



City of Westminster

Committee Agenda

Title:

Children, Sports & Customer Services Policy & Scrutiny Committee

Meeting Date:

Thursday 8th October, 2015

Time:

7.00 pm

Venue:

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

Members:

Councillors:

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

Elected Voting Representatives

Aki Turan, Parent Governor
Annie Ee, Parent Governor

Co-opted Voting Representatives

Brenda Morrison, Church of England
Diocese Representative
Louise McCullough, Roman Catholic
Diocesan Board Representative

Co-opted non-voting Representatives

Dr Saima Rana, Acting Principal of
Westminster Academy
Darren Guttridge, Headteacher,
Edward Wilson Primary School



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

Admission to the public gallery is by ticket, issued from the ground floor reception at City Hall 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, Senior Committee and Governance Officer.

**Tel: 7641 2770; Email: scraddock@westminster.gov.uk
Corporate Website: www.westminster.gov.uk**

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

To approve the minutes of the meetings held on 8 June 2015 and 3 September 2015.

(Pages 1 - 12)

4. TRACKERS AND WORK PROGRAMME

a) To note the progress in implementing the Committee's Recommendation and Action Trackers.

b) To provide comment and input into the Work Programme for 2015/16.

(Pages 13 - 18)

5. CABINET MEMBER FOR SPORTS, LEISURE AND CUSTOMER SERVICES

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

(Pages 19 - 24)

6. CABINET MEMBER FOR CHILDREN AND YOUNG PEOPLE

Councillor Paul Church (Deputy Member for Children and Young People) to update the Committee on current and forthcoming issues in the Portfolio.

(Pages 25 - 30)

7. WESTMINSTER'S INTEGRATED GANGS UNIT

To evaluate the work undertaken by the Council.

(Pages 31 - 50)

8. LOCAL SAFEGUARDING CHILDREN BOARD'S ANNUAL REPORT 2014-2015 (EXECUTIVE SUMMARY)

(Pages 51 - 56)

To examine the work of the Safeguarding Board in the last year and the plans for the forthcoming year.

9. REPORTS OF ANY URGENT SAFEGUARDING ISSUES

Verbal Update (if any)

10. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT

**Charlie Parker
Chief Executive
30 September 2015**

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CITY OF WESTMINSTER

MINUTES

CHILDREN, SPORTS AND CUSTOMER SERVICES POLICY & SCRUTINY COMMITTEE 8 JUNE 2015 MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Children, Sports and Customer Services Policy & Scrutiny Committee** held on Monday 8 June 2015 at 7pm at Westminster City Hall, 64 Victoria Street, London SW1E 6QP.

Members Present: Councillors Andrew Smith (Chairman), Rita Begum, Iain Bott, Ruth Bush, Melvyn Caplan, Peter Cuthbertson, Nick Evans and Robert Rigby.

Co-opted Members: Annie Ee, Smita Bora, Darren Guttridge and Louise McCullough.

Also present: Councillor Steve Summers (Cabinet Member for Sports, Leisure and Customer Service), Councillor Richard Holloway (Deputy Cabinet Member for Sports, Leisure and Customer Services) and Councillor Paul Church (Deputy Cabinet Member for Children and Young People).

Apologies for Absence: Councillor Danny Chalkley, Aki Turan and Brenda Morrison.

1. MEMBERSHIP

- 1.1 It was noted that Councillor Rita Begum had permanently replaced Councillor Barbara Grahame on the Committee.
- 1.2 The Chairman welcomed Councillor Steve Summers (Cabinet Member for Sports, Leisure and Customer Service), Councillor Richard Holloway (Deputy Cabinet Member for Sports, Leisure and Customer Services) and Councillor Paul Church (Deputy Cabinet Member for Children and Young People) to the meeting.
- 1.3 The Chairman advised that Councillor Danny Chalkley (Cabinet Member for Children and Young People) 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 Matthew Blood, Tri-Borough Head of Virtual School and College, who was attending the meeting to take part in the Looked After Children and Care Leavers item.

2. DECLARATION OF INTEREST

2.1 Councillor Peter Cuthbertson declared that he was employed by PB Political Consulting and that one of their clients was the Religious Education Council of England and Wales.

2.2 No further declarations of interests in respect of items to be discussed were made, other than those noted in the circulated schedule as set out below in paragraph 2.3.

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

Councillor/Member of the Children, Sports and Customer Services P&S Committee	Organisation	Nature of Interest
Smita Bora	Westminster Academy	Principal
Iain Bott	Paddington Academy One Westminster	Governor Non-Voting Member of the Board
Ruth Bush	Standing Advisory Committee on Religious Education Westminster Faith Exchange	Member Chair
Melvyn Caplan	Local Advisory Board of the careers academy for Paddington Academy	Member
Darren Guttridge	Edward Wilson Primary School	Headteacher
Annie Ee	Hampden Gurney Primary School	Parent Governor
Louise McCullough,	St Vincent de Paul Primary School St Matthews CE Primary School Westminster Volunteers Centre Renaissance Foundation, EC4	Governor Governor City Guide Mentor for Young People

Robert Rigby	St Josephs Primary School	Governor
	Our Lady's Secondary School, Hackney	Governor
	Local Authority Governor Appointment Panel	Member

3. MINUTES

- 3.1 **RESOLVED:** That the minutes of the meeting held on 21 April 2015 be approved for signature by the Chairman as a true and correct record of the proceedings subject to the following amendments:

Item 8, paragraph 8.2 – Change the wording ‘highly intelligent’ to ‘many’ in the second sentence of the paragraph.

Item 9, paragraph 9.4 – Add the words after (CCIC) ‘and any other event organised for Looked After Children (LAC)’.

4. ACTION AND RECOMMENDATION TRACKERS AND COMMITTEE WORK PROGRAMME

4.1 ACTION AND RECOMMENDATION TRACKERS

4.1.1 **RESOLVED:**

1. That the Action and Recommendation Trackers be noted.
2. That the Committee congratulate the care leaver who achieved a distinction in a Master's Degree in Astrophysics by sending her a card and gift voucher.

4.2 COMMITTEE WORK PROGRAMME

- 4.2.1 **RESOLVED:** The Committee agreed to add the following items to their work programme:

- Free Schools
- The Development of the UTC
- School Organisation Plan (Analysis of Population Trends) (Autumn)
- The work of the Integrated Gangs Unit
- Foster Care Recruitment
- The impact of Tri-borough on the library service especially in relation to the digital offer available to residents.

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

5.1 The Committee received an update from the Cabinet Member who responded to questions relating to:

- the attendance figures for individual sport centres.
- the procurement and re-let of the new sports and leisure facilities contract, including the focus on improvements and priorities, sport and public health outcomes and the opening hours of facilities.
- the award of contract to Groundwork London for delivery of the Team Westminster Flagship Volunteering Service.
- the refurbishment of the lift at the Pimlico Library.
- the improvement of the floodlighting at Queens Park Gardens.
- the funding and opportunities provided by Westminster's Volunteering Service compared with other boroughs.
- the Council's policy on fountains.

