and ensure a broader engagement with the community, a point made by many of the attendees to the event itself.

Further Open Forum Public Meetings are booked in for 23rd January at Porchester Hall, and 20th March at Lords.

In addition to the Open Forum Public Meetings the officer supporting Open Forum have been out in the community conducting a City for All Tour. This has involved pop-up stands in locations where residents are including markets and leisure centres. This has resulted in conversations with the public about City for All, but also dissemination of information about Open Forum. It has been a positive experience for the team and participants. It is worth noting that although we have offered to record feedback on local priorities face-to-face, most interest has been in visiting the Open Forum website to leave comments. The places that were visited included:

- 6th August - Queen's Park Festival
- 17th August - Maida Vale Library
- 25th August – Pimlico Library
- 5th September – Queen Mother Sports Centre
- 15th September – Little Venice Sports Centre
- 21st September – St John's Library
- 27th September – Church Street Market
- 4th October – Porchester Centre and Spa
- 11th October – Marylebone Library
- 18th October – Marshall Street Leisure Centre

3.5 Volunteering

The Council has a Volunteering Strategy 2014-2019, the aim of which is to ensure that those who live, work or study in the borough and want to engage in their community through volunteering have the opportunity to do so. The strategy is supported by a number of commissioned contracts in the Policy, Performance and

Communications team which support different cohorts into volunteering and provide infrastructure support for the voluntary sector. These include:

1. Team Westminster Flagship Volunteering

This provides volunteering opportunities under 3 strands:

- Team Westminster Ambassadors – volunteering at high profile events (e.g. the London Marathon)
- Team Westminster Active – driving volunteering in sports (e.g. developing skills in coaching or refereeing)
- Team Westminster Social Action - one-off volunteering opportunities (e.g. transforming a local park, organising a street party, intergenerational events to reduce loneliness and isolation on older people)

2. Team Westminster Volunteer Outreach and Development

This provides targeted outreach to increase volunteering amongst those that are hard to reach (homeless, unemployed, over 65, 16-25 in education, those recovering from substance abuse; supports organisations to create volunteering opportunities which meet community & Council needs and offers promotional support of the Do-it website.

3. Team Westminster Do-it Local Website

- A digital brokerage service matching those who want to volunteer with those organisations needing volunteers. All information about local volunteering opportunities is in one place. It also allows community groups and individuals to log interests, flag relevant opportunities and allows people to share their experiences.

4. Time Credits

A borough wide scheme designed to reward and incentivise volunteering across the borough (not just WCC lead initiatives) whereby volunteers earn Time Credits which they can spend in different ways eg at our libraries to hire DVDs or free entry to Tower Bridge, or free courses at City Lit. The scheme encourages people to try new experiences because of volunteering.

5. Time and Talents

This contract supports the Council employee volunteering programme which allows staff 16 hours of paid for leave a year to engage in volunteering initiatives in Westminster so that staff can engage with the community they serve.

It is intended that the volunteering strategy be reviewed and updated during the course of 2017.

3.6 The voluntary and community sector (VCS)

As a Council, we value the sector for their local knowledge and understanding; their ability to boost local social capital and the trust and reach they have with communities within the borough with complex needs that are often the hardest to reach. The support of the VCS is essential in helping to build trust and engagement as we reform the ways we work and communicate with our communities.

Officers in the Policy & Strategy team have been conducting a VCS strategic review which looks at our relationship with the sector and makes recommendations. The review is at draft stage and will be submitted to the Cabinet Member for approval later this year.

PPC commission the Westminster Community Network (WCN) to provide the VCS with the capacity to network, advocate and influence. The Cabinet Member has been holding quarterly engagement meetings with VCS leaders who represent the sector (including a BME representative). The aim is to ensure the Cabinet Member can broaden his understanding of the work of the sector with a view to better promoting their contribution to meeting the needs of Westminster's communities and encouraging a positive working relationship between the Council and the VCS. The Cabinet Member recognises and has a particular focus on engagement with those who are hardest to reach.

3.7 Our opportunities

The City Survey, of 1,000 Westminster residents aged 16 and over, has run using the same methodology and largely the same questionnaire since 2003. For the 2016 survey we made room for more questions looking at community engagement and capacity. The key findings are:

- Three in five (63%) residents feel they can influence decisions affecting their local area, up from 47% in 2015 and the highest level ever recorded in the survey (question first asked in 2007).
- Two in five (38%) say they spend a great deal/fair amount of time personally doing something to help improve their community or neighbourhood, up from 25% in 2015 (when the question was first asked).
- A third of residents (37%) say they are interested in doing something to help improve their community or neighbourhood. This interest is across all age groups, peaking at 45% among those aged 45-54, and only falling back for those 75 and over (15%).
- There is a wide range of different things that residents who are interested in doing something for their community or neighbourhood would like to do. The top ideas are
 - 13% would help organise a local event
 - 13% would be interested in joining a tenants/residents' group
 - 12% would donate money to a local group/activity
 - 13% would help keep the local area tidy
 - 11% would help out in a library

- 11% would take part in a sponsored event for a local group or activity
- 11% would get more involved in local decision making
- We also asked those who want to do more why they wanted to get more involved. The top reasons given are:
 - 19% think there is a need in the community
 - 19% want to improve things/help people
 - 18% want to meet people/make friends
 - 16% have the spare time to do it
 - 16% are proud of their local area and would like to do more to look after it
 - 13% say it is part of their philosophy of life to help people

It is clear that the motivations and interests of different groups of individuals are diverse. These findings provide evidence that there is capacity and interest in the community to get more involved.

We will be meeting this need by developing a clearer corporate wide approach for community engagement that is broader than Open Forum. Going into 2017 we propose looking at how we can ensure consistent approaches in areas such as housing, city management, adult services, children services and public health. This includes looking at consultations and engagement specific to a ward or a particular local area. There are examples within each of these areas of best practice and officers and members are already discussing how to learn from these experiences in developing our approach further.

We would also expect the community engagement strategy to be influenced by the findings of the Community Cohesion commission, and to reflect the direction set by the new Leader of the Council and their new Cabinet.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact Neil Wholey, Head of Evaluation and Performance x3317 nwholey@westminster.gov.uk

APPENDICES:

None

BACKGROUND PAPERS

Volunteering strategy



Volunteering
strategy 2014-2019.i