



City of Westminster

# Committee Agenda

Title: **Children, Sport & Leisure Policy & Scrutiny Committee**

Meeting Date: **Wednesday, 18th June, 2014**

Time: **7.00 pm**

Venue: **Rooms 5, 6 & 7 - 17th Floor, City Hall**

Members: **Councillors:**

Brian Connell (Chairman)  
Richard Beddoe  
Iain Bott  
Paul Church  
Nick Evans  
Barbara Grahame  
Papya Qureshi  
Robert Rigby

**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 from 6.00pm. 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](http://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 Head of Legal & Democratic Services in advance of the meeting please.

## **AGENDA**

### **PART 1 (IN PUBLIC)**

#### **1. MEMBERSHIP**

To note any changes to the membership.

#### **2. DECLARATIONS OF INTEREST**

To receive declarations by Members and Officers of the existence and nature of any personal or prejudicial interests in matters on this agenda.

#### **3. MINUTES AND ACTION TRACKER**

To approve the minutes of the meeting held on the 31 March 2014 and 4 June 2014.

To note the progress in implementing the Committee's Action Tracker.

**(Pages 1 - 8)**

#### **4. CABINET MEMBER FOR CHILDREN AND YOUNG PEOPLE**

Councillor Danny Chalkley (Cabinet Member for Children and Young People) to update the Committee on current and forthcoming issues in his Portfolio.

**(Pages 9 - 16)**

#### **5. CABINET MEMBER FOR SPORTS, LEISURE AND OPEN SPACES**

Councillor Steve Summers (Cabinet Member for Sports, Leisure and Open Spaces) to update the Committee on current and forthcoming issues in Portfolio.

**(Pages 17 - 24)**

#### **6. SPECIAL EDUCATIONAL NEEDS (SEN) STRATEGY AND SEN PASSENGER TRANSPORT UPDATE**

The Committee will review the proposed strategy for children with high need, those with Special Educational Needs (SEN) and disabilities.

**(Pages 25 - 44)**

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|--|-------------------------------|
| <p><b>7. IMPLEMENTATION OF THE WESTMINSTER VOLUNTEERING STRATEGY 2014-2019</b></p> <p>The Committee will receive an update on the implementation of the Council's vision for the Voluntary and Community Sector.</p> | <p><b>(Pages 45 - 56)</b></p> |
| <p><b>8. COMMITTEE WORK PROGRAMME</b></p> <p>To discuss the Committee's Work Programme for 2014/15.</p>  | <p><b>(Pages 57 - 74)</b></p> |
| <p><b>9. REPORTS OF ANY URGENT SAFEGUARDING ISSUES</b></p> <p>Verbal Update</p>  |                               |
| <p><b>10. ANY OTHER BUSINESS</b></p>   |                               |

**Peter Large**  
**Head of Legal & Democratic Services**  
**12 June 2014**

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CITY OF WESTMINSTER

# MINUTES

**CHILDREN & COMMUNITY SERVICES  
POLICY & SCRUTINY COMMITTEE  
31 MARCH 2014  
MINUTES OF PROCEEDINGS**

Minutes of a meeting of the **Children & Community Services Policy & Scrutiny Committee** held on Monday 31 March 2014 at Westminster City Hall, 64 Victoria Street, London SW1E 6QP.

**Members Present:** Councillors Ian Adams (Chairman), Sheila D'Souza, Nick Evans, Jonathan Glanz, Barbara Grahame, Papy Qureshi and Robert Rigby.

**Co-opted Members:** Annalisa Saba, Louise McCulough, Smita Bora and Jane Sowerby.

**Also present:** Councillor Steve Summers (Cabinet Member for The Community).

**Apologies for Absence:** Councillor Iain Bott, Councillor Lee Rowley, Brenda Morrison and Aki Turan.

## **1. MEMBERSHIP**

- 1.1 It was noted that Councillor Iain Bott, Councillor Lee Rowley, Brenda Morrison and Aki Turan had sent apologies as they were unable to attend the meeting.
- 1.2 The Chairman welcomed Councillor Steve Summers (Cabinet Member for The Community) to the meeting.
- 1.3 The Chairman advised that Councillor Danny Chalkley would not be attending the meeting. Any questions that Members had regarding his portfolio would be placed on the Committee's Action Tracker.
- 1.4 The Chairman welcomed Mike Stevens, Managing Director of Vision Critical, Glen Ocsko, Community Involvement and Innovation Manager from Sutton Council and Roberta Fusco, Locality Lead Officer, Environment and Neighbourhoods from Sutton Council who would be taking part in the Community Engagement item, to the meeting.
- 1.5 The Chairman advised that it was Annalisa Saba's last meeting as she was standing down as a Parent Governor at Queen Elizabeth II Jubilee School. The

Chairman, on behalf of the Committee, thanked her for all her support and valuable contributions over the year.

## **2. DECLARATION OF INTEREST**

- 2.1 Councillor Sheila D'Souza declared in respect of Item 6 that her husband was the Vice-Chairman of the St Marylebone Society.
- 2.2 No further declarations of interests in respect of items to be discussed were made, other than those noted in the circulated schedule.

## **3. MINUTES AND ACTION TRACKER**

### **3.1 Minutes**

- 3.1.1 **Resolved:** That the minutes of the meeting held on 12 February 2014 were approved for signature by the Chairman as a true and correct record of the proceedings.

### **3.2 Action Tracker**

- 3.2.1 The Committee requested an update on whether the Active Westminster Map could be delivered sooner than the end of April and that the Adults, Health and Community Protection Policy and Scrutiny Committee consider the methods and accuracy of GP information provided to Councillors and the Community.
- 3.2.2 That the Action Tracker be noted.

## **4. REPORT FROM THE CABINET MEMBER FOR CHILDREN AND YOUNG PEOPLE**

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

## **5. QUESTION AND ANSWER SESSION: CABINET MEMBER FOR THE COMMUNITY**

- 5.1 The Committee received an update from the Cabinet Member who responded to questions relating to relating to the demographics of people attending Westminster's Sport Centres, the new Library Management System for Tri-Borough, the utilisation of the Sayers Croft Centre by organisations and schools and the various skills and qualifications that could be obtained through volunteering.

## 6. REVIEW OF COMMUNITY ENGAGEMENT

6.1 The Committee received a report on how the Council currently engages with its communities and the value this has for both the Council and its residents. The Committee considered future options on how to improve Community Engagement and how Members could facilitate Community Engagement within their Wards.

6.2 The Committee welcomed the following expert witnesses to the meeting:

- **Mike Stevens, Managing Director, of Vision Critical.** Mike spoke about his experience of building successful online communities around the globe which created a platform of useful information about individuals and families. He discussed the different types of online communities which included sites that allowed people to discuss a topic of interest with one another and sites that requested people to complete questionnaires and surveys about a product or current/forthcoming events.
- **Glen Ocsko, Community Involvement and Innovation Manager, from Sutton Council.** Glen shared his public, private and voluntary experience in community engagement and consultation. He outlined his achievements which included delivery of large scale strategic engagement programmes and events, engaging with high-level stakeholders across sectors to create shared visions and progress work programmes and significantly progressing the digital agendas of organisations.
- **Roberta Fusco, Locality Lead Officer, from Sutton Council.** Roberta gave a short presentation outlining the management of Sutton's Local Committees. She emphasised the importance of encouraging residents to take ownership of the meetings, the local Amenity Societies being involved and the location of the meetings.

6.3 The following key themes emerged from the Committee's discussion:

- the role and benefits of Community Engagement to the Council.
- the value of using social media to reach different communities and age groups.
- the importance of continuing face to face engagement such as the Area Forums.
- the value of developing online communities using the new Council website.
- the value of the voluntary sector becoming involved in Community Engagement.
- the appointment of a formal Area Forum Membership.
- the importance of planning engagement activities against the backdrop of reduced funding.
- the importance of developing clear outcome based criteria for measuring the success of Community Engagement.

6.4 The Chairman thanked everyone for contributing to the discussion

6.5 The Committee concluded by making the following draft recommendations, which will be formally reported to the Cabinet Member for The Community when finalised for consideration for developing his Community Engagement Strategy:

1. That the Council works to create a greater culture of engagement that values both the journey and destination.
2. That the Council develops a 'social media policy' to drive greater community engagement, with a clear outcome based criteria for measuring success.
3. That the use of online communities of interest be explored and how the new council website can facilitate this.
4. That the type and scale of engagement activities be proportionate to the activity and/or event.
5. That the limitations of engagement methods be clearly understood, including but not limited to time technology, language (interpretation) and cost.
6. That the use of Sutton Onboard be explored as a potential bottom up open source platform.
7. That the Voluntary and Community Sector be more closely involved in community engagement activities such as Area Forums.
8. That formal community Committee Membership and the potential for engagement ambassadors be explored.
9. That engagement activity seeks to achieve more active rather than passive involvement.
10. That engagement activities be planned against the backdrop of reduced funding (e.g., through the use of area needs profiles).

## **7. A REVIEW AND THE FUTURE OF THE WARD BUDGET PROGRAMME**

- 7.1 The Committee received a report reviewing the Ward Budget Programme whilst giving Members the opportunity to give a steer for the future use of the ward budget funds during the next electoral cycle.
- 7.2 The Committee heard that of the dedicated £3.76m total available for wards from 2010-2014, £3.48m had been allocated at the end of 31 March 2014, which equated to 92% and that 780 projects had been funded since April 2010 of which 240 projects had been funded in 2013/14. The Committee heard that the Ward Budget Programme was well established and had enabled Members to provide a



range of benefits and facilities to organisations within their wards.

7.3 The Committee discussed the following issues:

- the need to widely promote and publicise the programme across Westminster.
- the monitoring of projects to ensure value for money.
- the application process.
- the variety of different projects which had been funded throughout Westminster.
- the allocation of Ward budget funding to be driven locally.
- the Council receiving recognition for its contribution in funding projects by requesting that the organisations use a specific logo and/or badge.

7.4 The Chairman thanked everyone for contributing to the discussion.

7.5 The Committee noted the work being carried out and considered that the Ward Budget Programme played an important part in enabling Ward Members to fund the smaller community projects in their wards which actually made a big difference to their local communities.

## **8. COMMITTEE WORK PROGRAMME**

8.1 The Committee considered its Work Programme for 2014/2015 and noted that discussions were currently underway to hold two Children Services Policy and Scrutiny Committees on a tri-borough basis per year, with the first meeting to be held in the autumn and hosted by Westminster.

8.2 The Committee agreed that the next meeting on 18 June would focus on Special Educational Needs (SEN) and disabilities.

## **9. REPORTS OF ANY URGENT SAFEGUARDING ISSUES**

9.1 **Resolved:** The Committee noted that there was nothing to report.

## **10. ANY OTHER BUSINESS**

10.1 The Committee heard that a number of Members had attended a site visit at the Churchill Garden Children Centre and that a site visit to the Portman Early Childhood Centre had been organised for Friday 4 April.

## **11. TERMINATION OF MEETING**

11.1 The meeting ended at 21.15.

CHAIRMAN \_\_\_\_\_

DATE \_\_\_\_\_





# Legacy Action & Recommendation Tracker 2013-14

## Children, Sports & Leisure P&S Committee

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Date	<b>18<sup>th</sup> June 2014</b>
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Classification	<b>General</b>
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Report author and telephone	<b>Mark Ewbank, Policy and Scrutiny Manager (ex.2636) mewbank@westminster.gov.uk</b>
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### 1. Introductory note

The Children's, Sports & Leisure P&S Committee examines the wide range of council services and projects that generally fall within the portfolios of Children and Young People, and Sports, Leisure and Open Spaces.

This document presents the legacy actions and recommendations from this committee that result from or apply to the period between June 2013 and May 2014.

The following colour coding has been applied to assist committee members and others to understand the progress made against each item:

-  Outstanding
-  In progress
-  Complete
-  Removed/redundant

## Children and Community Services Policy and Scrutiny Committee **Action Tracker 2014-15**

#	Date	Item	Responsible officer(s)	Outcome
C6.01	31 Mar 2014	Provide an update on whether the Active Westminster Map can be delivered sooner	Richard Barker, Director of Sport, Leisure & Wellbeing	Still in progress by officers.



## Children, Sports and Leisure Policy and Scrutiny Committee Briefing

**Date:** Wednesday 18<sup>th</sup> June

**Briefingof:** Head of Cabinet Secretariat

**Portfolio:** Cabinet Member for Children and Young People

**BriefingAuthor and  
Contact Details:** Ian Crook x 5772  
[icrook@westminster.gov.uk](mailto:icrook@westminster.gov.uk)

### 1. 1. **Executive Summary**

In March 2014, Westminster City Council [WCC] published their 2014-15 priorities and projects in their Council Plan, 'Better City, Better Lives'. This report provides an update on current progress against each priority in relation to children and young people. In addition, the report also provides progress against additional priorities and projects relating to children and young people.

### 2. **Better City, Better Lives Priorities**

#### 2.1 **We will ensure that at least 80% of resident children in the borough are granted at least one of their top three preferences for schools.**

In March 2014, 94.9% of Reception Class and 83.6% of Secondary transfer resident children were granted at least one of their three preferences. National comparative information is published by DfE in May 2014.

#### 2.2 **We will provide 240 extra primary school places and 60 extra secondary school places in 2014/15, ensuring we keep pace with projected demand.**

In 2013-14 the Primary capacity was 11,751 places and Secondary capacity was 10,002 places. For 2014-15, ARK Atwood opens in new premises in September 2014 with the full complement of 420 Primary pupils. Sixty new Secondary places are to be provided by September 2014 as part of a programme to deliver 435 new places by 2017. We will provide a further update in relation to the provision of new school places in July 2014.

**2.3 We will ensure that at least 80% of children in foster care are placed locally through the Tri-borough Fostering and Adoption Service.**

In 2013-14, 83% of young people requiring foster care were placed with Tri-borough foster carers. In April 2014 five (55%) of the nine children or young people requiring foster placements were placed with Tri-B foster carers and four with foster carers from Independent Fostering Agencies.

**2.4 We will ensure that all children, in new proceedings starting 1 April 2014, with a plan for adoption, will be placed with their adopters within 12 months of coming into care.**

In 2013-14, eight children had placement orders starting after April 2013 and two of these children were placed with their adopters. In 2014, no children in new proceedings starting 1<sup>st</sup> April 2014, with a plan for adoption have been placed with their adopters within twelve months of coming into care.

**2.5 We will provide 886 free day care opportunities for two year olds.**

The DfE are due to release the live data on eligible families for free day care opportunities for two year olds in July 2014. This will enable the 886 target to be adjusted to reflect actual eligibility. In 2013-14 a total of 549 eligible children accessed places. From April 2014 there are 404 places available. Capacity building will continue to ensure that eligible families who meet the extended criteria from September 2014 will also be able to access places. At present there are three nursery schools and one primary school who have confirmed that they will deliver additional places for two year olds from September 2014.

**2.6 We will ensure that at least 50% of families on the Troubled Families programme will have resolved their offending, anti-social behaviour and poor school attendance.**

In 2013-14, 599 families were worked with and claims were made for 237 (40%) families. An update on the figures for 2014-15 will be provided in July 2014.

**2.7 We will ensure that there is a place in education, employment and training for every young person after they complete their GCSEs.**

In August 2013, 99.6% year 11 leavers had an offer of a place (subject to entry requirements). Information on the number of places in education, training and employment for year 11 leavers for 2014/15 will be available in August 2014. Information as at 31<sup>st</sup> May 2014 indicates that 98.4% of the year group 11 in Westminster, have an intended destination identified.