5.2 Councillor Ruth Bush advised that she was deeply disappointed that the charity Groundwork London had been awarded the contract for delivery of the Team Westminster Flagship Volunteering Service as her experience of them had been very negative.

5.3 ACTIONS:

1. That a briefing note be sent to the Committee on the attendance figures for individual sport centres, including how many people attend swimming sessions.
2. That a briefing note be sent to the Committee updating them on the timetable of the procurement and re-let of the new sports and leisure facilities contract.
3. That a briefing note be sent to the Committee on the demographics of the people involved in different volunteering projects.

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

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

7. SPORTS AND LEISURE SERVICE REVIEW

- 7.1 The Committee received a report on the sports, leisure and physical activity opportunities in Westminster which was delivered through a mixed economy of voluntary, public, private and charitable organisations. The Committee heard that the core areas of the Sports and Leisure Service included: Sports and Leisure facilities, PE and School Sport, Sports Development and outdoor learning (including the operation of the Sayers Croft Centre). The Committee noted that the service generated approximately £13.5m in revenue income and attracted over four million visits to facilities and services every year.
- 7.2 Richard Barker, Director of Community Services and Andrew Durrant, Head of Sports and Leisure advised that the Council was responsible for the overall management of its own sports and leisure facilities and also took an active role in developing community use and opportunities in other facilities across the city. They particularly emphasised that the offer seeks to address key issues, particularly the impact of inactivity on the health and wellbeing of residents which is a particular issue in areas of high deprivation.
- 7.3 The key issues that emerged from the Committee's discussion were:
- the promotion of everyday activities to the inactive population by finding champions within these groups who could encourage and drive people to participate in sport.
 - the importance of enhancing the Council's website and marketing strategy to ensure that Westminster's sports facilities were clearly advertised and promoted to the public and the possibility of designing on-line surveys to enable the Council to collect its own statistically data.
 - the importance of a good media strategy to promote the Summer Sports Programme for young people.
 - the Health and Wellbeing Programmes and the benefits of bringing together sports based initiatives and the retail sector to tackle the growing obesity problem in young people.
 - the availability of recreational activities such as dancing and walking and woman only provision.
 - the MCC Lords School Offer and the list of schools who had signed up and booked in for some of the opportunities.
 - the methodology used to provide ward estimates of the percentage of adults who participate in activity or recreation.

- the accessibility of sports and the impact of health inactivity on the health and wellbeing of residents in areas of high deprivation.
- the need for ward councillors to share information on local activities.

7.4 The Committee noted the brief update on the redevelopment of Moberly and Jubilee Sports Centre.

7.5 **ACTIONS**

1. That the briefing note listing the schools that had signed up for the MCC Lords School offer be re-circulated to the Committee.
2. That the link for the latest 'Sport England Profile' for Westminster and the 'Joint Strategy Needs Assessment' (JSNA) for Physical Activity which was produced by Public Health in liaison with Sports and Leisure be circulated to the Committee.
3. That the Sports and Leisure Service send the Committee their Performance Report which includes the Sports and Leisure Service's Business Plan and data about targets, indicators and participation.

7.6 **RESOLVED:**

1. The Committee welcomed the report which showed a very good overall offer provided by the Sports and Leisure Service.
2. The Committee voiced concerns around the methodology to provide ward estimates of the percentage of adults who participated in activity or recreation and requested that officers reviewed the best measures to assess need in order to better target the sports and leisure offer.

8. UPDATE REPORT ON LOOKED AFTER CHILDREN AND CARE LEAVERS

8.1 The Committee received a report highlighting the role of the Corporate Parent, the educational outcomes of Looked after Children and Care Leavers, Child Exploitation and some analysis in relation to the small increase of Looked After Children numbers at the end of March 2015.

8.2 The Committee heard from Matthew Blood, Tri-Borough Head of Virtual School and College, who highlighted the educational attainment of Looked After Children. He outlined the department's work of promoting the benefits of education. He further emphasised the importance of good foster placements, the difficulties and challenges faced by children in care and the particular difficulties and fundamental issues that children post 16 years of age had to overcome to live successful and fulfilling lives.

8.3 Some of the key issues that emerged from the Committee's discussion were:

- the developments which identify those children assessed to be most at risk of child sexual exploitation (CSE) and the support packages available to ensure risks of CSE were reduced.
- the difficulty in predicting whether the increase in unaccompanied asylum seeking children would continue, remain the same or reduce in the future.
- the importance of improving the educational attainment of Looked After Children by working with schools so that they better understand the emotional and physical difficulties that children in care had experienced.
- the action being taken when young adults go missing on receiving a negative decision on whether they could remain in the UK from the home office.
- the role of Councillors in ensuring that they fulfil their Corporate Parenting role and the practical ways that they could promote positive outcomes for Looked After Children.
- the financial implications to the Council of the changes in welfare benefits and the implications on Care Leavers.
- the importance of apprenticeship schemes for Care Leavers and linking up with businesses and the Voluntary Sector to give Care Leavers the opportunity to try a variety of jobs in different organisations.
- the difficulty in recruiting foster carers in the Tri-Borough area and the best way(s) to target potential foster carers who have a spare bedroom and the skills to foster a Looked After Children.
- the events held for Looked After Children and Care Leavers and the possibility of all Councillors being invited to attend these events.

8.4 **RESOLVED:**

1. That a greater analysis of the financial implications to the Council of the changes in welfare benefit and their impact upon Care Leavers take place by officers of the Council.
2. That there be an exploration of adult safeguarding risks as a result of the Care Act which should be conducted by the Tri-Borough Adult Safeguarding Team.

3. That an updated report be brought back to the Committee which provides further information on transition assessments in partnership with Adult Services.
4. That the Committee would explore and consider practical ways to fulfil its Corporate Parenting role.

9. EXEMPT REPORT UNDER LOCAL GOVERNMENT ACT 1972

- 9.1 **RESOLVED:** That under Section 100 (A) (4) and schedule 12A of the Local Government Act 1972, the public be excluded from the meeting for the following item of business because it involves the likely disclosure of exempt information on the grounds shown below:

<u>Item No</u>	<u>Grounds</u>	<u>Para of Part 1 of Schedule 12A of the Act</u>
9.	Information relating to an individual	

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

- 10.1 The Committee received an update in relation to two cases.

11. TERMINATION OF MEETING

- 11 .1 The meeting ended at 9.06pm.