**2.8 Working with the Sir Simon Milton Foundation, Network Rail and the University of Westminster, we will start on the building of the University Technical College to ensure that Westminster has a skills ready workforce which matches the needs of the employment market.**

Invitation to tender has been issued to developers building the UTC, and submissions due on the 8th July 2014. An advert for the Principal has been drafted which will go out to advert in June 2014, interviews will take place in July 2014, and appointment in September 2014. A £300K opening grant has been confirmed by the DfE. The development of a Stakeholder and Communications Plan is being led by Westminster City Council, with input from the University of Westminster. A Bursary and Scholarship Programme is being designed for consideration by the Sir Simon Milton Foundation and City Bridge Trust (as a prospective sponsor).

**2.9 We will ensure that 75% of Westminster's pupils will achieve 5 grade A\*-C at GCSE, including English and Mathematics, in 2014.**

The update for current academic year is due September 2014. In 2013-14 academic year results showed that Westminster schools achieved 70% of pupils with 5 grade A\*-C GCSEs, including English and Maths, the same rate at the previous year. This result keeps Westminster's position well above national rate of 59%. Improvements were made during 2013-14 in a number of schools, and further local authority support was provided through the Tri-borough Education Service.

**3. Additional priorities and projects**

**3.1 We will promote school readiness, testing new approaches through the Neighbourhood Community Budget Pilot in Queens Park.**

We are preparing to pilot an integrated (health and education) 2 year assessment in Queens Park Ward between Sept 2014 – Dec 2014. A key part of this is establishing clearer pathways for practitioners to refer, and ensure children with additional needs are identified early and interventions are in place. In addition, we are establishing a Children Centre model for the delivery of a Families and Schools Together [FAST] programme, based on the success of the FAST programmes already taking place in Westminster schools. We are also promoting the 2 year offer to families using the Department of Work and Pensions list of eligible families and their children, and aim to provide enough places for these targeted children through increased provision in schools as well as private and voluntary sector nurseries.

**3.2 We will increase the proportion of children in Westminster Primary Schools who achieve or exceed Level 4 in Reading, Writing and Mathematics in Standard Attainment Tests [SATs].**

The Lead Advisers in the Tri-borough School Standards service have been working this year with all schools, but particularly targeting schools where there have been concerns with 2013 results in order to achieve the set targets. We are still awaiting the 2014 Primary school Key Stage 2 results (which will be due in July).

**3.3 We will hold more perpetrators of domestic violence to account for their actions through prosecution and effective programmes which address their behaviour.**

In Westminster City Council, every woman will now be asked whether they have experienced domestic abuse during the course of any social work assessment, no matter what triggered the social work assessment. During the second quarter of 2014, every father or male carer will be included and spoken to as part of any social work assessment especially those triggered by reports of domestic abuse.

An increasing number of male carers where domestic abuse is occurring have been successfully engaged in sessions with specialist workers to address abusive and controlling behaviour. It is intended to continue offering this accessible service in which specialist workers are co-located and easily available to social work staff undertaking assessments.

**3.4 We will ensure that 75% of 2 year olds in Westminster will receive a developmental review, targeting 2 year olds in the city's most deprived wards.**

Information on this project will be provided at the next Policy and Scrutiny Committee.

**3.5 We will reduce the numbers of adolescents needing to come into care.**

The reduction in the number of adolescents needing to come into care remains a key priority.

A range of activities and interventions continue to support this including our joint work with Multi-Systemic Therapy, Family Recovery and the Complex Needs Panel. The Care Panel continues to provide a gate-keeping role in this area. Of the 7 adolescents that have become LAC since April 2014, 3 have been Youth Court remands and 3 have been Unaccompanied Asylum Seekers, and so were outside Local Authority control.

**3.6 We will reduce the number of 16-18 year olds [years 12 and 13] Not in Education, Employment and Training [NEET]**

As at 30th April 2014, 39 young people in years 12 to 13 were recorded as being NEET. Of these, 14 (1.2%) were in year 12, and 25 (2.2%) were in year 13. At the same time last year, on the 30th April 2013, 80 young people in years 12 and 13 were recorded as being NEET. Of these 32 [2.8%] were in year 12 and 48 [4.1%] were in year 13. This downward trend in relation to young people who are NEET is very positive and encouraging.

**3.7 We will increase the number of Care Leavers who are in Education, Employment and Training [EET]**

As of 9<sup>th</sup> June 2014, current figures for care leavers who are EET are 73.95%. For April 2013 to March 2014: 67.9% (53 of the 78 young people) were in education, employment or training. Thus, the current figure represents a positive improvement at a time when many eighteen year olds have come to the



end of their courses and are in between another course and employment or training. The target for care leavers who are EET is 75%.

**3.8 We will improve our approach to joint safeguarding with the Police in relation to Child Sexual Exploitation [CSE].**

Westminster Children's Services and the Metropolitan Police are subject to Pan-London Child Sexual Exploitation Operating Protocols. The Protocol aims to assess, challenge and provide an enhanced and effective service to reduce the harm and threats posed to children and young people from Child Sexual Exploitation. Between October 2013 to March 2014, 10 referrals were received in relation to CSE: 1 male and 9 female. All new cases are assessed by the Multi Agency Safeguarding Hub [MASH]. Police are invited by Children's Services to all Strategy Meetings re: CSE cases as part of Joint Investigation Protocols. The new Police Pan London Missing Persons Team will link with Tri-Borough MASH. They will also link with the Police specialist CSE Team.

**3.9 We will work with more than 30 families in 2014/15 to ensure their children, who are disabled or have special educational needs, have the support of a joined-up Education, Health and Care Plan.**

We are currently planning for the Education, Health and Care [EHC] Plan single assessment and working with 30 WCC families from September 2014. We have developed a draft plan and will be running a pilot EHC single assessment from 20<sup>th</sup> June which will include 2 WCC children and their families.

**3.10 We will train twelve young people with special educational needs to enable them to travel to and from school independently.**

Travel trainers have worked with 10 WCC children over the last year, to enable them to travel to and from school independently.

**3.11 We will provide ten young people who have learning difficulties with local specialist further education provision to support them in gaining independence and employment.**

10 WCC young people will be attending the QEII/Westminster Kingsway College multi-skills centre from September 2014. Applications from a further 6 WCC young people are awaiting confirmation.

**3.12 We will increase the number of mentors who work specifically with young people involved in crime to reduce their re-offending.**

Currently, 50% of our highest risk young people are offered a mentor. We have a target that 80% of young people leaving custody are supported by a mentor. Mentors have been identified and selected; we have 4 potential volunteers and will pilot this with a very small cohort of young people. We anticipate recruiting a larger pool of volunteer mentors over the coming months.

**3.13 We will provide more support for young carers.**

76 young carers were transferred from the previous Westminster provider to Spurgeons, the new provider of services to support young carers in Westminster. Spurgeons are focused on re-engaging current services users in

their new service, and on identifying and engaging new service users. This project is reported on a quarterly basis, and so further information will be available at the next Policy and Scrutiny Committee.

**3.14 We will support more vulnerable children [e.g. Looked After Children, children in need of Education, Health and Care Plan] to transfer successfully from primary to secondary school.**

Work in relation to this project is 'on track'. Each locality has now identified children who are likely to have difficulties in transitioning from year 6 to 7. This is a total of 65 children. All these children have now been made an 'offer' of support based on the available interventions and progress will be followed through and monitored.

**3.15 We will improve the health of children and young people by encouraging families to use primary care services more effectively and reducing attendance at A&E.**

As part of the overall North West London Out of Hospital Strategy, the three Inner London CCGs (Hammersmith & Fulham, West London and Central London CCG) are all developing local 'Connected Care for Children' clinics based in GP surgeries. The Connected Care for Children model brings paediatricians into GP surgeries to provide clinics for children with long term conditions and/or health needs that may trigger an A&E visit. The GPs and paediatricians work together to deliver local solutions for families which will encourage use of Primary Care rather than reliance on A&E or out patients. The Connected Care model, currently being developed by West London CCG is particularly targeting frequent A&E users. West London CCG already have several clinics operating through 'paediatric hubs' (surgeries collaborating together) in the north of the borough and results are encouraging. Central London CCG is currently developing paediatric hubs in North Westminster and has plans to cascade the model to the south of the borough, with the aim of offering nine paediatric hubs in total.

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

We are working with Health to agree a protocol whereby all women who have suffered FGM are referred to Social Care for a social assessment of circumstances. We have developed written materials for families from affected communities and are developing 'keep safe' materials to work with girls directly.

A Child Protection Advisor [CPA] post was created to lead on faith and culture based maltreatment – including FGM. The CPA, tracks all FGM cases that are referred to the Borough. At present, 11 cases have been referred. We are working with community based organisations to raise awareness and help break down barriers to working with Children's Services. We are working with schools in order to focus on prevention, support young girls who could be at risk and also raise awareness. This is done through the Education Welfare Officers. We are working with school nurses to ensure that they have discussions with young girls and raise awareness. All Team Around the School meetings now discuss FGM, so there is a holistic preventative approach.

**3.17 We will reduce further the numbers of young people offending.**

Currently we have a target of 20% reduction [69 young people] and an update of the information is reported to Local Authorities by the MOJ six months in arrears. From April 2012 to March 2013, 87 young people became first time entrants to youth justice system. Between April 2013 and December 2013, 28 young people became first time entrants to the youth justice system.

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## Children, Sports and Leisure Policy and Scrutiny Committee

**Date:** 18 June 2014

**Briefing of:** Doug Precey

**Portfolio:** Cabinet Member for Sports, Leisure and Open Spaces

**Briefing Author and Contact Details:** Mette Ranfelt x 5729  
[mranfelt@westminster.gov.uk](mailto:mranfelt@westminster.gov.uk)

### **1. Sports and Leisure**

#### **Overall Performance**

- 1.1. The Council's sports and leisure facilities have been set a target to exceed 3.5 million visits this year which is extremely positive and will be the highest figure ever recorded.
- 1.2. This year both ActiveWestminster and concession memberships will surpass 2,700 and 4,500 card holders respectively. There are currently in excess of 16,000 prepaid members across all facilities which is also the highest level of pre-paid members ever recorded.
- 1.3. Sports Development programmes have an ambitious target to attract over 70,000 participants throughout the year across a range of programmes for children, young people and adults.

#### **Improvements to Facilities**

##### **Improvements to facilities at the Porchester Centre**

- 1.4. The Council is making a number of improvements at the Porchester Centre including new health and fitness facilities, a new meeting/activity room, new exterior signage and improvements at Porchester Spa.
- 1.5. Works to the new Health and Fitness facilities are now complete and works to the new meeting/activity room are progressing.
- 1.6. Planning applications have been granted for new exterior signage for the Centre, Spa and Hall to improve the prominence of the facilities from the street and to provide signage which is more in keeping with the historic Grade 2 Listed building. Proposals to improve the existing ground floor

area of Bridgefield House (the building adjacent to the Porchester Centre) have commenced and this will help to create a flexible community space for meetings, training events and activities. The Council is also working closely with the centre operators (GLL) and has agreed and commenced works to a number of additional investments for the Porchester Spa during 2014 which will include new lockers, new internal glass doors to all sauna and steam rooms, improved vanity areas and enhanced lighting throughout.

### **Caving Facility at Sayers Croft**

- 1.7. A brand new prefabricated caving complex has been opened ahead of a busy summer season at Sayers Croft Outdoor Centre. The new facility will further diversify the offer of activities at the centre for school groups and adults, early feedback from user groups have been very positive.

### **New reception facilities at Queen Mother Sports Centre**

- 1.8. Proposals to redevelop the reception and cafe facilities at Queen Mother Sports Centre are being progressed. The work will relocate the reception facilities to the ground floor of the building to provide more prominence of the centre from street level and to provide an enhanced experience for customers. The cafe facilities will be moved to a more central location within the main centre which will provide a more convenient environment for residents and other users. Design proposals are being discussed and are yet to be finalised. Once agreed, works are due to start in the autumn.

### **Active Queen's Park Project**

- 1.9. Planning permissions were granted in April for proposals for Moberly Sports Centre by the London Borough of Brent and for Jubilee Sports Centre and Queen's Park Gardens by the City of Westminster. Design and contractual work is being progressed and subject to the completion of this part of the programme the building works will begin at Moberly later this autumn. Jubilee will remain open whilst Moberly is redeveloped. Officers are working with GLL to ensure a smooth transition and continued service provision.

- 1.10. A communications plan is being finalised and local people will be kept up to date with site works and logistics. It is expected that the new £17.5m facility at Moberly will open by the end of 2016, at which point works at Jubilee begin. The Council's development partner Willmott Dixon will build the new sports facilities and 155 new homes across both sites (including 12 replacement affordable homes at Jubilee). The sale of the private homes will fund the £20m investment in sports facilities, an increase of 40% on existing provision.

### **Initiatives and Events**

#### **The Westminster Mile**

- 1.11. On Saturday 24<sup>th</sup> May, the Westminster Mile officially marked the 60th anniversary of Roger Bannister's legendary first sub-four minute mile. With

close to 6,000 participants taking part in 30 races throughout the day, the event becomes the largest road race mile in the world for 2014.

- 1.12. The programme included one mile races for children, families and adults and featured the British Athletics One Mile Road Championships for age groups, seniors and wheelchair athletes. Mo Farah was on hand to support the juniors even taking part in the under 11 and 13 races.
- 1.13. Sir Roger Bannister is the patron of the event and the winner of the Senior Men's Championships was awarded the newly commissioned Sir Roger Bannister trophy. Diane Charles (nee Leather), the first woman to run a sub-five minute mile, has given her name to the new trophy for the winner of the Senior Women's Championships. David Weir, six time Paralympic champion, competed in the Senior Wheelchair Championships and achieved a world best time just over 3 minutes for the mile distance and still hopes to break the 3 minute barrier in the future.

#### **National accreditation for the Council's Sports Development team**

- 1.14. Following a 2 day formal assessment, the Council's Sports Development team have achieved an 'Excellent' rating and have been awarded the Sport England 'QUEST' accreditation. The 'excellent' rating means that Westminster's team have achieved the highest level of any other London borough. The award is a significant reflection of the work delivered by the Sports Unit team which includes sports development and PE and school sport.

#### **Little Venice Sports Centre - finalist in the Flame Awards 2014**

- 1.15. Little Venice Sports Centre has been shortlisted as a finalist in this year's UKactive and Matrix Flame Awards, the most highly coveted accolade of the health and fitness sector. The Facility Awards recognise leisure centres, health clubs and group operators that have demonstrated exceptional standards across their operation. UKactive CEO David Stalker said "We would like to congratulate each and every finalist who has reached this shortlist stage. The assessment process is known for being the toughest in the business and the level of competition just gets better every year. We look forward to celebrating with all the finalists at this year's Ball of Fire on 2<sup>nd</sup> July".

#### **Paddington Recreation Ground – Tennis Tournament**

- 1.16. On Thursday 5<sup>th</sup> June 5pm – 7.30pm, Paddington Recreation Ground is hosting a tennis tournament for junior players from Paddington Recreation Ground and three other tennis clubs across London. On the day, Heather Watson GB's Number 2 ranked female will be in attendance to lead a warm up clinic and make award presentations.