CHAIRMAN _____

DATE _____



CITY OF WESTMINSTER

MINUTES

Concurrent Meeting of the Housing, Finance and Corporate Services Policy and Scrutiny Committee and the Children, Young People and Customer Services Policy and Scrutiny Committee

MINUTES OF PROCEEDINGS

Minutes of a Concurrent meeting of the **Housing, Finance and Corporate Services Policy and Scrutiny Committee** and the **Children, Young People and Customer Services Policy and Scrutiny Committee** held on **Thursday 3rd September, 2015**, Rooms 5, 6 & 7 - 17th Floor, City Hall, 64 Victoria Street, London, SW1E 6QP

Members Present: Housing, Finance and Corporate Services Policy and Scrutiny Committee: Councillors Brian Connell (Chairman), Peter Cuthbertson, Peter Freeman, Adnan Mohammed, Gotz Mohindra, Adam Hug and Jacqui Wilkinson

Apologies for Absence: Councillor Vincenzo Rampulla

Members Present: Children, Young People and Customer Services Policy and Scrutiny Committee: Councillors Andrew Smith (Chairman), Rita Begum, Ruth Bush, Melvyn Caplan, Peter Cuthbertson, Nick Evans and Robert Rigby

Also Present: Councillor Tim Mitchell, Cabinet Member for Finance and Corporate Services and Councillor Steve Summers, Cabinet Member for Sports, Leisure and Customer Services

1 MEMBERSHIP

1.1 The Head of Committee and Governance Services reported the following changes:

Housing, Finance and Corporate Services Policy and Scrutiny Committee:

Councillor Peter Cuthbertson and Councillor Jacqui Wilkinson had substituted for Councillors Richard Holloway and Antonia Cox. Apologies for absence had been received from Councillors Peter Freeman and Vincenzo Rampulla.

Children, Young People and Customer Services Policy and Scrutiny Committee:

Apologies for absence had been received from Councillor Iain Bott.

1.2 Councillor Brian Connell was elected Chairman of the concurrent meeting.

- 1.3 The Head of Committee and Governance Services advised that the following papers had been tabled:

Agenda Item 3 (a) which was an officer response to the proposals submitted by the Queen's Park Community Council and the Save the Jubilee Sports Centre Campaign.

Presentation: Copies of the slides used by the Director of Community Services and the Project Manager.

Report Agenda Item 3 (a) with comments added by the Queens Park Community Council and the Save the Jubilee Sports Centre Campaign.

Spreadsheet which had been originally submitted electronically but not been included in the paper submission from the Queens Park Community Council and the Save the Jubilee Sports Centre Campaign. The officer response had been based on the electoral submission.

2 DECLARATIONS OF INTEREST

- 2.1 Councillor Rita Begum declared that she lived in the Queens Park Ward.
- 2.2 Councillor Ruth Bush declared that she had previously spoken against the proposals and had voted against the proposals at a Planning Applications Committee.
- 2.3 Councillor Andrew Smith declared that he had sat on the Planning Applications Committee which considered the original application for the site.

3 CALL IN OF THE ACTIVE QUEEN'S PARK PROJECT - ENABLING THE RE-DEVELOPMENT OF MOBERLY AND JUBILEE SPORTS CENTRE (SEE REPORTS AGENDA ITEM 3 AND REPORT 3(A))

- 3.1 The Chairman explained that following the call-in he had asked Officers to prepare a presentation setting out the current position with the project to assist Members. Mr Barker, Director of Community Services, with Alison Davies, Project Manager, gave the presentation and also responded to the alternative proposals which had been submitted on behalf of the Queens Park Community Council and had also been addressed in the report which had been circulated as Agenda Item 3(a).
- 3.2 Councillor Steve Summers, Cabinet Member for Sports, Leisure and Customer Services addressed the Committees. He outlined the reasons for the most recent decision which included the need, as part of the Council's agreed budget, for the project to realise £600k pa of revenue savings. If these were not met from the project it would be necessary to find these from elsewhere within the Sports and Leisure budget.
- 3.3 Councillor Tim Mitchell, Cabinet Member for Finance and Corporate Services advised that he had supported the financial aspects of the report to enable the project to proceed which included significant capital investment in the new sports facilities in the Queens Park area.

- 3.4 Councillor Paul Dimoldenberg and Patricia McAllister addressed the meeting explaining why they had called the decision in for review. They explained that they wanted further information on the financial information and to look in further detail at the proposals submitted by the Queens Park Community Council and the Save the Jubilee Sports Centre.
- 3.5 Members of the Committees asked questions about various aspects of the project, including the alternative proposals which had been submitted by the Queens Park Community Council (QPCC) and the Save the Jubilee Sports Centre (SJSC).
- 3.6 These were responded to by representatives of the QPCC/SJSC Group and Council Officers, including on the financial aspects of the City Treasurer.
- 3.7 Following this detailed question and answer session and at the request of the Chairman, Councillor Steve Summers responded to the issues raised during the meeting. He confirmed that whilst being pleased that the opportunity had been given to look at the decisions but had found no reason why the decisions under review should be changed or delayed to allow for a further review of the alternative submitted.
- 3.8 The Chairman then asked each of the Committees to come to a formal decision based on the options available to them as set out in the report.

Housing, Finance and Corporate Services Policy and Scrutiny Committee

Resolved: That the decisions of the Cabinet Member for Finance and Corporate Services be endorsed.

Councillor Adam Hug asked that his dissent be formally recorded.

Children, Young People and Customer Services Policy and Scrutiny Committee

Resolved: That the decisions of the Cabinet Member for Sports, Leisure and Customer Services be endorsed.

Councillors Rita Begum and Ruth Bush asked that their dissent be formally recorded.

The Chairman, on behalf of both Committees, asked officers continue an open dialogue with the Queens Park Community Council regarding the options and priorities for the management arrangements of the new Jubilee facility including the activity programme.

The Meeting ended at 9.14pm.

CHAIRMAN: _____

DATE _____

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ROUND SIX 2014/15 (30 March 2015)

Agenda Item	Action and responsible officer/ Cabinet member	Update
Sports Facilities	To request that site visits of sports facilities be arranged for members for an afternoon in the near future.	Officers are liaising to arrange this. To take place on 3 rd and 17 th November.

ROUND SEVEN 2014/15 (21 April 2015)

Agenda Item	Action and responsible officer/ Cabinet member	Update
Cabinet Member Update	For a briefing on UTCs across London to be circulated to members. Ian Heggs/Tom Harding	Requested. Awaiting circulation.
Looked After Children	To ascertain as to whether it would be appropriate for members to attend a future meeting of the Corporate Parenting Board to gain an insight into its work. Melissa Caslake/Glen Peache	A report on improving Cllr activities as Corporate Parents will be considered by Cllr Chalkey who will update the Committee in due course

ROUND ONE 2015/16 (8 June 2015)

Agenda Item	Action and responsible officer/ Cabinet member	Update
Item 5: CM for Sports, Leisure and Open Spaces Q&A	Committee be briefed on the timetable of the procurement and re-let of the new sports and leisure facilities contract. Committee be briefed on the demographics of the people involved in different volunteering projects.	To be included in CM's October P&S Briefing
Item 7: Sports and Leisure Review	That the briefing note listing the schools that had signed up for the MCC Lords School offer be re-circulated to the Committee.	Requested information – details being confirmed by officers.