## **2. Volunteering, the Voluntary Sector and Localism**

### **Information & Advice Services**

- 2.1. The second monitoring report for this contract indicates that Westminster Advice Services Partnership (WASP) are achieving most of their outcomes with the exception of those that relate to the children centre drop-ins and their disability advice work. The Royal Association for the Deaf who led on the disability work have now left the partnership as they agreed they would not be able to reach their targets due to a lack of demand. WASP have now brought this service in house and increased capacity. It is thought that WASP should be able to make up the numbers in this area over the next quarter.
- 2.2. The key performance indicators relating to children centre drop-ins will be changed to reflect the 8 days of the year when the centres are closed for public holidays. Children Centre managers are reviewing their capacity to see if they can accommodate the drop in session fortnightly which can no longer take place at Westbourne Children Centre as Midwifery are now based there at this time.

<b>Service</b>	<b>Annual Target</b>	<b>QTR Target</b>	<b>QTC Actual</b>	<b>% QTR Actual</b>
Overall Client Contacts	16000	4000	5053	126%
Disability Advice & Casework (Client Contacts)	880	220	166	75%
Disability Advice & Casework (Appts)	1000	250	140	60%
Mental Health Advice & Casework (Client Contacts)	880	220	507	230%
Mental Health Advice & Casework (Appts)	1000	250	404	162%
Families with Child Under 5 Advice & Casework (Children Centre Drop-Ins)	200	50	49	98%
Families with Child Under 5 Advice & Casework (Community Centre Drop-Ins)	150	37	39	104%
Families with Child Under 5 Advice & Casework (Appts)	260	100	95	95%
Older People's Advice & Casework (Client Contacts)	1000	250	415	166%
Older People's Advice & Casework (Appts & Home Visits)	1000	250	281	148%

### **General Volunteering Brokerage**

- 2.3. Officers have begun to review the Council's volunteering brokerage service to inform the re-commissioning of the programme in the next financial year. The



latest monitoring report highlights that the service has over-performed in most areas for Quarter 4.

	Annual Target	Q1	Q2	Q3	Q4 Achieved	Q4 Target	% of Annual Project Target
Total Volunteering Registrations	2450	772	769	875	874	612	134%
Volunteer Placements	850	257	204	203	204	212	102%
New volunteering opportunities created	500	140	108	108	106	125	92%
Total number of volunteering vacancies	5000	6483	2815	1804	1751	1250	257%
Training courses for organisations	8	2	1	4	4	2	137.5%
No of organisations attending training	80	21	23	39	26	20	136%

### **Team Westminster Volunteering Strategy Implementation**

2.4. Work is ongoing to implement the commitments contained within the volunteering strategy. In particular the commissioning and procurement of the Flagship Volunteering Programme (including events, sports and social action volunteering) is well advanced with invitations to tender and market warming expected to commence shortly. The development of the South Westminster Time Credits scheme is slightly behind the Flagship Volunteering Programme as there is wider interest across Tri-borough to commission similar services and as such Westminster is instead looking to lead on the development of a framework for Time Credits delivery against which locally or thematically specific services could be called off. The committee is provided with a separate update on the detailed progress of delivery against the volunteering strategy.

## **3. Libraries and Culture**

### **Marylebone Library – Luxborough Street Development**

3.1. The Planning Committee approved plans for the new Marylebone Library as part of the Luxborough Street development on 21 January 2014. The scheme has been tendered and a preferred bidder has been identified to act as developer partner to the City Council. The new library is planned to open in October 2015. CityWest Homes (CWH) is working with WCC & the preferred bidder to finalise the contract and to start on site in Summer of this year.

### **Church Street Library**

- 3.2. The Library has been subject to a number of water ingress related issues. External works started in April to rectify these issues, and internal works will begin in July. The library will remain open but some areas will need to be closed off for periods of time. The internal works will impact on both the basement and sub basement levels, with the most disruptive to be completed in the first two weeks of July. The scheme will be completed in October.

### **Pimlico Library**

- 3.3. There have been continuing problems with the customer lift at Pimlico Library. A feasibility study has been completed on installing a more robust lift. Officers are currently formulating a proposal to take this forward and will be seeking Cabinet Member authorisation.

### **Queen's Park Library**

- 3.4. Plans to redecorate Queen's Park Library along with necessary external maintenance works are being progressed by officers. The works are currently out to tender and are due back by the end of May. The works will require the library to close for a period of time, which will be in consultation with the Cabinet Member, once a contractor has been appointed.

### **Library Management System (LMS)**

- 3.5. Implementation of a single integrated library management system for Tri-borough is making good progress. Westminster City Council will save £60,000 pa through the new arrangement compared to present arrangements. The single system will go live in all three boroughs on 10 June 2014.

### **Registration service**

- 3.6. Mayfair library continues to be popular with couples. Since opening in September 2013, the registrars have conducted 565 ceremonies at the venue and have a total of 445 bookings so far made through to the end of 2014. An opening evening is held on the first Thursday every month with approximately 50 prospective couples attending.
- 3.7. Limitations on the capacity of Mayfair library have reduced the number and scale of ceremonies Westminster can host. To offset this, a partnership venue is being sought through a procurement process which could cater for larger wedding parties and hold more frequent ceremonies. The appointed partner would need capacity for seven ceremonies per day and an agreed fee would be set that would benefit both the venue and the service. An online survey to gauge interest is currently live (closing on 6 June) and has already attracted interest from more than 10 possible sites.

- 3.8. Progress is being made with the customer programme team and the registration service diary provider to develop the on-line facilities for the public to be able to book birth and death registration appointments and notice of marriage appointments via the new website. This will go live at the end of June following extensive back office testing and it includes facilities for card payments by customers at time of booking.

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## Children, Sports and Leisure Policy and Scrutiny Committee

**Date:** Wednesday 18 June 2014  
**Classification:**  
**Title:** SEN Passenger Transport Update  
**Report of:** Andrew Christie  
**Cabinet Member Portfolio:** Councillor Chalkley

**Wards Involved:** All  
**Policy Context:**  
**Financial Summary:**

**Report Author and  
Contact Details:** Ros Morris  
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### 1. Executive Summary

This report provides an update on the first four weeks of operation of the new Tri-borough passenger transport arrangements for home to school transport for children with special educational needs.

### 2. Key Matters for the Committee's Consideration

Report for information.

### 3. Background

The contracts for the delivery of passenger transport in Westminster came to an end in January 2014 and we therefore had to undertake a retendering exercise for the provision of the service. In line with the timescale for the delivery of a new tri-borough service, a short term contract extension was put in place until April 2014.

The Tri-borough Councils have undertaken a procurement exercise for passenger transport services for children and adults: covering home to school transport for children with special educational needs (SEN); transport for looked after children and transport for vulnerable young adults and older people.

The decision to commission Tri-borough passenger transport services was made with the intention of making savings through economies of scale, and new routing arrangements where children from different boroughs were travelling to the same school, to ensure that affordable travel arrangements can be made available to eligible children and adults in the long term.

Following the procurement exercise, contracts for large group (bus) travel were awarded to the following transport operators – Star Bus, HATS, Impact Group, CT Plus and Westway. Contracts for individual taxis were awarded to – Radio Taxis and HATS.

Because of the complexity of the service being provided, and the number of vulnerable children and adults receiving the service, a dedicated in-house Tri-borough Transport Commissioning Team (TCT) has been established. The main responsibilities of this team are: to process new requests for transport; to provide a single point of contact for any service user needing to notify their Council of any change of requirement or concern about service delivery; to exert stringent oversight of the contractors; to monitor their performance; and ensure that required standards are met. This is a new arrangement which, we believe, will be an enhancement to previous arrangements for service users, and ensure that the Councils get better value for money from their contracts.

### **Existing Arrangements**

The arrangements in place prior to the new Tri-borough passenger transport contracts had developed piecemeal over many years. Consequently, while decisions about children's eligibility were fairly consistent across the 3 boroughs and have not been altered in this process, the commissioning of their travel arrangements was not. Historic custom and practice in this respect, in particular in Westminster, and to a lesser extent in Kensington and Chelsea was such that there was an over-reliance on transportation by taxi and more generally children were added to existing transport, without any strategic review of transport routes. The result of the approach was not only increased costs but also increased congestion outside schools. However, where such changes (taxi transport being replaced by buses) have been made, we have given very careful consideration to any subsequent representations made by parents or schools, if they think their child's needs cannot be met in this way.

### **Savings**

Savings of £1.3m per annum are projected for WCC Children's Services against previous spend. This represents a reduced spend of 39%.

### **Implementation**

On 23<sup>rd</sup> April a briefing note was circulated to all Members from Andrew Christie outlining the service readiness of the new transport service; with information regarding the contracts awarded, and the process that led to those awards.

These new arrangements are meeting the daily transport requirements across the 3 boroughs for:

- 720 children with special educational needs
- Up to 500 children in care, as and when required
- 280 - 300 vulnerable adults
  
- Westminster children account for 294 of the 720 children with special educational needs.

Prior to the new contract arrangements going live, transport operators prepared routes based on client data provided by the special educational needs, social work and adult social care services, and existing providers. The TCT worked hard to ensure that all parents, carers and schools were kept up to date via briefings held at schools, parents' and carer forums, day centres, and letters and leaflets being sent out. In addition, there were visits to key schools across the Tri-borough. The new transport arrangements went live from 22 April, in line with the start dates of the summer term, with the service being fully operational by 30 April.

The operation is transporting children to and from 122 schools, and involves 162 separate bus routes. The mobilisation of such a complicated operation along with putting in place the new TCT was anticipated to be difficult. The advisers we have used, who have done this work previously for other authorities, always highlighted that this was a particularly difficult exercise, given that we were changing providers across 3 boroughs, establishing new route networks across 3 boroughs, as well as putting in place a new Tri-borough TCT.

The TCT has led the mobilisation and has been working to sort individual problems as they arise.

### **Mobilisation Update**

During the first 2 weeks of operation, there were a number of operational challenges experienced and we recognise and acknowledge that the mobilisation of the new transport arrangements has been problematic for some parents and children. These difficulties have included: children being picked up late, journeys being longer than they should be and then arriving late at school; the correct equipment not being available for a small number of children e.g. harnesses; concerns from individual parents at the point of pick up regarding the type of transport allocated to their child; change in escort and quality of escorts, particularly in relation to children's medical needs; parents' concerns that they were unable to contact operators when there were difficulties. Difficulties in relation to journey times were further exacerbated by the tube strike on 29th and 30th April.

The above difficulties and concerns have arisen for a number of reasons. The majority of the contractors have not previously provided a service in this

geographical area, and it is taking the drivers some time to get used to the routes. Unfortunately it has become apparent that the information held about children and vulnerable adults by social care and special educational needs teams was not complete in some cases. Much of this information was held by the previous operators who were not very willing to hand it over. Indeed, perhaps understandably, they were generally not very willing to co-operate with either us or the new contractors. In future this information will also be held by the TCT. The former operators' failure to co-operate also manifested itself in an unwillingness to assist in the TUPE arrangements. This again meant that it was only very late in the day that the contractors knew who would be transferring to work for them. In fact in some cases this only became clear when staff failed to turn up for work. In future it will be the new TCT's responsibility to hold this information.

In the third, fourth and now the fifth week since the initial mobilisation, operators and drivers have become more familiar with routes and this has resulted in a great improvement in the majority of home to school journeys. Continuing attention is however being required with some of the more individual arrangements e.g. journeys to after school provision where there have been some continuing delays and this is being worked on with operators to achieve the required improvements.

The table below shows the number of late collections and arrivals over the first four weeks of operation and shows an improving picture.

Day	SEN Transported	Reported Late Collections / Arrivals	% Late Collections / Arrival	Reported Absence - Operator Related	Reported Absence Other
Tue 22nd April	59	17	29%	1	2
Wed 23rd April	136	28	21%	1	2
Thu 24th April	158	5	3%		1
Fri 25th April	158	4	3%		1
Mon 28th April	437	17	4%		1
Tue 29th April	724	146	20%		9
Wed 30th April	730	137	19%		8
Thu 1st May	720	8	1%	1	0
Fri 2nd May	720	5	0		
Mon 5th May (BH)					
Tue 6th May	720	4	1%	0	0
Wed 7th	720	3	0%	0	0
Thu 8th May	720	2	0%	0	0
Fri 9th May	720	3	0%	0	0
Mon 12th May	720	1	0%	0	0
Tue 13th May	720	0	0%	0	0
Wed 14th May	720	2	0%	0	0
Thu 15th May	720	2	0%	0	0

NB – The above is compiled from data supplied to the TCT by operators and schools. However, we believe that the TCT has possibly not received all details and that there are a small number of buses that have been slightly delayed over the last 2 weeks. Reporting arrangements will be rectified in order that the accurate data is available to the TCT.

The number of general calls to the TCT has also shown a downward trend as shown below.



Day	Inbound Queries Received	Answered	% Answered	Abandoned	%
Tue 22nd April	16	16	100.0	0	0.0
Wed 23rd April	34	32	94.1	2	5.9
Thu 24th April	36	36	100.0	0	0.0
Fri 25th April	32	32	100.0	0	0.0
Mon 28th April	120	118	98.3	2	1.7
Tue 29th April	126	123	97.6	3	2.4
Wed 30th April	74	71	95.9	3	4.1
Thu 1st May	52	51	98.1	1	1.9
Fri 2nd May	26	26	100.0	0	0.0
Mon 5th May (BH)	0	0		0	
Tue 6th May	40	39	97.5	1	2.5
Wed 7th	39	38	97.4	1	2.6
Thu 8th May	25	23	92.0	1	4.0
Fri 9th May	26	26	100.0	0	0.0
Mon 12th May	33	31	93.9	2	6.1
Tue 13th May	23	23	100.0	0	0.0
Wed 14th May	22	22	100.0	0	0.0
Thu 15th May	30	30	100.0	0	0.0

Since the beginning of the new service, a total of 72 substantial queries from parents/carers have been received and responded to. These have been in relation to – timings, lateness and length of journey; consistency of escort and driver; lack of communication from operators to parents.

### Review of individual cases

Since the publication to parents of the proposed route lists in April, across the 3 boroughs, a number of individual cases have been reviewed by the SEN Service and changes have been made in respect of 16 cases. These reviews have been carried out either arising from parental requests or because the early experiences of the operators which suggested some children were not adapting well to the new arrangements. Of the 16 cases, 7 were raised and agreed before the routes started and 9 since the start of the new service. In addition to the 16 individual reviews, 2 routes have been split due to the need to decrease a journey time. 11 of the reviews related to Westminster children, 3 to RBKC children and 2 LBHF. In four cases (3 WCC and 1 LBHF) the alternative arrangement put in place has involved the use of a walking escort.

### School Information

The TCT and SEN Service have continued to keep in close contact with schools and schools have continued to work in close partnership with operators to assist with improvements. Schools report a continuing improvement in the service being provided, particularly regarding issues with lateness and arrival times. The two continuing particular areas of concern for schools are in relation to the consistency of escorts and drivers and the difficulty for both schools and parents in being able to get through to operators during peak times. Schools report that where escorts are becoming consistent, they are becoming more confident in their roles and are developing required skills. Some schools also noted to us that whilst a number of parents

had issues with some earlier pick up times and slightly longer journeys, most of them are starting to adapt to the changes.

Dates are being arranged for the TCT manager to visit a number of schools and meet with parents to discuss progress of the new transport services and continuing issues.

In addition, the TCT manager will also shortly join colleagues at the Westminster Parents Participation Group and the Tri-borough Parents Reference Group for the development of services for SEN. This will be a further opportunity for parents to raise continuing concerns they may have in relation to the transport arrangements.

4. **Health and Wellbeing Implications**

None.



City of Westminster

# Children, Sports and Leisure Policy and Scrutiny Committee

**Date:** Wednesday 18 June 2014  
**Classification:**  
**Title:** Special Educational Needs (SEN) Strategy  
**Report of:** Ian Heggs and Alison Farmer  
**Cabinet Member Portfolio:** Councillor Chalkley

**Wards Involved:** All  
**Policy Context:**  
**Financial Summary:**

**Report Author and  
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## 1. EXECUTIVE SUMMARY

- 1.1. Westminster City Council's five year strategy for children with high needs, those with Special Educational Needs (SEN) and disabilities, will be implemented in the context of the Children and Families Act, which is one of the most significant changes in legislation in this area for the past 30 years. The requirements of the Act are due to take effect from September 2014.
- 1.2. The aim of the strategy is to enable Westminster City Council to fulfil its statutory duties and support children in achieving positive educational and life outcomes. Following the new legislation, this will be done through the provision of an effective and efficient 'Local Offer' built on strong relationships between parents, schools, education, health and care services and third sector organisations. Where possible, this will be delivered within a Tri-borough framework to achieve commissioning efficiencies and maximise benefits to children and families.
- 1.3. The aspiration is for children and young people aged 0-25 with SEN to make excellent progress; for parents to be included as equal partners in decision-making and for outcomes and employability, in particular, to be the focus of effective Education, Health and Care (EHC) Planning.

## 2. KEY MATTERS FOR THE COMMITTEE'S CONSIDERATION

- 2.1. This report is an invitation for the committee to consider and comment on the following:

- The national legislative context for SEN, particularly regarding the Children and Families Act, and the key issues arising from this.
- The outcomes and recommendations arising from a recent consultation we have held with parents and carers on the our local offer of services for children and young people with SEN.
- The current key issues and strategic goals for the Westminster SEN Service over the next five years.

### **3. CONTEXT – THE CHILDREN AND FAMILIES ACT – KEY ISSUES AND IMPLICATIONS FOR THE PROVISION OF SEN**

- 3.1. The proposals within part three of the Children and Families Act represent some of the most significant changes to the way that services are delivered for young people with special educational needs in the past 30 years.
- 3.2. The key focus areas for these changes are as follows;
  - improving cooperation between all the services that support children and their families, particularly requiring local authorities and health authorities to work together.
  - replacing old statements of SEN with a new jointly assessed ‘Education, Health and Care plan’, which is available for an extended age range (from birth to 25) with a key focus on outcomes;
  - Placing families at the centre of the assessment and planning process for their child, encouraging a model based around ‘co-production’.
  - requiring local authorities and schools to publish a ‘Local Offer’ outlining the provision that is available for young people with SEN and disabilities;
  - and offering families personal budgets with which to purchase services.
- 3.3. These changes are all due to come into effect from September 2014. We are taking a cross-sector tri-borough approach to preparing for the implementation of the proposals, maintaining a sovereign focus where necessary.
- 3.4. In preparation for the enactment of the Bill, a Tri-borough Children and Families Bill Strategic Implementation Group was formed. The group included representatives from the Education and Family Services Directorates, along with colleagues from Public Health, Adults Services and Communications.
- 3.5. Representatives from local parents’ forums and third sector organisations have been integral from the start of this work. This has been particularly important as a key element of the change in legislation relates to the enhanced role of parents and carers not only in planning for their own child but also more broadly in the commissioning of services for children with SEND. The changes arising from the Act will be fairly high profile and, it is important

that the opportunity for engaging with parent groups in a structured way enables parents to have a voice and ownership of the way in which the changes that the Act brings are implemented over time and not least because the changes may bring anxieties for some parents.

- 3.6. With support from the London Pathfinder authorities (Bexley and Bromley), a work plan has been developed by the group, which will ensure that each of the three boroughs manage the co-ordination of changes required to deliver the requirements of the Act from September 2014.
- 3.7. Broadly, there are three key areas where work is required in order to deliver the requirements of the Act, and these are outlined under three separate headings below.

Statements of SEN will be replaced by an 'Education, Health and Care Plan'

- 3.8. A key driver for the Act is to ensure that Education, Health and Social Care services are more joined-up in their assessment and planning processes for young people with special educational needs and disabilities. This is to address the concern that, currently, parents need to 'tell the story' of their child several times to various professionals in order to be assessed for and receive the support that they require.
- 3.9. From September 2014, Statements of SEN will be replaced by a single 'Education, Health and Care Plan', which will run from birth to the age of 25. The content of this plan will be informed by a single joint assessment process, which involves parents and professionals from Education, Health and Social Care services.

**Key issues**

Local authorities need to establish how this single assessment process will work in practice and how current panel processes for each of the services will need to be amended to reflect the new system.

There is no national template for an Education Health and Care plan, so a local format has been designed with further development expected to maximise the potential for joint in-put to the child's personal profile. We will need to ensure that systems are implemented for electronic data capture and that this data is accessible by the parents and/or young person and professionals from each service involved with the child.

- 3.10. The resourcing of the plan will be based on the outcomes that the parent and child wishes to achieve on a short, medium and long term basis and will be sourced from the Local Offer and any additional and different provision as necessary. A child's progression will then be reviewed on the basis of these outcomes and support will be adjusted accordingly. This is a departure from current practice, where statements state simply the number of hours of

provision to be provided to a child based on their needs and outcomes are not systematically reviewed.

**Key issues**

In order to implement an outcomes approach to planning, significant strategic work and workforce development will be required across Education, Health and Social Care teams to ensure that consistent outcomes are used, that these are linked to appropriate services and that they are evaluated via an aligned process.

- 3.11. To support the assessment process, the local authority will be required to implement a 'key working' approach. This approach will provide parents with a single point of contact throughout the assessment and planning process. This key worker will help parents plan the outcomes that they want to achieve for their child on the basis of their assessment and then guide them through the options that they have to access provision in order to achieve these outcomes.

**Key issues**

In order to implement a 'key working' approach, significant staff training will be required, as the skill-set to act as a key worker is substantially different to that of, for example, an SEN Caseworker.

In some areas, in order to implement the new assessment and planning process, staff reorganisation may be required.

- 3.12. Currently, Statements of SEN run until the age of 16 (or 19 if the young person is in further education and has undergone an assessment that shows they still require support). The new Education, Health and Care Plan will run until the age of 25. There is therefore a greater focus on the local authority having access to adequate post 16 provision for young people with SEN and disabilities.

**Key issues**

To ensure that we have robust processes for transitioning an Education, Health and Care plan from Children's Services to Adult Social Care, the two departments need to work closely to ensure that both practice and process are aligned, so that parents and young people can move between the services seamlessly.

Each local area will have to publish a 'local offer'

- 3.13. From September 2014 every local authority will be required to publish a 'local offer' of services for young people with SEN and disabilities.
- 3.14. Parents of children and young people with disabilities report that they often feel overwhelmed by the sheer volume of information available to them from differing sources and do not know where to start when searching for services that meet the needs of their child.
- 3.15. The aspiration is for the local offer to address these issues by providing a single solution that is clear, comprehensive, relevant and transparent, and provides current information in a way that can be understood, accessed by all and most importantly that can be trusted.
- 3.16. The offer should be developed in consultation with parents and be published in a single accessible format.
- 3.17. In January 2014, we launched a period of consultation with parents and carers of young people who have special educational needs and disabilities. Over 120 parents from across the Tri-borough area attended an event at Kensington Town Hall, where we outlined our current local offer for education, health and social care and launched the consultation process, which is looking at three key areas:
  - What has been parents' experience of education, health and care assessments and planning to date?
  - What would help parents feel confident in the Tri-borough Education Health and Social Care Local Offer?
  - How would parents/carers and young people like to see the information about the Local Offer presented?
- 3.18. All parents of children with special educational needs have been asked to complete an online survey that addresses these areas. In addition to the survey, the local support groups for parents have hosted two focused consultation events, enabling smaller groups of parents to share their thoughts directly with senior officers from Education, Health and Social Care teams from both Children's Services and Adult Social Care.
- 3.19. The outcomes of the consultation are summarised in section 4 of this report.

### **Key issues**

We will need to produce the final local offer in various formats. It is envisaged that an accessible and searchable website will be the most effective solution and therefore expertise will be required from IT and Communications departments along with representatives from the Family Information Service in each of the three local authorities.

In order to develop the local offer over time, Education, Health and Social Care services will be required to undertake joint commissioning activities. In order to deliver this requirement, a clear strategic approach needs to be developed, including investigation for the potential of pooled budgets.

### Parents, carers and young people will have the right to ask for a 'Personal Budget'

- 3.20. A personal budget is an amount of money or resources available in order to deliver the outcomes set out in a plan. The total personal budget should be made clear to parent carers so they can be involved in all decision making in order to choose the right provision to best meet the outcomes identified in the child or young person's care plan.
- 3.21. Personal Budgets are currently used in Social Care, allowing parents to choose how and when funding is spent for agreed short break provision.
- 3.22. However, following the implementation of the proposals in September 2014, parents of children with Special Educational Needs will be able to request personal budgets for their children - meaning they can potentially choose the support for their child, instead of local authorities being the sole provider.

### **Key issues**

This will require SEN teams to work with finance colleagues to establish the unit costs of local services so that parents can see the value in using services that are commissioned or delivered directly by the Local Authority and therefore make an informed decision about the support they would like to receive to deliver the outcomes in their Education, Health and Care Plan.

## **4. OUTCOMES OF THE CONSULTATION ON THE LOCAL OFFER**

### Online survey

- 4.1. There were 76 responses to the online survey from across the tri-borough, the majority of which were from parents of children with special educational needs aged 5-11.
- 4.2. Within the 76 responses, the most prevalent need was Autistic Spectrum Disorder (ASD), appearing twice as often as any other category. In this



respect, broadly speaking, responses from parents reflected the relative prevalence of area of need within the population of children with a statement of SEN. Responses from parents indicated that most of the young people referenced in the feedback received services from the education department, with around half also receiving either health or social care provision.

- 4.3. The online survey identified that most parents would value a dedicated point of contact (for instance, a keyworker) to help them to access the Local Offer. Parents also indicated that when publishing the local offer, a printed directory of services would be only slightly preferable to a dedicated area of their Council's website. It is considered that both should be developed by the Tri-borough.
- 4.4. When considering the information that is made available, parents indicated that they would value a clear and accessible Plain English narrative on the service which uses consistent language across Education, Health and Social Care services. Consistent language is particularly important when considering eligibility criteria in each of the areas.
- 4.5. Parents were provided with the draft statutory guidance on the local offer and were asked whether there was any additional information that they think should be included. Key themes were as follows:
  - Information on how to access specialist childcare for parents that require it before / after school. This may be a gap in current provision.
  - Key information on transitions and the processes for this.
  - Clear guidance on assessment processes.
  - Information about or links to services that are available to support parents (particularly for psychological / emotional issues).
  - Links to national support groups as well as local services.

#### Local consultation events

- 4.6. Parents across all three boroughs agreed that a managed website which allows providers to update information on a regular basis and enables users to search by disability / age would be extremely beneficial. They also emphasised that a hardcopy leaflet / directory should also be produced and made available in public places, such as libraries.
- 4.7. However, all three consultations also outlined the need for face-to-face contact, to ensure that web-based information is accessible to all. This emphasised that parents would appreciate help with accessing information and making decisions on the support that they would like to access for their child. This indicates an agreement on the value of a keyworker model of support – particularly at key transition stages.

4.8. It was clear from the three consultations that, beyond a list of services available to them, parents in each of the three boroughs would also like to see the following included:

- A Plain English explanation of professionals' roles within Education, Health and Social Care services. This will help break down pre-conceptions and manage expectations of what each service will deliver.
- Use of diagrams to show clear pathways for assessment, planning and transition at key stages.
- Signposting to key local authority departments for areas such as benefits and housing advice.
- Plain English explanation of appeals processes.
- Plain English explanation of funding – outlining which departments generally have responsibility for paying services.
- A glossary of key terms.

4.9. Each of the consultations focused to some extent on the 'user journey' and identified four key stages:

- Time of diagnosis
- Point of entering primary school
- Point of entering secondary school
- Point of transition to adult services

4.10. There is broad agreement that it would be useful to structure the Local Offer in this way if possible, as needs are significantly different at each stage. For instance, a parent who is dealing with initial diagnosis may seek more "sympathetic and informal" support, which guides them to services and/or parent groups at a pace that is matched to their needs. While a parent of a young person entering or transitioning through school, is likely to seek specific support based on their child's needs and the school provision that is available in the borough.

4.11. The Westminster Parent Participation Group has developed an accessible framework for recording experiences of the pathway for assessment. We will now work with parents to embed this tool within the future Tri-borough Local Offer feedback and review process.

## **5. SPECIAL EDUCATIONAL NEEDS IN WESTMINSTER – SERVICE ACHIEVEMENTS DURING THE PAST 12 MONTHS**

5.1. A comprehensive Tri-borough re-organisation of the WCC SEN Service is underway. A substantive Head and Assistant Head of Service for SEN Casework and Commissioning and an interim Assistant Head of Service have

been appointed. Phase two of the re-organisation will take forward the introduction of a key-working approach to SEN casework practice.

- 5.2. In WCC there has been a focus on putting in place systems for monitoring volume, flow and timescales for completion of statutory assessment in order to enable practitioners to self-monitor progress against outcomes. To date this has enabled there to be improvement in the percentage of final statements of SEN for secondary transfer issued by 15 February.

## **6. SPECIAL EDUCATIONAL NEEDS IN WESTMINSTER – KEY ISSUES AND STRATEGIC GOALS**

- 6.1. As well as paying due regard to the Children and Families Act, the five-year strategy is informed by Westminster's statistical performance when compared with national averages and our Tri-borough neighbours. The latter offers opportunity for cross-borough analysis and acts as a stimulus for achieving best practice. Patterns of need, tri-borough comparison of placement and spending patterns have raised a number of issues and informed key strategic goals.

- 6.2. **Key issues:** Westminster's data indicates a relatively high number of children with a statement of SEN (3.2%). Furthermore, the number of children identified to have with SEN without a Statement is also high, (25% of the Westminster school population). Too many statements of SEN are not completed within the statutory timescale of 26 weeks.

### **Strategic goals:**

- Reduce reliance on statutory assessment so that Westminster City Council can take forward effective single assessment within the timescale of 20 weeks and with greater involvement of parents in co-production of Education, Health and Care plans.
- Address over-identification of SEN and maintain statements of SEN or EHC plans in line with expected levels.
- Complete 98% of EHC plans within 20 weeks.

- 6.3. **Key issues:** In Westminster, a relatively high proportion of High Needs Block funding is spent on independent/non-maintained sector placements. These placements do not always represent effective use of resources and are often significant distances from the borough, which presents a challenge when monitoring progress and safe-guarding and contributes to SEN transport overspend. The re-commissioning of passenger transport services has been implemented, and this is expected to achieve a reduction in spend for this area.

### **Strategic goals:**

- Reduce reliance on the independent/non-maintained school sector and increase the provision of placements in local state-funded schools.