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Work Programme



Children, Sports and Customer Services Committee

ROUND ONE - 8 June 2015

Main Theme – Sport, Leisure and Open Spaces/ Children and Young People

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member questioning	To hold to account and give 'critical friend' challenge to the portfolio holder.	Cabinet Member for Sport, Leisure and Open Spaces
Sports and Leisure- Service Review	To provide a report on the activities of the sports and leisure service including a review of the impact on wider corporate priorities and outcomes	Richard Barker/ Andy Durrant
Annual Review of the Looked After Children, Care Leavers and Corporate Parenting	Evaluation of work undertaken into LAC, Care Leavers and Corporate Parenting. Further to a request at the meeting of 21 April, this report will include information on the spike that has been experienced in asylum seeker children. It was also requested that comparator figures with other local authorities be included in this report.	Andrew Christie/ Glen Peache

ROUND TWO – 8 October 2015

Main Theme – Children and Young People

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member questioning	To hold to account and give 'critical friend' challenge to the portfolio holder.	Cabinet Member for Children and Young People
Integrated Gangs Unit	To critically examine the work of the IGU.	Matt Watson
Annual Safeguarding Review	To examine the work of the Safeguarding Board in the last year and the plans for the following year.	Tri Borough Safeguarding Officers – Jean Dal

Work Programme



Children, Sports and Customer Services Committee

ROUND THREE – 7 December 2015 Main Theme – Children and Young People

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member questioning	To hold to account and give 'critical friend' challenge to the portfolio holder.	Cabinet Member for Children and Young People
Annual Education Report	The committee will evaluate the key areas of success and areas to be developed in the Annual Education Report.	Ian Heggs
Children's Centres	To critically examine the changes to children's centres across the borough.	Jayne Vertkin

ROUND FOUR – 1 February 2016 Main Theme – Sport, Leisure and Open Spaces

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member questioning	To hold to account and give 'critical friend' challenge to the portfolio holder.	Cabinet Member for Sport, Leisure and Open Spaces
Children and Families of Service Personnel	At the meeting of 9 February 2015 members requested that they be provided with an annual update on the needs of children of Service Personnel. (For information).	Steve Bywater
Children's Commissioner	The committee will examine the role of the schools commissioner and how he carries this out, especially in overseeing free schools in Westminster.	

ROUND FIVE – 14 March 2016 Main Theme – Children and Young People

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member questioning	To hold to account and give 'critical friend' challenge to the portfolio holder.	Cabinet Member for Children and Young People

Work Programme



Children, Sports and Customer Services Committee

Female Genital Mutilation	To examine what the council and partner organisations have in place to deal with and prevent FGM.	
Child Sexual Exploitation	To examine the processes and procedures in place to protect children at risk of sexual exploitation.	Andrew Christie

ROUND SIX – 9 May 2016

Main Theme – Children and Young People

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member questioning	To hold to account and give 'critical friend' challenge to the portfolio holder.	Cabinet Member for Children and Young People
A review of PE and School Sport Activities	A review paper on the strategy and activities relating to PE and School Sport including the impact on the wider curriculum.	Richard Barker/ Andy Durrant

Other Committee Events & Task Groups

Group/ Issue	Update	Type
Active Communities Task Group	Awaiting a start on this Task Group. Membership confirmed.	Task Group

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Sports, Leisure and Customer Services Policy and Scrutiny Committee Briefing

Date: 8th October 2015

Briefing of: Councillor Steve Summers

Portfolio: Sports, Leisure and Customer Services

Briefing Author and Contact Details: Councillor Steve Summers
ssummers@westminster.gov.uk
 0207 641 5729

1. Sports and Leisure

Sports and Leisure Performance- 2014/15

1.1 Further to the request at the last Committee, a breakdown of attendance figures for the sports facilities, including swimming lessons and membership, is provided in the table below.

Sports and Leisure Centres- usage	2014/15
Jubilee Sports Centre	237,743
Marshall Street Leisure Centre	269,698
The Porchester Centre	610,306
Queen Mother Sports Centre	519,198
Seymour Leisure Centre	393,368
Little Venice Sports Centre	109,678
Moberly Sports & Education Centre	66,174
Paddington Recreation Ground	1,261,560
Total Usage	3,467,725
Swimming Lessons	
	2014/15
Jubilee Sports Centre	32,470
Marshall Street Leisure Centre	1,110
The Porchester Centre	40,630
Queen Mother Sports Centre	46,480
Seymour Leisure Centre	22,970
Total Swimming Lessons	143,660
Membership- number of 'pre-paid' members	
	2014/15

Jubilee Sports Centre	1,302
Marshall Street Leisure Centre	2,998
Paddington Recreation Ground	1,026
Porchester Leisure Centre	3,444
Queen Mother Sports Centre	3,899
Seymour Leisure Centre	3,470
Little Venice Sports Centre	914
Moberly Sports & Education Centre	307
Total 'pre-paid' members	17,360

The Porchester Centre

- 1.2 Improvement works continue to progress at the Porchester Centre. Works to transform an unused basement space, under the new offices in Bridgefield House, into a new exercise studio and activity space will take place in October. This area will become a flexible space to increase the fitness provision of the centre. It will provide some much needed space for courses, meetings and training.
- 1.3 Planned works to refurbish the wetside changing rooms have progressed well and are expected to complete in mid- October.

Jubilee Sports Centre - Female Wetside Changing Rooms

- 1.4 Refurbishment works to improve the female wetside changing rooms have now completed.

Sayers Croft

- 1.5 Works to extend and improve the 'Holbury' accommodation blocks at the site are progressing. The works will provide integrated toilet and shower accommodation for the one remaining block which currently doesn't provide these facilities. The works will make a positive response to feedback from customers regarding the lack of facilities.

Paddington Rec - Replacement Synthetic Tennis Courts

- 1.6 Works to replace the worn synthetic tennis courts are planned to take place during late Autumn. Procurement has progressed and works are anticipated to commence in October.

Leisure Centre contract re-let

- 1.7 Officers are progressing with the procurement for the new sports and leisure facilities contract which is due to commence from 1st July 2016.
- 1.8 Three bidders have been selected to submit 'detailed solutions' which have been evaluated ahead of planned competitive dialogue discussions in the Autumn. As requested by the Committee, a summary timeline relating to the procurement is available below.

Action	Date
Issue Advert/Invite Expressions of Interest	17 th February 2015
Deadline for PQQ Clarifications	16 th March 2015
Deadline for Expression of Interest	30 th March 2015

Action	Date
PQQ Evaluation and Short listing Completed	April 2015
Bidders notified of outcome of PQQ Evaluation	May 2015
Invitation to Tenders Issued	June 2015
Pre submission Clarification Meetings	July/August 2015
Deadline for Receipt of Tenders	11 September 2015
Evaluation and Short-Listing of Tenders	September/October 2015
Tenderers Notified of Outcome of Evaluation Process	October 2015
Extended Clarification Meetings with shortlisted Tenderers	October 2015 (approximately 2 weeks)
Final Tenders Submitted from Shortlisted Tenderers	November 2015
Tender Evaluation	December/January 2015
Notification of Award	February 2016
Mobilisation of Contract	April 2016
Contract Start Date	1 st July 2016

Christ Church Bentinck and Greenhouse Sports

- 1.9 A supporter of a community sports charity (Greenhouse Sports) has generously donated the Grade 2* listed Church on the corner of Cosway and Bell St (Church St Ward) to the Charity to use. The club are aiming to utilise facility for table tennis, sitting volleyball and other community activities. Officers are working closely with the club to provide operational, programming, funding advice and support.

New Funding for Community Sport

- 1.10 The Council's Sports Unit team received formal notification from Sport England of a successful funding application to the 'Sport Activation Fund'. The funding will provide over £240,000 new investment in community sport within Westminster. It will target 14-25 year olds, who are either physically inactive or generally lead sedentary lifestyles. The new programme is closely aligned to the Council's Active Communities programme which seeks to engage with people of all ages including family activity.

ActiveWestminster Awards

- 1.11 Officers are working with partners to plan the 2015 ActiveWestminster Awards which will take place on 27th November 2015. Nominations for the 10 award categories are being promoted. David Garrido, the Sky Sports presenter, will host the event which will take place at Lord's Cricket Ground.

2. Libraries and Culture

Pimlico Library

- 2.1 A new passenger lift has been installed and went into service on 8 September 2015. The new lift can accommodate standard size buggies and is sufficiently robust to handle the high volume of journeys required on a daily basis. The platform lift is being retained as an additional lift for the use of customers in wheelchairs and parents with double buggies.

The new lift is considerably quicker than the existing lift, and is a significant improvement for ease of access to the library.

Westminster Music Library

- 2.2 Joint Forces Singers, a choir which brings together members of the armed forces and their families with local residents, was launched by the music library in July 2015 with an event attended by the Deputy Lord Mayor. The project is funded by the Community Covenant.

Registration Service

- 2.3 The service has had a busy summer of weddings with 326 venue weddings at Mayfair Library and 485 at Asia House, an overall total of 845. This is a slight increase on the same period in 2014.

Cultural Partnerships

- 2.4 SW Connects, the project funded by the Community Covenant ends in October 2015. Over 900 south Westminster residents, army personnel and their family members have participated in the project to date via adult learning, sports, creative events, activities and courses. These activities took place at venues mainly outside of the barracks including libraries, schools and community venues to support further interaction with the local community and services. Pop up family photo studios were created in local festivals and at Wellington barracks which showed a local resident in the barracks and personnel in the local community. This will continue with an exhibition, showing a cross section of council staff, local residents and army personnel, opening at Victoria Library on 22nd September 2015. Portraits taken from the pop up studios will also be exhibited in Pimlico Library and Churchill Gardens Children's Centre until 23rd October 2015.

3. Parks, Open Spaces and Cemeteries

Park Events

- 3.1 The summer period has seen several very popular events in the parks and gardens. Noticeably, the Paddington Bid "covers" events in Norfolk Square, the Marble Arch Observation wheel and the very well attended night time outdoor cinema at Embankment Gardens.

Partnership working

- 3.3 A series of outdoor workshops have taken place at the St Johns Wood Church Grounds involving local school children working with the gardeners to produce "bug hotels" which when completed were placed around the garden by the children.
- 3.4 SW Community staged a free afternoon's entertainment event at the Milbank Gardens in July-Alice in Wonderland.
- 3.5 16 free lunchtime concerts by the American Ambassadors organisation took place over the summer with schools and collages from American states performing.

Tamplin Mews and Westbourne Green

- 3.6 The substantial works by Thames Water to alleviate flooding have now been completed with full reinstatement to the landscape with the added value of a new play area at Tamplin Mews and additional benches, litter bins and tree planting at Westbourne Green.

4. Volunteering and the Voluntary Sector

Team Westminster Volunteer Outreach and Development

- 4.1 The tender process for the Council's refreshed volunteer outreach and development service has now been completed and the contract will be awarded shortly with delivery expected to commence in late autumn. The service supports people from particular target groups to volunteer who may otherwise find it difficult to do so or would benefit significantly from doing. The service will also generate new volunteering opportunities in key areas such as addressing social isolation or working with people who are recovering from substance misuse.

Team Westminster Do-it Local Web App

- 4.2 The launch of the new outreach and development service will align with the launch of the Westminster "Do-It Local" Web-App, which will serve as the single point of information for volunteering in the city. Building on the national Do-It system, the Westminster site will be the first in the country to provide a local adaptation to promote genuinely local opportunities.

Time Credits

- 4.3 The Westminster Time Credits have now been printed and are available to local groups and individuals to earn and spend. The first cohort of local groups have been signed up and will now be working locally to build a profile scheme and implement it within their services. Examples of first adopters include the Cardinal Hume Centre and Open Age at the Churchill Hub. The first community newsletter has been distributed to interested local stakeholders. This will become a monthly newsletter delivered by Spice and is the main vehicle to keep the community up to date on what is happening, new spend opportunities and how they can get involved.

Flagship Volunteering Programme

- 4.4 The last Committee requested information regarding young people's involvement in projects that Groundwork has run in the past. Groundwork has previously operated two specific volunteering projects in Westminster neither of which was directly commissioned by the City Council. 139 young people were involved in the phase of Groundwork's Youth Timebank programme between 2012- 2013. The next stage of the project will commence in September 2015. 1298 young people and 319 residents have been involved in Groundwork's Westminster Gardening scheme since 2012.

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City of Westminster

August 2015 Cabinet Member Update

Meeting:	<i>Children Sport & Customer Services Policy and Scrutiny Committee</i>
Date:	<i>Prepared in September 2015 based on information as at 31st August 2015.</i>
Title:	<i>City for All, Children and Young People Progress Report</i>
Report of:	<i>Councillor Chalkley, Cabinet Member for Children and Young People</i>

1 City for All Priorities

1.1 We will increase the proportion of children in Westminster Primary Schools in 2015 that achieve or exceed Level 4 in Reading, Writing and Mathematics in Standard Attainment Tests [SATs] and sustain the rate of 86%.

The Primary school Key Stage 2 L4+ provisional results for 2015 were 84% (down from 86% in 2014) the national average figures are awaited to enable Westminster's relative position to be assessed. The overall results will contain improvements and dips in the results for individual schools. In schools where results have gone down targeted intervention work from the School Standards Service is planned.

1.2 We will work with and challenge the City's schools to exceed GCSE pass rates of 2014 to 70%.

The 2015 provisional results for GCSE pass rates showed that 69% of Westminster pupils achieved 5 grade A*-C GCSEs, including English and Maths, compared with 68% the previous year. We are awaiting national average figures to assess Westminster's relative position.

1.3 We will reward our valued Tri-borough foster carers living in Westminster by helping them ease their financial pressures through a refund of their Council Tax.

During 2015-16, the target is for twenty-two Tri-borough foster carers living in Westminster to have their Council Tax refunded. We will be reimbursing all carers in arrears every six months, with the first reimbursement taking place in September / October 2015.

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

In 2014-15, sixty (71%) of the eighty-four children or young people requiring foster care were placed with Tri-borough foster carers. Since April 2015, twenty-six referrals had been received of which twelve were on-going at the end of August. Of the completed referrals, nine (64%) were placed with Tri-borough foster carers (this rate may improve once the remaining referrals are concluded) and five (36%) with Independent Foster care Agency. In August 2015 three children were placed with Tri-borough foster carers locally.

Fewer Westminster children are being placed with in-house carers than in Kensington and Chelsea and Hammersmith and Fulham. The fostering and placements service is Tri-Borough, and this discrepancy has been picked up and action is being taken to remedy this. The Commissioning Service is also entering a partnership arrangement with a third sector organisation called Cornerstone to undertake the recruitment and marketing for foster carers, aiming to increase our foster carer numbers.