- Reduce expenditure on SEN transport, in particular taxis, and increase independent travel using public transport.

6.4. **Key issues:** A process for joined up education, health and care assessment 0-25 has not yet been established. There are variable levels of joint funding of high cost placements across education, health and care.

**Strategic goals:**

- In line with the Children and Families Act, to establish a tri-borough approach to Education, Health and Care assessment and planning for children aged 0-25 years.
- This will include the development of a transparent approach to tri-borough education, health and care high cost resource allocation, where decisions are made at the level of delegated authority rather than driven by frontline practice.

**7. FIVE YEAR STRATEGY 2014-19**

A tri-borough Education, Health and Care Local Offer for children with SEN

7.1. As outlined in sections 3 and 4, the tri-borough Local Offer will describe what is available and how services can be accessed. It is intended to support parents and practitioners plan together effectively for the achievement of outcomes. A local offer of good or outstanding education, health and care provision which the tri-borough is proud of is expected to support parents' feel confident in local placement, resulting in a reduction in independent/non-maintained high cost placements and associated pressure on SEN transport. Publication of a Local Offer will become a statutory duty for Local Authorities and schools from September 2014.

7.2. The five year plan is for development and publication of a tri-borough local offer which is accessible, on-line and defined by:

- area of need - language and communication; cognition and learning; social, emotional, mental health; sensory physical
- age range – 0-5; 5-16; 16-25
- level of complexity – specialist, targeted, universal and outreach (in education terms – special school, resource base, mainstream and outreach)

7.3. In year one and on an on-going basis the Local Offer will be informed by analysis of SEN prevalence data by area of need and consultation and feedback from parents and young people. The plan is to collect and analyse outcome data for children with High Needs to inform evaluation of the effectiveness of provision and future strategic commissioning of the provision that makes up the Local Offer.

Home to School SEN Transport

- 7.4. A key element of the five year strategy for SEN transport is the achievement of, short to medium-term reduction in SEN transport overspend and long-term sustainable provision with associated, levels of spend. The approach will include the implementation of the new passenger transport services contracts, expected to contribute to addressing current levels of expenditure.
- 7.5. Additionally, the tri-borough commissioning of independent travel training will enable young people to be supported in becoming independent within their own community, maximise the use of public transport and reduce reliance on SEN transport. Important to the success of the five year strategy will be creation of an expectation that the offer will, wherever possible, be for independent travel training and/or use of public transport. During the coming five years the Local Authority will support local special schools in tendering alongside other organisations for delivery of independent travel training services.
- 7.6. The five year strategic development of efficient and sustainable approaches will include review of alternative options, for example, encouraging parents to take the opportunity of a personal budget to support their own organisation of travel arrangements.

#### A transparent, accountable approach to High Needs Block (HNB) Funding

- 7.7. From 2014/15 children with SEN in WCC schools will have provision funded in accordance with the new Dedicated Schools Grant (DSG) Schools Funding arrangements, a 'place, plus' model – with a notional SEN budget for low, high incidence needs and 'Top Up' funding. All schools and colleges are provided with a notional SEN budget that they can use to support children with additional learning needs, resourcing support above the per pupil entitlement and up to the value of £6K. It is intended that the majority of children have their needs met from within this allocation. The Children and Families Act indicates transparency for parents about the notional personal budget available for their child. The tri-borough's five year strategy is to support schools in developing a robust local offer, with published costs for interventions; to support parental confidence and accountability.
- 7.8. The 'Top Up' element of funding is identified within the Local Authority's HNB. Top Up funding is intended to follow individual children with high needs; schools are expected to charge the Local Authorities in which a child is resident for their high needs provision; inter-authority recoupment ended from April 2013. The mechanism for distribution of High Needs Funding is agreed through schools forum with the aim that the local authority supports effective decision-making.
- 7.9. The five year strategy will embed principles of transparency and accountability. The Local Authority plans to support, in the first instance a move from the historic SEN funding model to a genuine Top Up model with accountability to parents and the LA for implementation of an SEN support plan and children's progress. The LA will support schools in recouping costs for out of borough children, with charges for this service being introduced in the second year.

- 7.10. In the medium to longer-term the strategy is, to increase delegation to schools to enable the provision for children with SEN to be responsive and delivered flexibly at the frontline and reduce the percentage of High Needs Funding that is distributed through Local Authority SEN or EHC decision-making processes. This approach will additionally enable SEN case officers to implement the EHC single assessment, providing a key-working approach to casework for those children with the most complex needs.
- 7.11. The five year strategy is to maintain a High Needs Block reference group of school and LA representatives to take joint responsibility for decision-making and accountability. A particular consideration in the short term will be the balance of funding for schools and outreach services or other centrally commissioned provision.

#### Education, Health and Care Single Assessment 0-25 years

- 7.12. Under the new legislation Local Authorities will be responsible for completing Education, Health and Care assessment and planning within 20 weeks.
- 7.13. Currently across the tri-borough there is variable performance by SEN teams in completing assessment within 26 weeks. To address performance variability and bring tri-borough approaches to casework and decision-making together the SEN service will be re-structured to create a tri-borough SEN casework and commissioning service and an SEN finance and business administration service. The short-term strategy will address the re-structuring of SEN team management to achieve efficiencies of process across the tri-borough. The medium to long-term strategy will see the adoption of a key-working approach to SEN casework, with parents and young people at the centre of this process. Additionally a more robust approach to aggregation of monitoring data and analysis of the effectiveness of the SEN provision commissioned for the borough's young people will be implemented. It is intended that this data informs future effective commissioning and placement decisions.
- 7.14. The five year strategy to taking forward a joined up approach to single assessment is at an early stage with the publication of a new Code of Practice awaited. Specifically the five year strategy will be significantly determined by the level of eligibility for Education, Health and Care Assessment. The commissioning of expert legal advice to support robust decision-making during the lead up to and following implementation of the new legislation is a short to medium term strategy. The overall development of the plans for implementation of EHC assessment remains an area of strategy under review as a consequence of the stage of enactment.
- 7.15. Westminster City Council has made a commitment in response to the Better City Better Lives policy that during the year April 2014 to March 2015 more than 30 families will have a joined up Education, Health and Care Plan for their disabled child or child with Special Educational Needs.

#### Mediation and dispute resolution

- 7.16. Where there is a dispute, mediation provides a neutral venue for parents and others caring for children to have a managed and structured discussion with a trained professional around what are the best interests of the child.
- 7.17. The Children and Families Act states that any person wishing to commence any formal court proceedings relating to a child (for instance, when disagreements arise about the SEN support their child receives) must attend a Mediation Information & Assessment Meeting with an accredited mediator and that this mediator must sign-off any future action. Whilst this is currently recommended it has not been regularly enforced by the Courts and there have been different approaches in different parts of the country.
- 7.18. We have commissioned specialist legal advice for the across the tri-borough and this has stated that, once the Children and Families Act is implemented, the volume of mediation requests and referrals will significantly increase.
- 7.19. For this reason, we plan to re-commission the mediation support that we receive and provide for parents. A specification has been developed for this commissioning process, which states:
- The provider must deliver both mediation and dispute resolution services. They should have a good clear website that parents can be referred to as well as literature to support their services and contact details;
  - The provider must employ mediators that have undertaken mediation training, mediation accreditation and are independent of the local authority and CCG;
  - Mediators employed by the service must have a good understanding of the SEN processes, procedures and legislation.
  - A Mediation advice line is required to provide factual unbiased information and guidance to parents and young people in relation to mediation before registering an appeal. This would be best done by mediators rather than advisers as they have first-hand experience of the mediation process and will have the skills to liaise with parents/young people;
  - Health Commissioners must make mediation services available to parents and young people when notified by the local authority that the mediation issues are limited to health care issues. A joint contract between the authority and CCG would be the best way forward;
  - The local authority/relevant commission body must make the necessary arrangements for mediation and/or dispute resolution sessions and pay reasonable travel expenses and other expenses to the parent or young person taking part in mediation. These arrangements can be delegated to a mediation provider.

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## Children, Sports and Leisure Policy and Scrutiny Committee

<b>Date:</b>	<b>18<sup>th</sup> June 2014</b>
<b>Classification:</b>	<b>For general release</b>
<b>Title:</b>	<b>Implementation of the Westminster Volunteering Strategy 2014-2019</b>
<b>Report of:</b>	<b>Richard Cressey, Senior Policy Officer</b>
<b>Cabinet Member Portfolio</b>	<b>Cabinet Member for Sports, Leisure and Open Spaces</b>
<b>Wards Involved:</b>	<b>All</b>
<b>Policy Context:</b>	<b>Better City, Better Lives: A More Connected City</b>
<b>Financial Summary:</b>	<b>Not applicable</b>
<b>Report Author and Contact Details:</b>	<b>Richard Cressey, Senior Policy Officer, <a href="mailto:rcressey@westminster.gov.uk">rcressey@westminster.gov.uk</a>; x3403</b>

### 1. Executive summary

This report provides an update to the Committee on the implementation of the Westminster Volunteering Strategy 2014-2019.

Following input from the Policy and Scrutiny Committee throughout 2013, on 11<sup>th</sup> March 2014 the Council launched the new Westminster Volunteering Strategy 2014-19. This new strategy will see the Council increase direct investment in services which facilitate and enable people to volunteer. Specifically, we are committed to renewing our volunteering brokerage offer, refreshing our events and sports volunteering programmes as well as investing in new projects such as social action volunteering, council staff volunteering in support of local good causes, and a Time Credits scheme which enables residents and workers to exchange their time for rewards.

### 2. Background, including policy context

#### 2.1. Better City, Better Lives – a connected city

In March 2014 the Council published Year 2 of Better City, Better Lives - our five year plan for making the city safer, healthier, more enterprising and more connected. This set out the ambition that, everyone should feel more involved in their local community, find it easier to make connections with one another both virtually and in person, and to feel more connected to jobs, services, information and decisions affecting their community.

At the heart of Better City, Better Lives is the conviction that everyone has a role to play in the Westminster community. We believe that those who live, work or visit the city should take responsibility for making a positive contribution to the community. What this means for the council is that we want to make it easy for residents and people who work and study in the city to volunteer and support local good causes.

**2.2 Children and Community Services Policy and Scrutiny Committee’s recommendations on the draft Volunteering Strategy**

In June 2013 the Committee reviewed an early draft of the strategy and made the following recommendations. These recommendations have all been carefully considered and also identified below are the specific actions we have taken or proposed to take in response to the Committee:

<b>Committee recommendation</b>	<b>Action</b>
<p>That the Westminster volunteering strategy should look to build on the strengths of existing programmes and learn from elsewhere.</p>	<p>The strategy focuses on facilitation and signposting to existing provision. Most notably, the introduction of a new online Community Web portal will allow residents’ to access a wider range of information on what services and opportunities are available locally. This will be developed and delivered in partnership with the community sector.</p>
<p>That the Westminster volunteering strategy should actively recognise the role of volunteering in helping people back into work but define clear boundaries to protect the unemployed from exploitation.</p>	<p>The main priority of the strategy is to increase the level of volunteering amongst local people irrespective of employment status, ability or skill level. In addition, the Volunteering Brokerage service will continue to work with local further education institutions, JobCentre Plus and employment programmes to promote volunteering opportunities for residents to improve their skills and employability.</p> <p>The strategy clearly states that volunteering roles are only ever value added and are never a substitute for paid employment.</p>

<p>Work with all Council departments and corporate partners, to explore what provision already exists where volunteering can make the most difference.</p>	<p>By focusing on the signposting of existing provision, the Strategy builds upon the strengths of existing programmes and will introduce new schemes only where gaps currently exist or value can be added.</p> <p>Officers have established a Strategy Implementation Group involving representatives from across council services including adults, children's, worklessness, Public Health and city management to deliver this particular recommendation.</p>
<p>Ensure that the Council, as an employer and commissioner, encourages volunteering through publicising the opportunities available to those who work for the City.</p>	<p>Both as an employer and a commissioner, the Council will continue to encourage volunteering through its internal staff volunteering campaigns and by asking contractors to outline their policies on staff volunteering. This will help to maximise the social value added to the City by the Council. The Procurement Team are leading on the development of a 'responsible procurement' programme to ensure such considerations are worked through with contractors on a more consistent basis.</p>
<p>Work with a broader range of groups in relation to the development of the strategy. Members at the Committee identified faith groups, cadets, schools and school governors – as key stakeholders in the volunteering community.</p>	<p>The community web portal is being designed with a view to offering all community groups the prospect of directly interacting with volunteers in the community. Groups will be able to sign up as part of Team Westminster and receive regular information on volunteering developments and become important on-the-ground advocates for the strategy. This is being done as a direct response to feedback received from community groups and voluntary sector leaders such as those identified in developing the strategy. Functionality will be further tested with user groups.</p>
<p>Understand and explains the role of ward councillors in supporting and developing the volunteering strategy as it progresses.</p>	<p>The Strategy will sign-up a wide range of community groups as part of Team Westminster. We will also seek to identify ward councillors to act as community champions across</p>

	Westminster to lead the campaign and promote volunteering in their local areas. We expect to link this with local community engagement activity.
Should strongly consider the 'branding' of volunteering. Members highlighted that balanced marketing and promoting awareness would be key to the success of the strategy.	We have developed and introduced a strong city-wide 'Team Westminster' volunteering brand, adaptable for individual programmes, which will help to build upon our previous success and promote greater awareness of the Strategy.
Provide evidence on how volunteering provides a 'return on investment' as part of the justification for any necessary additional expenditure. This will also be crucial to evaluation the long-term success of the programme.	Public Health have recently commissioned a report looking at the social return on investment for volunteering – a copy of which is attached to this report. We will be exploring how best to implement its finding as part of the performance management process for each of the services in the Volunteering Strategy.

### **3. Delivering on the Westminster Volunteering Strategy 2014-2019**

#### **3.1 What we do already**

At present, the Council commissions four specialist programmes designed to provide a diverse range of fun and rewarding opportunities for residents, staff and workers to volunteer in Westminster.

- **Tailored volunteering opportunities**

Volunteer Centre Westminster (VCW) delivers the city-wide core volunteering brokerage service for the Council. This service enables anybody who lives, works or studies in Westminster to get involved with a wide range of volunteering opportunities ranging from administration to mentoring and charity trusteeships. The contract consistently exceeds its performance targets. Between April 2013 and April 2014 this programme helped 868 people to volunteer.

- **Events based volunteering**

VCW also run City Guides, which enables people to volunteer at high profile events by providing a mobile tourist information service to visitors. City Guides was promoted at a highly successful event held at Lord's Cricket Ground in January and has since supported Chinese New Year, the premiere of Die Hard Five, the BAFTAs and a range of smaller community events across the city. Volunteer Centre Westminster staff are working to raise the profile of City Guides with both potential

volunteers and event organisers to ensure the programme supports more events and more volunteers during 2014-15.

- **Sports volunteering**

'A City Transformed Through Sport' is a sports volunteering programme also run by VCW on behalf of the City Council. The programme supports volunteers and sports clubs to increase the levels of volunteering in sport and physical activity in Westminster. It seeks to reduce barriers to volunteering and offers subsidised sports coaching courses to help people towards employment.

- **Employee supported volunteering**

The Council currently subscribes to 'Time and Talents for Westminster'. This enables City Council staff to volunteer and participate in social action across the Borough. Time and Talents broker opportunities for staff based around skills development goals and team challenges as determined by individuals and managers. Time and Talents also work with major employers in Westminster such as Land Securities and Government Departments to support staff volunteering.

### **3.2 New services we are commissioning**

Following the launch of the new Strategy in March, the Council will be commissioning a host of new services that support volunteering in Westminster in addition to those listed above.

- **Flagship Volunteering Programme**

We will commission a 'Flagship Volunteering Programme' consisting of three distinct projects for residents to get involved with: "Team Westminster Ambassadors" (formerly City Guides), "Team Westminster Sports Volunteers" (formerly a City Transformed Through Sport) and a brand new service, "Team Westminster Community Action". Social Action volunteering will create a pool of enthusiastic local volunteers who will be able to join local events bringing communities together. These events will be planned in partnership with local communities to identify a particular local problem they want to solve together. Initial proposals include hosting events around tackling social isolation or cleaning up parks and local communities and we would welcome proposals on what events could be held.

Council officers have carried out a full service review of the existing City Guides and Sports Volunteering programme to inform the specification for the new Flagship Volunteering service. A service specification has been developed and invitations to tender are now live for bids from prospective suppliers. The new service is expected to commence in autumn 2014.

- **Time Credits**

We will develop a Westminster Time Credits programme in the south of the city to make it easy and rewarding for people to volunteer in Westminster. This allows volunteers to be rewarded with one Time Credit for every one hour they volunteer. These credits can then be exchanged for a range of exciting opportunities across Westminster, London and the UK, meaning people can learn new skills and try new experiences because of volunteering. This will compliment and work alongside existing time banking services in Westminster to encourage the use of an hour for hour concept of volunteering.

Work is ongoing to develop a the specification and the new service is expected to commence in autumn 2014.

- **Community Web Portal**

We will launch a Community Web Portal so that all information about local opportunities – formal and informal – is in one place. By integrating with the Westminster Time Credits scheme and existing web platforms, this portal will allow community groups and individuals to have an online account which logs interests, flags relevant opportunities and provides a marketplace for people to look for, earn and spend time credits. It will also allow people to share their experiences and help to build community spirit in Westminster.

Council officers are developing proposals for the Community Web Portal. Early discussions are underway with potential developers and it is expected that the Portal will be operational in autumn 2014 to align with the commencement of new contracts for direct delivery noted above.

- **Welcome pack for new residents including information on how to volunteer**

We will provide residents moving to Westminster with ideas and information about how to get involved in their local community and the volunteering services we provide. The population of Westminster can fluctuate by 30% each year so when people move into the city, we want to make it easy for them to get involved right from day one. This will be support by information in Council Tax letters sent to all registered residents in the city.

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

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## A Social Return On Investment (SROI) analysis of Community Champions Tri-Borough Pubic Health - Executive Summary

The Public Health White Paper, *Healthy Lives, Healthy People* (2010), recommends that addressing root causes of poor health and well-being requires better approaches to delivering health and care that is "owned by communities and shaped by their needs". The Health and Social Care Act (2012) gives local authorities the responsibility for improving the health of their local populations. It also sets out to "tackle health inequalities across the life course, and across the social determinants of health".

Consequently, the challenges for local authorities and health and care services are to work in more joined-up ways with their resources; to tackle socially embedded health issues, yet design approaches that increase quality and access, not solely reduce costs. This is very far from being easy; with an ageing population, available resources and public finances for health and care are set to continue reducing into the future.

A significant developing area is the role of social capital, and how unlocking this can lead to resource efficiencies across the NHS, public health and social care system. This means that improving health and access cost-effectively can be partly achieved by using local people's experience, relationships and ability to transfer health knowledge directly and consistently to their peers, about health services and health actions or behaviours. It also means a two-way conversation, including local people in how local

health and care services are designed and accessed to better meet the needs that are most meaningful to the diverse range of residents, children and their parents.

**Community Champions draw on the skills, relationships and knowledge of local communities. The current programme is partly built from the process, learning and skills developed in the 2008-2013 Community Health Champions project in White City, where Champions are still involved today in community-led support activities for residents. Champions are rooted in their community, and bring local people and services together to improve health and well-being, transfer knowledge, and help reduce health inequalities across different groups. In addition, they themselves learn more about health services and positive health behaviours. Between February and April 2014, Envoy Partnership conducted an independent Social Return On Investment (SROI) analysis of the Tri-Borough's Community Champions activities so far this year, covering six estate-based hubs at Church Street, Dalgarno, Edward Woods, Queens Park (Mozart Estate), Old Oak, and World's End and Cremorne. The SROI analysis estimates £5.05 of social and economic value is generated for every £1 invested - of which at least £1.65 of care resource savings are potentially generated for the local authority, related to diabetes, improved mental well-being, community cohesion, and reduced isolation of families and older people.**



### Community Champions and what they do

Community Champions are local people who volunteer through their local community centre, to promote the health and well-being of all residents - covering around 1,000 households per hub, and actively reaching between 150-200 households per hub a year. They support access and awareness of local services, and also motivate residents towards improving health and well-being behaviours, knowledge and community participation. Champions are trained to deliver guidance in a professional manner, in most cases to at least RSPH<sup>1</sup> Level 2 in Understanding Health Improvement. In a typical month, example types of activities can include participating in physical activity classes, (e.g. zumba, walks, affordable gym and aerobic exercises, "Booty Camp"), healthy cooking and budgeting courses, awareness-raising about diet, diabetes and cardiovascular issues, organising

and delivering community health events and promotional stands, one-to-one guidance with households, and sign-posting to appropriate support services. Each location, starting point and demographic profile of residents is different, and therefore the Champions' activities are designed around the needs that their local community has identified. We identified a range of material outcomes that resulted from the programme and were measured with key stakeholders (table 1 below).

**Table 1: Community Champions Outcomes - Who benefits?**

Stakeholders	Outcomes that changed as a result of the Community Champions programme
<b>Champions</b>	<ul style="list-style-type: none"> <li>Improved physical health, healthier eating behaviours &amp; weight reduction</li> <li>Reduced likelihood of contracting long term conditions (e.g. type 2 diabetes, obesity, cardio)</li> <li>Improved overall mental well-being</li> <li>Reduced social and emotional isolation</li> <li>Self confidence &amp; Resilience</li> <li>New skills &amp; Employability/Paid work</li> <li>Intercultural cohesion</li> <li>Fairness of access and treatment</li> <li>Courage to engage with health profession</li> <li>Improved Knowledge – about health, appropriate services and about local people</li> </ul>
<b>Residents</b>	<ul style="list-style-type: none"> <li>Improved physical health and weight reduction</li> <li>Healthier diet &amp; eating behaviour (more veg, less oil, salt and sugar)</li> <li>Reduced likelihood of contracting long term conditions (e.g. type 2 diabetes, obesity, cardio)</li> <li>Improved overall mental well-being</li> <li>Sense of community and cohesion</li> <li>Fairness of access and treatment</li> <li>Courage to engage with health profession</li> <li>Economic savings from healthier eating on a budget</li> <li>Improved Knowledge</li> </ul>
<b>Children</b>	<ul style="list-style-type: none"> <li>Improved physical health and well-being</li> <li>Fairness of access and treatment</li> <li>Improved dental hygiene</li> <li>Improved relationships with family and friends</li> <li>School readiness</li> <li>Sense of community and cohesion</li> <li>Pride &amp; Motivation</li> <li>Improved Knowledge</li> </ul>
<b>Local Services / Gov't</b>	<ul style="list-style-type: none"> <li>Resource value of reduced care need across diabetes, cardiovascular &amp; long term conditions</li> <li>Resource value to GP clinics</li> <li>Improved health equality and quality of services</li> <li>Resource value of reduced need for children's dental health intervention</li> <li>Economic contribution through finding paid work</li> <li>Citizenship and further volunteering</li> </ul>

**Impact: what is the scale of change?**

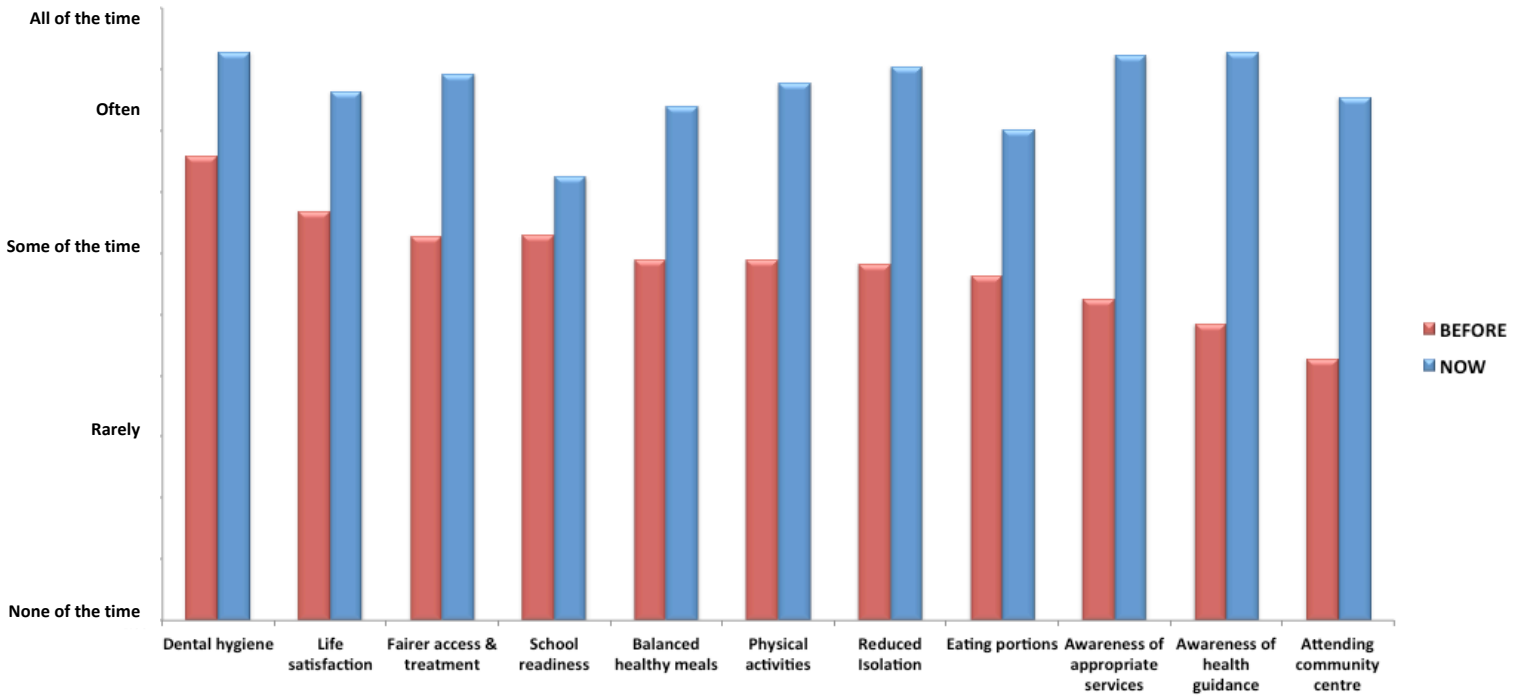
Through conducting 65 household surveys and 36 Champions surveys, group consultations and interviews with a range of key stakeholders (including over 35 Champions and local agencies), evidence was reported about the magnitude of change across material outcomes. In particular there has been significantly improved participation in community centre activities, improved access, take up and awareness of appropriate health services for specific conditions, reduced isolation and improved frequency of mild physical exercise. For Champions, there are also significant improvements in skills, self-confidence, respect from their spouse and families, and being able to find work in future. On average, Champions and Residents reported that if they were to forecast how long the actions, knowledge and behaviours they had learned would last, it would go **beyond three years** - and reported in many cases that their improved habits should last for most of their lifetime.

There were clear improvements in key outcomes for Residents and Champions, as illustrated in the graphs below. Note that the graphs below have been reconfigured to weight the distance travelled, to reflect a move from a score of "None of the time" to "Some of the time" as more meaningful than a move from a score of "Often" to "All of the time".



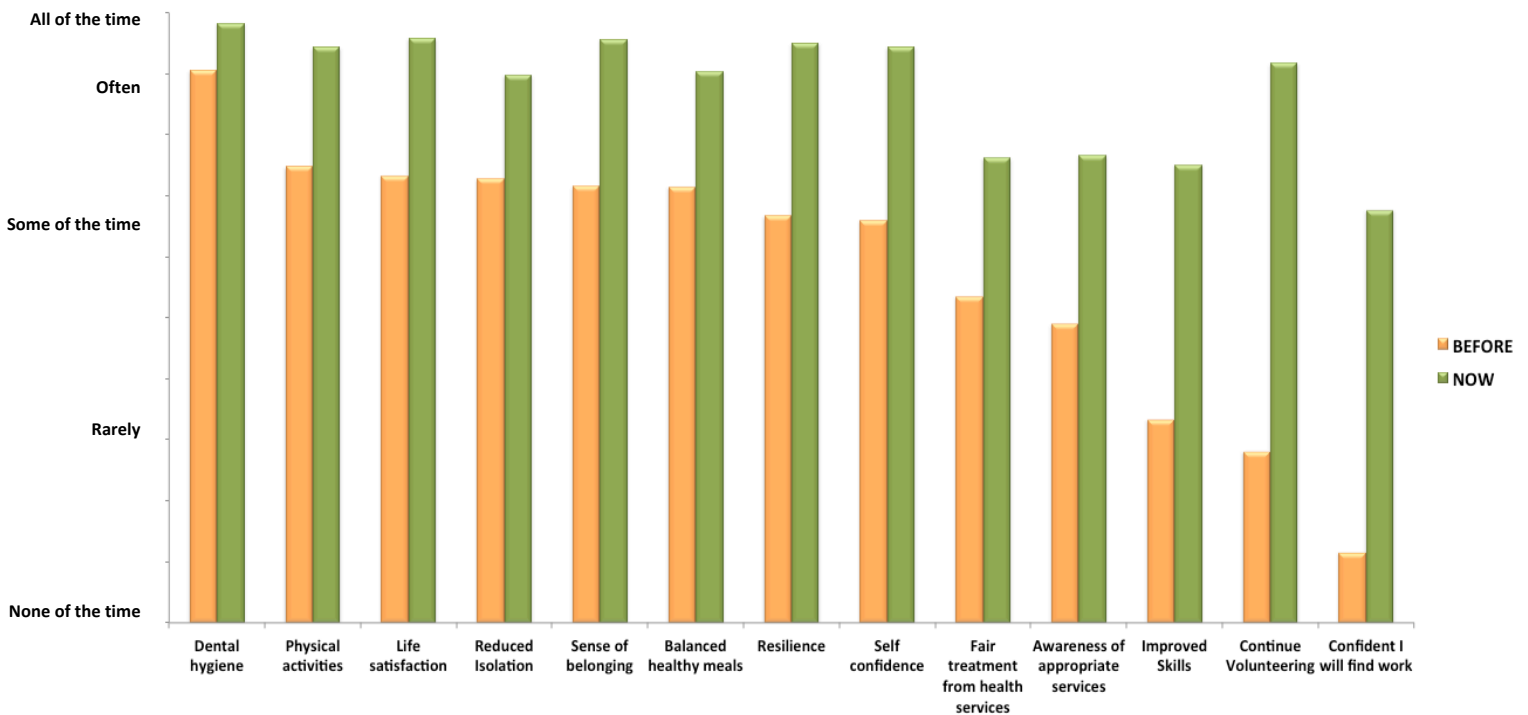


Graph 1: Frequency of occurrence of key health and well-being outcomes amongst Residents (Before contact with Champion, and Now)



**38% of Champions** report WAIST SIZE reduction by up to one size with WEIGHT LOSS (Average 4kg)  
**Paid work (FTE)** gained by **10%** of Champions & **20%** into **further training, PPG or public speaking**  
**Over 1,300 children** reached, leading to improved health actions, knowledge, oral hygiene & exercise

Graph 2: Frequency of occurrence of key health and well-being outcomes amongst Champions (Before becoming a Champion, and Now)



**33% of Residents** report WAIST SIZE reduction by up to one size and WEIGHT LOSS (Average 3.7kg)  
**c. 180 residents AVOID 10 years reduced life expectancy** from developing type 2 diabetes<sup>ii</sup>  
 Health research indicates **1 in 8** likelihood of developing type 2 diabetes over-65s<sup>iii</sup>

## Generating Social Value

The Champions' strength is in being rooted to the their communities, and becoming preferred trusted public health advisors for local families, often from disadvantaged or lower income backgrounds. They fulfil a multi-faceted role for local agencies and residents, by making contact and listening, sharing public health knowledge, delivering an outreach function and sign-posting function, being pro-active and consistent in their presence, peer-to-peer motivation for improved family welfare, and feeding back to stakeholders. Champions are a respected key asset, not just towards delivering health and care that is "owned by communities and shaped by their needs", but also for consistent motivation of health and well-being behaviour change, and helping to significantly reduce isolation within their communities. They also inspire other local people to engage and train up to be Champions.