- 1.5 We will ensure that children with placement orders, where possible, will be placed with their adopters within 12 months of the court order.**
In 2014-15, of the 17 children with placement orders, 11 (65%) were placed with permanent carers within 12 months of the order. Since April 2015, of the three children with placement orders two (67%) have been placed with permanent carers within 12 months of the placement order.
We have identified that earlier and more effective permanency planning is required to improve the rate of children placed within 12 months. We are also part of a London wide exploration of developing regional adoption agencies as set out by the Department for Education, with the aim of improving overall quality and timeliness of adoption work.
- 1.6 We will improve the health of children and young people by actively promoting Practice Champions in the new primary care services provided through the Connecting Care for Children model and double the number by the end of 2015-16.**
In 2014-15, ten Practice Champions were recruited from the community. The Early help teams are now attending three Connecting Care Community Hub meetings in three practices.
- 1.7 We will improve the quality of social work practice through the innovative Focus on Practice programme, so that the City's social workers are able to effect sustainable improvements with families, children and young people.**
220 members of staff are in scope to attend training. Since April 2015, 187 members of staff in Westminster have been engaged on the programme. To reduce any negative impact on service delivery, nominations for the first cohorts was at a local level in order to give managers the ability to plan for which of their team members should attend training. Any practitioners and managers (who are permanent staff, working 0.5 WTE or more) who are not yet on a cohort will be starting one between October 2015 and April 2016. We will be reporting on the systemic training completion rates in January 2016 for the first 10 cohorts. We are beginning to see impact of the Focus on Practice work through the improved quality of intervention and case work, and a slight reduction in cases requiring care applications to court, and care entrants.
- 1.8 We will identify more young carers and ensure 75% of those who need help engage with the support available for them.**
Between April 2014 and March 2015, 126 young people were known to Young Carers service. Since April 2015, seventeen young carers (12% of known young carers) engaged in young carer group activity sessions (term-time or holiday) in Westminster. Five young carers, assessed as having a higher threshold of need, have engaged in 12-week programmes of one-to-one support. Fifteen emotional counselling sessions have been provided to Westminster young carers. We are awaiting confirmation of the number of young carers who attended these sessions. It is unlikely that performance is yet at the 75% target and discussions are taking place regarding how best to improve both identification and the delivery of timely and appropriate support.
- 1.9 We will reduce the number of Westminster resident adolescents (excluding young people accommodated as a result of LASPO Act 2012 or UASC status) aged 14 to 17 years entering into care.**
In 2014-15, there were 28 Westminster resident adolescents (excluding UASC status or remand) aged 14 to 17 years needing to come into care. Since April 2015, there have been 21 young people aged 14 to 17 years (excluding UASC status or remand) entering care, of these 10 (48%) were Westminster resident adolescents.

1.10 We will ensure there are sufficient and flexible two year old places to meet demand from eligible families. We will actively market the targeted 2 year offer to increase take up to 80%.

For summer 2015, the national average take-up of two year old places was 63% and the London region average take-up was 51%. In Westminster take-up was 45%, placing Westminster 28th out of the 33 London boroughs. The low take up this term is mainly due to the increasing number of targeted children who had turned three but still occupied the same place. These children will move to maintained nursery provision from September 2015 and newly eligible children will move into these vacated places, hence the 2 year old take up rate will rise. In addition, the places developed through children's centres will be available from September 2015 onwards.

1.11 We will promote school readiness, testing new approaches through the Neighbourhood Community Budget Pilot in Queen's Park. Of all children with a free 2 year old placement our intention is for 95% to have a 2 year developmental review by their setting so that early support plans can be developed.

Since April 2015, 84% (16 of 19) of all children with a free 2 year old placement in Queens Park had a 2 year assessment by their setting.

Our intention is to double the number of parents attending parenting skills training in the 1st year of their child's life and increase the number of specially trained community champions to support access to antenatal, postnatal and primary care in Queens Park. Since April 2015, fifteen parents who have a child under the age of one accessed parenting skills training. There are currently ten Maternity Champions and eighteen Community Champions with a waiting list of five for Community Champions. All the Maternity Champions recently completed a six week Level 2 OCN accredited training course delivered by the NCT (National Childbirth Trust) called Birth and Beyond Community Supporter Training.

1.12 We will ensure that 75% of 2 year olds in Westminster will receive a developmental review.

In 2014-15, 73.8% of 2 year olds in Westminster received a developmental review. Between April and June 2015, 52.2% of eligible 2 year olds in Westminster had received a developmental review. We are awaiting confirmation of plans to improve the completion of developmental reviews. Responsibility for health visiting commissioning officially transfers to the local authority from October. Public Health have a meeting scheduled for 13th October 2015 which will include a review of contract performance and necessary actions.

1.13 We will increase the percentage of Care Leavers who are in Education, Employment and Training [EET] to 75%. In 2014-15, 71% of care leavers were in Education, Employment and Training (EET). The first update for 2015-16 is due at the end of September 2015 once the take up of place offers has been confirmed.

1.14 Reduce the numbers and percentage of young people resident in Westminster in school years 12, 13 and 14 whose education status is 'not known' to 10%.

In 2014-15, 577 (15.7%) of young people in school years 12 to 14 had an education status of 'not known'. Reporting will vary during the autumn term while the activity survey information is finalised and submitted to the DfE at the end of October 2015. DfE will publish activity status information and national comparison in January 2016.

1.15 We will improve our approach to joint safeguarding with the Police in relation to Child Sexual Exploitation [CSE] ensuring 100% of CSE referrals are jointly investigated by Westminster and Police.

In 2014-15, 9 of 9 (100%) of CSE referrals were jointly investigated by Westminster and Police. Since April 2015, there have been 9 referrals to Westminster in relation to potential CSE of which 9 (100%) have had a joint investigation with police.

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

In 2014-15, 34 referrals were received in relation to potential FGM. Since April 2015, 13 referrals have been received in relation to potential FGM. This is a similar rate of referrals to last year. The service reports that the quality of the referrals is improving thanks to closer work and greater understanding on the part of partner organisations of the issues and the risks. Further activity is underway to ensure that the level of referrals accurately reflects the scale of the issue locally.

1.17 We will ensure that children continue to have a choice of nutritious school meals and we will get a better deal, allowing us to put more money back in the classroom.

There are five performance measures for this pledge.

- Take up of free school meals by those eligible, for the Summer Term this was 84% compared to a target of 86%. (This figure currently only relates to nursery and KS2 pupils).
- Overall take up of the school meals is 71% demonstrating good progress towards the 72% target.
- Westminster schools with centrally held contracts who meet the silver standard Food for Life criteria. The current menus offered meet the silver standard Food for Life criteria, offering organic, seasonal, locally sourced and free range products. All menus have been nutritionally analysed and meet all government and nutritional standards.
- The take up of the Universal Infant Free School Meals (UIFSM) for reception and KS1 is 86%. This figure is lower than the 2014-15 baselines of 94% and 2015-16 targets of 95%. This is as a result of lower pupil numbers due to extended holidays at Easter and summer periods, School trips when lunches are not required and sports days were held. It is expected that this figure will increase in the subsequent term.
- Currently 100% of Westminster schools meet The 1st January 2015 School Food Standards.