From approximately £550,000 invested across 6 Community Champions hubs, Envoy valued the outcomes and changes identified using proportions of QALYS for physical health and mental health, local authority care costs of long term conditions such as diabetes, and government unit costs from a variety of sources, including National Audit Office, PSSRU (Personal and Social Service Research Unit), Department of Health, Institute of Diabetes for Older People and research from LSE, HACT, and the Kings Fund.

STAKEHOLDER OUTCOMES	PRESENT VALUE OF IMPACT (£ Attributed Value)	HOUSEHOLDS DIRECTLY REACHED per Hub
<b>CHAMPIONS</b> i.e. Improved health (exercise, healthy eating) Improved well-being Skills & knowledge Employability Fairer access to treatment	£248,000	76
<b>RESIDENTS</b> i.e. Improved health (exercise, healthy eating) Reduced prevalence of long term conditions Improved well-being Knowledge Fairer access to treatment	£845,000	circa 150-200 households per Hub (or approx 1000 households)
<b>CHILDREN</b> i.e. Improved health Improved well-being Knowledge	£526,500	circa 150-200 households per Hub (or approx 1000 households)
<b>LOCAL AUTHORITY</b> i.e. Reduced care need for reduced diabetes Reduced adult and elderly care need due to poor mental health and isolation Improved school readiness	£907,500	circa 150-200 households per Hub (or approx 1000 households)
<b>Central GOVERNMENT SAVINGS</b> i.e. Resource savings to Health and Social care, and DWP	£255,500	circa 150-200 households per Hub (or approx 1000 households)
<b>SOCIAL &amp; ECONOMIC VALUE over 12 month benefit period ONLY</b>	c. £2.56 million	-
<b>PRESENT SOCIAL &amp; ECONOMIC VALUE forecasted across 3 year benefit period for specific outcomes</b>	Circa £2.78 million	-

## Challenges & Sustainability

Whilst there are significantly encouraging outcomes, impact and value generated by the Community Champions programme - especially for their children and local families - there remain a number of issues to address in future.

Sustainability will depend on:

- Being able to recruit a stream of volunteers
- Recruiting Champions from diverse background to ensure reflective representation of the community and range of service users
- Keeping the champions motivated and supported
- Feeding back achievements to the Champions and diversity of residents
- Collecting robust impact data
- Ongoing support from Triborough Public Health Service
- Co-design of indicators of success with Champion Coordinators
- Valuing the individual contribution of each champion
- Balance between scaling up and funding
- Maintaining autonomous processes for each hub
- Keeping enthusiastic hub co-ordinators
- Changing activities to meet local residents' needs and balancing this with cultural observations and respect
- Being able to use a local community centre/venue for activities
- Linking with other stakeholders, including housing associations, local authority agencies and health services, employment services, local businesses
- Meeting the needs of new communities and new service users in future, and sharing knowledge between hubs



**The full SROI report will be available from end of May 2014 see overleaf for further details**

## What is SROI?

SROI is a stakeholder-informed cost-benefit analysis that uses a broader understanding of value for money. It is an approach which can translate the measurement of social values into economic language. It enables the assigning of values to social and environmental outcomes as well as economic outcomes, and can help organisations make improved spending decisions. Its development in the UK was funded by the UK (Cabinet) Office for Civil Society and the Scottish Government (through the *SROI Project*).<sup>iv</sup> It is increasingly used to measure value-for-money and is signposted by the National Audit Office for a range of sectors.<sup>v</sup>

The processes followed were:

1. Establishing scope and identifying key stakeholders
2. Mapping outcomes (with stakeholders' input)
3. Evidencing outcomes and giving them a value (with stakeholders' input)
4. Establishing impact
5. Calculating the SROI
6. Reporting and embedding

Specific SROI adjustment principles were followed, summarised below:

*Attribution*: Responses to surveys and consultation gave credit, or "attribution" of outcomes at around 60-65%, however this was further reduced to a third (21%) for residents, and half of this (11%) for Children, to account for other factors, and activities at the community centre or school, and other settings, that they may have attended.

*Deadweight*: The majority of respondents reported that it was highly unlikely that these outcomes would have occurred anyway or that alternative forms of outreach and access to health services would arise. However we have conservatively used a 50% counter-factual rate to further reduce the amount of impact claimed. Calculations are significantly sensitive to deadweight in this model, for example increasing the deadweight by 10% reduces the SROI to approximately £4:£1 and increasing to 75% deadweight reduces the SROI to £2.75:£1.

*Displacement* is zero, as we have assumed improving a person's health does not have a negative unintended consequence on another stakeholder.

*Drop-off* of impact is 66% drop off per year over a 3 year benefit period, although the majority of respondents felt the impacts would last well beyond 3 years, we have taken a conservative view. "Drop-off" is used to reflect that impact is reduced in strength over time.

*Discount rate* of 3.5% was used (suggested in HM Treasury Green Book) for calculating the present value of future benefits.

We have been advised by Tri-Borough Public Health co-ordinators to use a one third likelihood that Champions double-count or cross over the households they reach between them. Champions and hub co-ordinators identified the difference in number of new households and repeat households that they reach per month.

**Full report will be available from end of May 2014 from Tri-Borough Public Health Department, further details at:**



Envoy Partnership

1 Alfred Place, 2nd floor, WC1E 7EB

[info@envoypartnership.com](mailto:info@envoypartnership.com)

[www.envoypartnership.com](http://www.envoypartnership.com)

<sup>i</sup> Royal Society for Public Health

<sup>ii</sup> Estimate of 10 years reduced life expectancy from developing type diabetes taken from: Department of Health, National service framework for diabetes (2012), & *Diabetes in the UK* by diabetes.org.uk (2010)

<sup>iii</sup> Health & Social Care Info Centre, 2013

<sup>iv</sup> <http://www.scotland.gov.uk/Topics/People/15300/SROI>

<sup>v</sup> See: <http://www.nao.org.uk/successful-commissioning/general-principles/value-for-money/value-for-money-and-csos>



City of Westminster

## Children, Sports and Leisure Policy and Scrutiny Committee

**Date:** 18th June 2014

**Classification:** General Release

**Title:** Children, Sports and Leisure Policy and Scrutiny Work Programme 2014/2015

**Report of:** Head of Legal and Democratic Services

**Report Author:** Sarah Craddock/Mark Ewbank  
Senior Committee and Governance Officer  
Legal and Democratic Services

### 1. Executive Summary

- 1.1 At its Annual Meeting on 4<sup>th</sup> June 2014 the Council agreed the establishment of a Children, Sports and Leisure Policy and Scrutiny Committee. The Committee is therefore asked to note its establishment, membership arrangements and Terms of Reference.
- 1.2 The Committee is required to establish a new work programme at its first meeting of the municipal year. A draft programme, which has been prepared by the Scrutiny Manager in consultation with the Chairman, is attached for review and approval.

### 2. Recommendations

- 2.1 That the Committee note the establishment of the Children, Sports and Leisure Policy and Scrutiny Committee, its membership arrangements and Terms of Reference attached at **Appendix 1** .
- 2.2 That the Committee agree the annual work programme for 2014/2015 as attached as **Appendix 3**.
- 2.3 That the Committee agree the programme of meetings for 2014/2015, as detailed in Section 4 below.

### **3. Work Programme**

- 3.1 The Committee is required to establish a new work programme at its first meeting of the municipal year. The Committee's terms of reference and those of the Cabinet Members which it is tasked to scrutinise (the Cabinet Member for Children and Young People and Cabinet Member for Sports, Leisure and Open Spaces) are attached at **Appendix 1**. The Policy and Scrutiny Committee and Cabinet Members' Terms of Reference were formally agreed by the full Council at its Annual Meeting on 4<sup>th</sup> June 2014.
- 3.2 In choosing items for the work programme, Members of the Committee are referred to the guidance on selection criteria attached at **Appendix 2**.
- 3.3 Suggested items for the 2014-15 work programme which have been identified in consultation with the Chairman are set out in **Appendix 3**. It is proposed to continue the practice, as far as possible, of focusing on one or two important issues within one Cabinet Member portfolio per meeting, which will help inform future council policy.
- 3.4 In agreeing a work programme, the Committee will want to consider suggestions from both its own Members and the Cabinet Members – all of whom are welcome to input suggestions at any time, either at the commencement of the municipal year, or in-year as the issue arises. The work programme is flexible and will be reviewed at each meeting of the Committee. Items can be removed, amended or added as necessary.

### **4. Programme of Meetings**

- 4.1 The formal Programme of Meetings 2014/2015 for all Committees of the Council was agreed by the General Purposes Committee in November 2013. The meetings of the Policy and Scrutiny Committee were submitted for approval after consultation with the Chairman and are as follows:

18 June 2014  
6 October 2014 (Tri-Borough Meeting at City Hall)  
24 November 2014  
12 January 2015  
9 February 2015  
30 March 2015

### **5. Task Groups and Single-Member Studies**

- 5.1 The Committee has the ability to establish task groups to scrutinise issues within its terms of reference. The membership and terms of reference of any task group must be determined and agreed by the Committee.
- 5.2 Task groups operate on an informal basis and will not be subject to the formal requirements relating to meetings in respect of the issue of agendas, minutes and notice of meetings etc. However, meetings will, at the discretion of the task group usually be open to members of the public except where the normal rules on confidentiality apply.

- 5.3 Task groups are required to report its activity to the Policy and Scrutiny Committee and can seek endorsement for any recommendations which arise from its investigations.
- 5.4 It is possible to establish a task group comprising Members from more than one Policy and Scrutiny Committee in order to deal with cross-cutting issues. This will be subject to the agreement of the relevant Committees involved.
- 5.5 It is also possible to establish single member scrutiny (*rappoteurs*), to report back on issues under consideration by the Committee, where appropriate. task groups are not subject to proportionality, but (other than single-member-studies) the Minority Party will be entitled to a seat on all Task Groups.

## **6. Resources**

- 6.1 The annual Scrutiny budget is held by the Scrutiny Team and is used to pay for Member attendance at Scrutiny Conferences, holding meetings at external venues and commissioning, on behalf of the Chairman/Committee, relevant research from external experts. The budget can also be used to pay for any visits that the Committee wishes to make to facilitate its consideration of topics on its work programme.

## **7. Monitoring Outcomes**

- 7.1 If, at the conclusion of an in-depth scrutiny investigation conducted by a task group, a report is prepared, for the endorsement of the Committee, the report will be submitted to the Cabinet or relevant Cabinet Member for consideration. The decision of the Cabinet/Cabinet Member will be reported to the Policy and Scrutiny Committee.
- 7.2 At the end of the municipals cycle the Westminster Scrutiny Commission will prepare an Annual report setting out details of the main issues scrutinised during the previous year and the outcomes.

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

**Sarah Craddock**

**Senior Committee and Governance Officer**

**Email: [scraddock@westminster.gov.uk](mailto:scraddock@westminster.gov.uk)**

**Tel. 0207 641 2770**

CHILDREN, SPORT AND LEISURE POLICY AND SCRUTINY COMMITTEE

CONSTITUTION

8 Members of the Council (6 Majority Party Members and 2 Minority Party Members, but shall not include a Member of the Cabinet.

4 co-opted Members with voting rights ie one co-opted representative each from the Church of England and Roman Catholic Diocesan Education Boards and two Parent Governor Representatives. 2 co-opted Members without voting rights, ie 2 Headteachers of Westminster maintained schools.

NB: The voting rights of the co-opted only extend to matters relating to Education.

TERMS OF REFERENCE

- (a) To carry out the Policy and Scrutiny functions, as set out in Article 6 of the Constitution, in respect of matters relating to all those duties within the terms of reference of the Cabinet Member for Children and Young People and the Cabinet Member for Sport, Leisure and Open Spaces.
- (b) To carry out the Policy and Scrutiny function in respect of matters within the remit of the Council's non-executive Committees and Sub-Committees, which are within the broad remit of the Committee, in accordance with paragraph 13 (a) of the Policy and Scrutiny procedure rules.
- (c) Matters, within the broad remit of the Cabinet Members referred to in (a) above which are the responsibility of external agencies.
- (d) Any other matter allocated by the Westminster Scrutiny Commission.
- (e) To have the power to establish ad hoc or Standing Sub-Committees as Task Groups to carry out the Scrutiny of functions within these terms of reference.
- (f) To scrutinise the duties of the Lead Members which fall within the remit of the Committee or as otherwise allocated by the Westminster Scrutiny Commission.
- (g) To scrutinise any Tri-borough proposals which impact on service areas that fall within the Committee's terms of reference
- (h) To oversee any issues relating to Performance that fall within the Committee's terms of reference.
- (i) To have the power to scrutinise those partner organisations that are relevant to the remit of the Committee.



- (j) To consider any Councillor Calls for Action referred by a Ward Member to the Committee.

## **CABINET MEMBER FOR CHILDREN AND YOUNG PEOPLE**

### **1. CHILDREN'S SERVICES**

To be the Cabinet Member with political responsibility for Children's Services as designated under Section 19 (1) of the Children's Act 2004, including:

- (a) Social Services functions within the meaning of the Local Authorities Social Services Act 1970 in so far as they relate to children and the Council's Functions for children and young people leaving care.
- (b) Education functions in the Council's capacity as a Local Education Authority except those relating to higher and further education.
- (c) Health related functions exercised on behalf of an NHS body under Section 31 of the Health Act 1999 in so far as they relate to children.
- (d) Inter-agency co-operation functions as set out in the Children Act 2004.
- (e) To provide a Youth Service including the maintenance and provision of Youth Centres and training or educational courses for young people and the work of the Youth Offending Team including Serious Youth Violence.
- (f) Links with Tri-borough partners for the delivery of the service.
- (g) Better City, Better Lives projects which fall within these Terms of Reference.