The school meal service is currently in the final stages of the procurement process for a new three borough contract in which it is anticipated to achieve the target savings within each borough.

1.18 We will provide an extra 176 primary school and 120 secondary school places in 2015/16, ensuring we keep pace with projected demand.

In 2014-15, 420 Primary pupil places were provided and no Secondary school places. Additional Primary school places are to be provided at ARK Atwood = + 60 (Yr4), Minerva Academy = + 56 (Yr4) and Pimlico = + 60 (Yr2). Additional secondary school places are to be provided at Marylebone Boys' = + 120 (Yr8). All additional places are being delivered according to target.

1.19 We will train 15 young people with special educational needs to enable them to travel to and from school independently.

In 2014-15, travel trainers worked with ten Westminster children, to enable them to travel to and from school independently. During the summer term, nine young people were enabled to travel to and from school independently.

1.20 We will continue to convert SEN statements to EHC plans in line with our published transfer plan.

All Year 11 and Year 13 transfers from a statement of SEN to an EHC Plan taking place in the academic year 2014-15 are due to be completed by September 2015. The current number of EHC plans finalised is currently being validated and will be provided in October 2015. An update report is also being prepared for December 2015 committee.

1.21 We will build on the successful approaches tried and tested through our Family Recovery Programme to help families with vulnerable children address problems that they may face which stop them getting work.

In 2014-15, 7.3% (47 of the 3 year cohort of 640 families) of Westminster residents sustained jobs. The first update for 2015-16 is due in October 2015.

1.22 We will provide more support to address criminal activity by young people by giving those leaving custody and those at risk of custody (by the gravity or persistent nature of their offending/associations) the opportunity of working with a mentor for up to 12 months. We will actively increase our pool of volunteer mentors by recruiting throughout the year.

In 2014-15, six young people were released from custody and all were offered a mentor, the take up was four (66.6%). Mentoring is offered to all young people leaving custody providing they are below 18 years old. Between April and June 2015, five young people were released from custody and all (100%) were offered a mentor, two (40%) engaged with the support offered.

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City of Westminster

Children, Sports and Customer Services Policy and Scrutiny Committee

Date:	8 October 2015
Classification:	General Release
Title	Westminster's Integrated Gangs Unit
Report of:	Matthew Watson, Service Manager, Integrated Gangs Unit
Portfolio:	Family Services
Report Author and Contact Details:	Matthew Watson mwatson@westminster.gov.uk 0207 641 5144

1. Purpose

- 1.1. To provide an outline of remit and work of Westminster's Integrated Gangs Unit. To highlight the current picture and highlight achievements and areas of new work.

2. Key matters for the Committee's consideration

- 2.1. This report is primarily for information, but Members may like to consider the following:

- The changes to the gangs picture in Westminster
- The structure and interventions of the IGU
- The achievements and reductions in serious violence

- 2.2. In 2012 the Metropolitan Police Service (MPS) identified 259 violent gangs in London boroughs, responsible for 22% of the serious violence, 17% of the robberies, 50% of the shootings and 14% of rapes in London. At the end of December 2014 there were thought to be 183 gangs across London, with 58 gangs being particularly active. They now account for 40% of all shootings, 17% of serious violence and stabbings and 7% of robberies. Despite these reductions, by 2023 a 15% increase is projected in London for young people

at risk from gangs (either as victims or offenders), this being around an additional 123,168 young people aged 10 to 18 years old¹.

3. Background to the Integrated Gangs Unit (IGU)

3.1. In Westminster, the IGU and the 'Your Choice' Programme was initiated following a significant rise in gang related youth violence between 2010 and 2011. We recognised the need to improve our understanding of gang related and serious youth violence due to:

- Reports of serious youth violence (SYV) up 40% in 2011 as compared with previous year (primarily robberies)
- Disproportionate increase in reported offences of SYV in the North of the borough - a 56% increase compared to a 24% increase in Central and a 29% increase in the South.
- Increase in victims of serious youth violence of 36%, from 252 youth victims in 2010 to 342 in 2011.
- Borough wide there was a total of 75 youth GBHs and 1 murder in 2011; a 25% increase on 2010.

3.2. Changing this trend was challenging. Gangs are complex and operate at levels between negative peer groups and organised crime networks. They cut across age ranges, localities and geographical boundaries and the most influential people are often those always coming to the attention of the courts.

3.3. The impacts of gangs are felt beyond their immediate groups. Gang activities can be both public for example street fights or 'You Tube' taunts; and hidden including drug dealing and witness intimidation. Westminster recognised that no single agency is able to fully understand the range of gang activity and individuals on their own and the best approach to prevent and reduce the number of young people actively involved is a multi-agency / multi-layered one; combining enforcement, diversion intervention and prevention. Therefore in January 2012 we established an Integrated Gangs Unit (IGU) which initially consisted of police, Family Services and Community Protection with 2 Flexible Gangs workers.

3.4. In 2013 we bid for and received four years of MOPAC funding which allows us to commission and employ many of the multi-agency roles within the team. This funding ceases in March 2017.