To be responsible for the Council's Multi-Agency Protection Arrangements.

To work closely with the Cabinet Member for Business with respect to training and apprenticeships for young people, and the Cabinet Member for Adults and Public Health with respect to young carers.

The Cabinet Member must have direct responsibility and provide a clear line of accountability for local authority education and children's social services. They are also responsible for leading and facilitating the cooperation arrangements set out in section 10 that underpin Children's Trusts and also any section 75 arrangements relating to children's health. As a whole, these arrangements are the key to uniting partners and integrating services with the aim of achieving the best possible outcomes for all children within the local area.

To be responsible for the Council's Policy in respect of 14-19 year olds.

To be responsible for the Council's Play Services, advice information and guidance in relation to parenting and child poverty.

School travel plans.

2. FAMILY POLICY

To lead the Council's Family Recovery project and the co-ordination of relevant Cabinet Member departments to develop and implement the strategy.

3. PROPERTY MANAGEMENT

Policy matters in relation to all property assets of the Council allocated for use by the Children's Services Department for operational and service purposes within the scope of the Cabinet Member for Children and Young People except:

- (a) Those properties managed corporately; and
- (b) Those properties also used by another Council Department where the Children's Services Department is the minor user.

4. STAFFING MATTERS

- (a) Staffing matters in respect of the Children's Services Department which fall within the scope of these Terms of Reference.
- (b) Subject also to the endorsement of the Cabinet Member for Finance, Corporate and Customer Services where proposals involve redundancy/"early retirement" payments.

5. GRANTS

Decisions in relation to grants which fall within the scope of the Cabinet Member for Children and Young People.

6. CONTRACTS

Subject to the policies and procedures approved by the Cabinet Member for Finance, Corporate and Customer Services:

- 1. To agree the general levels of service for all term contracts that are being let for the first time. In the case of contracts being re-let over the value of £1.5m to approve the service levels only where, in the opinion of the Strategic Director, there are significant changes to these since the last contract award.
- 2. To award all contracts exceeding £1,500,000 and consultants agreements exceeding £300,000 within the terms of reference of the Cabinet Member and contracts of lesser values where referred to the Cabinet Member by the relevant Chief Officer, with the exception of contracts which have been referred to the Cabinet Member for Finance, Corporate and Customer Services and on the basis that there are corporate or major implications which need to be considered.

3. To monitor the performance of contracts relating to the Cabinet Member's terms of reference let by the said Cabinet Member for the first time or where the re-let of the contract has significant changes to service levels after the first six months after the award of the contract.
4. To monitor all contracts within the terms of reference of the Cabinet Member where the contract value exceeds £1,500,000 (£300,000 in respect of consultant's agreements).
5. To approve extensions of contracts or contract overspends where the total contract value is more than £1.5 million and the extension or overspend would account for an additional cost of 10 per cent or more of the contract value.
6. To approve claims in excess of £150,000 from contractors for contracts within the Cabinet Member's terms of reference.
7. To make decisions on requests for waiver of the Procurement Code in respect of contracts with overall values of more than £1,500,000 (£300,000 for consultancy agreements) for contracts within the Cabinet Member's terms of reference).
8. To consider such other contractual matters as may be required by the Procurement Code.
9. To consider settlement of disputes which exceed £150,000.
10. To receive a briefing note advising of a contract award by a Strategic Director or Corporate Leadership Team Member where the contract is more than £500,000 in value (£50,000 for consultancies) for contracts within the Cabinet Member's terms of reference.

## 7. FINANCIAL MATTERS

To approve capital expenditure in accordance with the Financial Regulations on schemes within these terms of reference which form part of the approved capital programme.

## 8. ETHICAL STANDARDS

To have responsibility for ensuring that all activities within the remit of the Cabinet Member are carried out having regard to the highest ethical standards.

## 9. CONSULTATION

To consult with other Cabinet Members on major matters affecting this portfolio, as appropriate, to enable them to maintain a general oversight across portfolios as described in their terms of reference.

## **CABINET MEMBER FOR SPORTS, LEISURE AND OPEN SPACES**

### **1. SPORTS AND LEISURE**

- (a) The planning, provision, management and maintenance of indoor leisure facilities , swimming pools, sports centres, Sayers Croft Field Centre, the Westminster Sports Unit (including sports development, PE and school sport) and also including sports provision and associated contracts within the Paddington Recreation Ground.
- (b) To be responsible for environment functions relating to Paddington Recreation Ground and Westminster Academy Sports Centre.
- (c) The encouragement of the provision of all leisure facilities and activities.
- (d) The fixing of charges for services and facilities provided by or on behalf of the Council in respect of leisure functions.
- (e) To be responsible for overseeing the Council's work in delivering the Olympics legacy.

### **2. PARKS AND OPEN SPACES**

To take responsibility for public parks and open spaces, including hanging baskets, managed by Westminster, including Parks, Cemeteries and Mortuaries.

### **3. VOLUNTEERING AND ADVICE STRATEGY**

To be responsible for the City Council's volunteering and community strategy.

### **4. LIBRARY AND REGISTRATION SERVICES**

To have responsibility for the provision of library services including the following functions:

- (a) The discharge of the City Council's functions under the Public Libraries and Museums Act 1964, the Public Records Act 1958, the Local Government (Records) Act 1962, the Local Government Act 1972 and any enactment amending or replacing the same and the Parochial Registers and Records Measure 1978;
- (b) The fixing of charges for services and facilities provided by or on behalf of the Council in respect of its library functions; and
- (c) Preparation of the Annual Libraries and Archives Business Plan.

To have responsibility for all matters relating to the Council's Registration Service.

### **5. PROJECTS**

To have responsibility for Better City, Better Lives projects which fall within these Terms of Reference.

6. ARTS

All matters in relation to Arts including:-

- (a) Administering the funds made available by the Council for assistance to organisations involved with the provision and promotion of the arts; and
- (b) Exercising the management functions of the Council in relation to arts and cultural facilities;
- (c) All matters in relation to the Arts and Culture strategy including approval of the strategy;

7. NEIGHBOURHOODS AND CIVIC ENGAGEMENT

- (a) To lead and develop the Council's approach to Neighbourhoods Strategy including Civic Engagement and to be responsible for the development of such proposals and the subsequent implementation of the agreed strategy.
- (b) To be responsible for determining ward budget spending proposals developed by Ward Members under the terms outlined in the Council's Neighbourhoods Programme.
- (c) To be responsible for the coordination and development of Area Forums or similar engagement events.
- (d) To be responsible for the Council's advice services.
- (e) To be responsible for the Community Rights programme set out in the Localism Act, once established.
- (f) To be responsible for the Queen's Park Community Council.

8. CONTRACTS

Subject to the policies and procedures approved by the Cabinet Member for Finance, Corporate and Customer Services:

- 1. To agree the general levels of service for all term contracts that are being let for the first time. In the case of contracts being re-let over the value of £1.5m to approve the service levels only where, in the opinion of the Strategic Director, there are significant changes to these since the last contract award.
- 2. To award all contracts exceeding £1,500,000 and consultants agreements exceeding £300,000 within the terms of reference of the Cabinet Member and contracts of lesser values where referred to the

Cabinet Member by the relevant Chief Officer, with the exception of contracts which have been referred to the Cabinet Member for Finance, Corporate and Customer Services on the basis that there are corporate or major implications which need to be considered.

3. To monitor the performance of contracts relating to the Cabinet Member's terms of reference let by the said Cabinet Member for the first time or where the re-let of the contract has significant changes to service levels after the first six months after the award of the contract.
  4. To monitor all contracts within the terms of reference of the Cabinet Member where the contract value exceeds £1,500,000 (£300,000 in respect of consultant's agreements).
  5. To approve extensions of contracts or contract overspends where the total contract value is more than £1.5 million and the extension or overspend would account for an additional cost of 10 per cent or more of the contract value.
  6. To approve claims in excess of £150,000 from contractors for contracts within the Cabinet Member's terms of reference.
  7. To make decisions on requests for waiver of the Procurement Code in respect of contracts with overall values of more than £1,500,000 (£300,000 for consultancy agreements) for contracts within the Cabinet Member's terms of reference).
  8. To consider such other contractual matters as may be required by the Procurement Code.
  9. To consider settlement of disputes which exceed £150,000.
  10. To receive a briefing note advising of a contract award by a Strategic Director or Corporate Leadership Team Member where the contract is more than £500,000 in value (£50,000 for consultancies) for contracts within the Cabinet Member's terms of reference.
9. STAFFING MATTERS
- (a) Staffing matters in respect of matters which fall within the scope of these Terms of Reference.
  - (b) Subject also to the endorsement of the Cabinet Member for Finance, Corporate and Customer Services where proposals involve redundancy/"early retirement" payments.
10. FINANCIAL MATTERS

To approve capital expenditure in accordance with the Financial Regulations on schemes within the terms of reference for the Cabinet Member which form part of the approved capital programme.

11. ETHICAL STANDARDS

To have responsibility for ensuring that all activities within the remit of the Cabinet Member are carried out having regard to the highest ethical standards.

12. CONSULTATION

To consult with other Cabinet Members on major matters affecting this portfolio, as appropriate, to enable them to maintain a general oversight across portfolios as described in their terms of reference.



## ESTABLISHING A WORK PROGRAMME - SELECTION CRITERIA

The following guidance on selection criteria has been designed to assist the Committee in its task of choosing topics for the work programme, in terms of both judging the individual issues proposed and the shape of the overall programme of topics being scrutinised. It is intended as guidance only and is not prescriptive.

### Judging an individual suggestion

- Is the suggestion **specific** enough? For effective scrutiny to take place, a task group will need to pin down exactly what they are scrutinising.
- Is the suggestion **achievable**? Consider what resources are required and assess whether the limitations of time; the O&S budget; and Officer and Member capacity will prevent a suitable outcome being achieved.
- Will scrutiny of the suggested item produce **tangible results**?
- Is the suggestion appropriate for **engaging the public**? Is this an issue of importance to Westminster residents? Is this an area where a lot of complaints are received?
- Will scrutiny of the suggested item have sufficient **impact**? To maximise outcomes it is often better to concentrate on issues of concern that impact upon the well-being of a large number of people.
- Does the suggestion **duplicate** work that is already being carried out? Is the service about to be inspected by an external body? Are there any major legislative or policy initiatives already resulting in change or about to impact on the service?

### Assessing the Committee's Overall Programme

- Is the work programme **balanced**? Is the planned work evenly spread over the municipal year and are the topics balanced in terms of the scope of the Committee's remit?
- Is the work programme too **onerous**? It is important to hold some capacity in reserve for any urgent issues that might arise.

## DRAFT WORK PROGRAMME

Round One: Wednesday 18<sup>th</sup> June 2014

Agenda Item	Reasons & objective for item	Lead Member/ Officer
<b>Cabinet Member questioning</b>	To hold to account and give 'critical friend' challenge to the portfolio holder.	<ul style="list-style-type: none"> <li>• Cabinet Member for Children and Young People</li> <li>• Cabinet Member for the Community</li> </ul>
<b>Special Education Needs (SEN) Strategy</b>	Review of the proposed strategy for children with high needs, those with Special Educational Needs (SEN) and disabilities	<ul style="list-style-type: none"> <li>• Alison Farmer</li> </ul>
<b>Volunteering in Westminster</b>	Update on implementation of Council's vision for Voluntary and Community Sector	<ul style="list-style-type: none"> <li>• Cllr Steve Summers</li> <li>• Richard Cressey</li> </ul>

Round Two: Monday 6<sup>th</sup> October 2014

Agenda Item	Reasons & objective for item	Lead Member/ Officer
<b>Cabinet Member questioning</b>	To hold to account and give 'critical friend' challenge to the portfolio holder.	<ul style="list-style-type: none"> <li>• Cabinet Member for Children and Young People</li> <li>• Cabinet Member for the Community</li> </ul>
<b>Annual Safeguarding review</b>	To examine the work of the Safeguarding Board in the last year and the plans for the following year.	<ul style="list-style-type: none"> <li>• Tri-Borough Safeguarding Officers</li> </ul>
<b>To be confirmed</b>	<b>To be confirmed</b>	<ul style="list-style-type: none"> <li>•</li> </ul>

**Round Three: Monday 24<sup>th</sup> November 2014**

<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Lead Member/ Officer</b>
<b>Cabinet Member questioning</b>	To hold to account and give 'critical friend' challenge to the portfolio holder.	<ul style="list-style-type: none"> <li>• Cabinet Member for Children and Young People</li> <li>• Cabinet Member for the Community</li> </ul>
<b>Annual Review of the Looked After Children, Care Leavers and Corporate Parenting</b>	Evaluation of work undertaken into LAC, Care Leavers and Corporate Parenting	<ul style="list-style-type: none"> <li>• Janine Rowe</li> <li>• Sarah Clarson</li> </ul>
<b>To be confirmed</b>	<b>To be confirmed</b>	<ul style="list-style-type: none"> <li>•</li> </ul>

**Round Four: Monday 12<sup>th</sup> January 2015**

<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Lead Member/ Officer</b>
<b>Cabinet Member questioning</b>	To hold to account and give 'critical friend' challenge to the portfolio holder.	<ul style="list-style-type: none"> <li>• Cabinet Member for Children and Young People</li> <li>• Cabinet Member for the Community</li> </ul>
<b>Annual Education Report 2012 / 2013</b>	The committee will evaluate the key areas of success and areas to be developed in the Annual Education Report.	<ul style="list-style-type: none"> <li>• Ian Heggs</li> <li>• Daria Wignall</li> </ul>
<b>Year 6 - 7 Transition</b>	The committee will examine what is available for pupils who are transferring to a Westminster secondary school.	<ul style="list-style-type: none"> <li>• Jayne Vertkin</li> </ul>

**Round Five: Monday 16<sup>th</sup> February 2015**

<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Lead Member/ Officer</b>
<b>Cabinet Member questioning</b>	To hold to account and give 'critical friend' challenge to the portfolio holder.	<ul style="list-style-type: none"> <li>• Cabinet Member for Children and Young People</li> <li>• Cabinet Member for the Community</li> </ul>
<b>Children and Families of Service Personnel</b>	Update on identifying and diminishing any disadvantage linked to children of military families, including school places, children's services and youth facilities.	<ul style="list-style-type: none"> <li>• Andrew Christie</li> </ul>
<b>To be confirmed</b>	<b>To be confirmed</b>	<ul style="list-style-type: none"> <li>•</li> </ul>

**Round Six: Wednesday 15<sup>th</sup> April 2015**

<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Lead Member/ Officer</b>
<b>Cabinet Member questioning</b>	To hold to account and give 'critical friend' challenge to the portfolio holder.	<ul style="list-style-type: none"> <li>• Cabinet Member for Children and Young People</li> <li>• Cabinet Member for the Community</li> </ul>
<b>To be confirmed</b>	<b>To be confirmed</b>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>To be confirmed</b>	<b>To be confirmed</b>	<ul style="list-style-type: none"> <li>•</li> </ul>

**1. Future or recurrent topics for consideration**

The following are topics the Committee may consider beyond the 2014-15 period:

- Looked After Children, Care Leavers and Corporate Parenting (approx. September annually)

- Annual Education Report (approx. January annually)
- Annual Safeguarding Review (approx. February annually)
- ActiveWestminster programme
- Children of Service Personnel (follow up from recommendations)

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