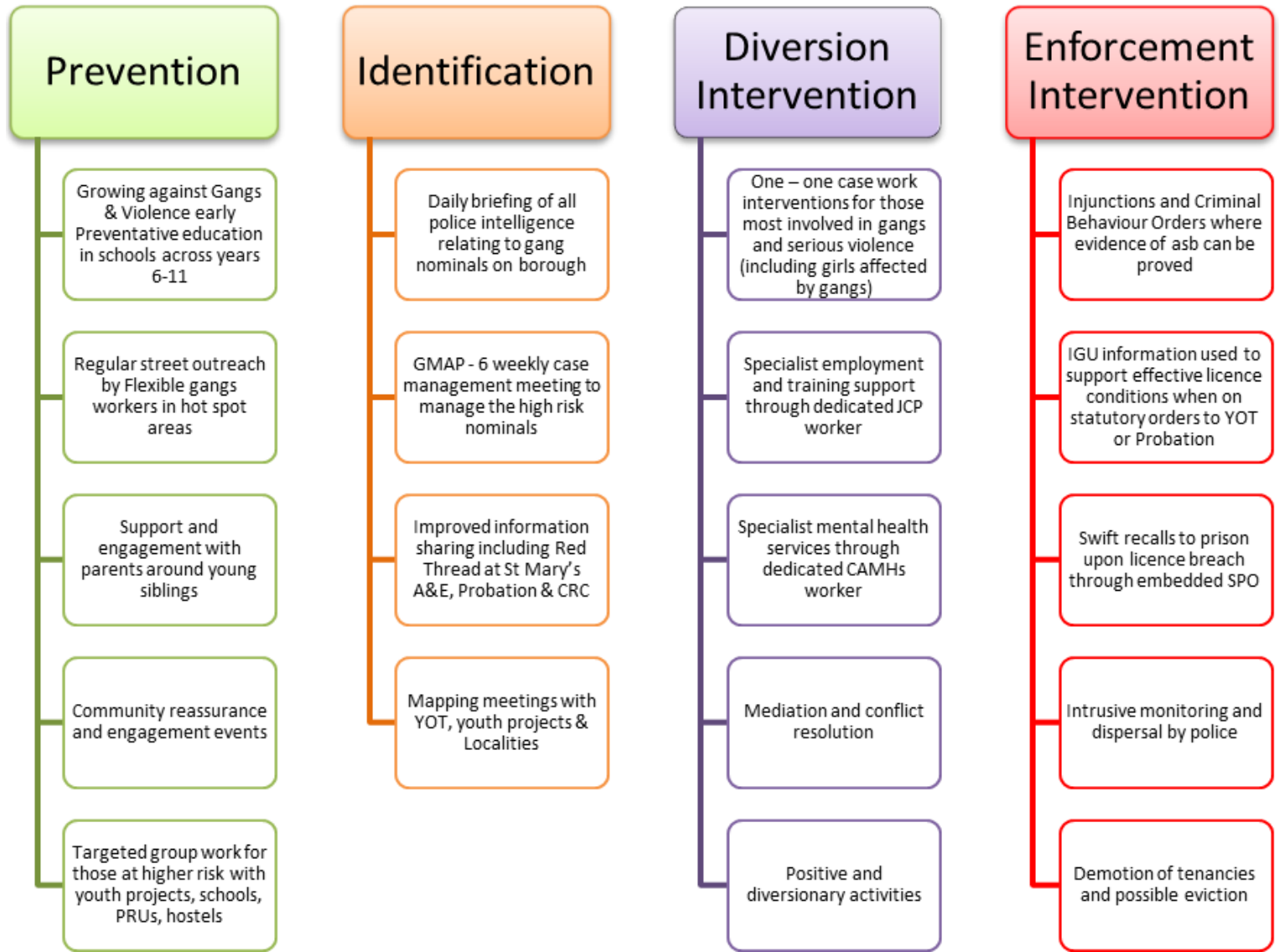
4. Strategy and approach

4.1. In 2015 the IGU now consists of a wide range of agencies developed to respond to the nature of the problem in Westminster: including Gangs workers from a variety of backgrounds, a Child & Adolescent Mental Health (CAHMs) specialist, an ex-offender from St Giles Trust, a senior Probation officer, an employment specialist, Police officers and council enforcement officers – see the organisational chart **Appendix 1**. The team is led by a service manager from Family Services and a deputy service manager from Community

¹ Fairchild, R. (2014). GLA Intelligence Unit.

Protection. This enables tight regular meetings and communication with all the teams of these two key council services and wider partners, ensuring that safeguarding children and families and community safety are consistently and collaboratively implemented.

- 4.2. Westminster's strategy emphasises prevention and diversion intervention as a long-term solution to serious youth violence. Enforcement has a key role to play but it is recognised that this role is limited, as effective enforcement methods are short-term solutions to the issue, such as reducing the risk to and from a particular individual, acting as a limited deterrent or mitigating the immediate effects of serious youth violence on local communities.
- 4.3. Westminster Council and the partners in the IGU tackle gangs and youth violence at all levels and among all age groups from 10 – 24+ by reducing gang affiliations, incidents of violence among the client group and increasing public confidence. The four interacting areas are shown below.



4.4. Integrated Gangs Unit (IGU) encompasses these strands working together to protect the community and to give young people involved in gangs a clear message. They have a choice: Move away from gangs and violence and we will offer all the support we can across the partnership. Continue with violence they can expect the full consequences of enforcement.

5. Current position

5.1. Gangs in Westminster

5.2. Westminster has 5 recognised and established gangs of which 229 individuals are currently monitored on the Metropolitan Gang Matrix². Membership in each of these gangs varies but all are commonly known for drugs, violent assaults and with some of the larger gangs known to have access to firearms. Primarily South gangs tend to be younger, unaligned and more risk taking whilst the North groups are much older, more rooted and long-standing. (see **Appendix 2: Westminster's Gang Profile**)

5.3. Since 2011, Westminster has had 4 knife related deaths:

- 2015 18 year old was fatally stabbed nearby Salisbury Street and died in hospital, a 16 year old was sentenced to 8 years of manslaughter.
- 2014 19 year old was killed in a single stab wound to the body in a flat nearby Lilestone Street, NW8 19 year old male was jailed for life.
- 2013 16 year old was fatally wounded nearby Lupus Street, SW1V following a knife-group attack by at least four men, some carrying swords and knives.
- 2011 18 year old fatally stabbed outside a retail store in Oxford Street, W1D following a confrontation between two groups of young people.

5.4. Violence has moved across the borough since 2011 from being primarily in the North West (Mozart) to the South between 2013 and 2014 (Churchill) and then to the North East (Lisson Grove) in 2015 where the majority of current issues remain. The LGM and Mozart have both recently had internal disputes with younger members seeking to usurp the older generation who might have spent time in custody and lost some of their control. This has led to infighting among the groups, which is believed to be the reason for the recent stabbings this summer.

² Met Op Matrix is used to identify the most harmful gang members in the MPS. It scores individuals who are in a gang, who are identified as gang members by police and partners. Intelligence on an individual's previous violent history in the last 3 years is also used. Individuals are then scored and RAG'd on their level of harm.

5.5. The nature of gang and group offending has changed in Westminster. It has shifted from post codes, 'you tube' postings, kidnapping and robberies to being far more 'business' orientated, with the primary focus on the drugs market. This means that those involved have become less visible, more underground and sophisticated, allowing them to adapt their tactics to evade detection. Young people still associate with a particular area often but there is more fluidity with associations across 'gangs' that we have not previously seen. Westminster's gang nominals are also regularly arrested along 'county lines' in places such as Bristol, Portsmouth, Oxford and Birmingham.

5.6. Frontline work & IGU Caseloads

5.7. In the team there are currently 3 Flexible Gangs workers (FGWs), 1 ex offender Gangs Exit worker, 1 Senior Practitioner for Gangs and 1 Sexual Violence Advocate that works with girls at risk of or experiencing child sexual exploitation with gang links. The job of these frontline practitioners is to engage those identified as most 'at risk' of violence through a mixture of one-one case work, street based work and working with groups – as recommended by Pitts, 2011(see **Appendix 3:** Evidence base). Clients are identified by referral from statutory and voluntary agencies or identified through intelligence as being active or highly at risk of gang violence.

5.8. We ask young people with gang links to engage with us on a voluntary basis but very much informed by the potential for more intrusive enforcement options should the young person choose not to engage. This has been called 'constrained voluntarism'³. The ability to engage with young people is based on the workers building relationships, through trust and confidence in their knowledge of gangs and of the specific current gang situation as well as individual factors.

5.9. Working effectively with young people requires creativity, conviction and courage. These are young people who have often not engaged with services and gang involvement is a symptom of this. To be able to work with these high risk and often extremely dangerous young people who often resent and mistrust statutory agencies requires an ability to create beneficial relationships with each young person.

5.10 The IGU has developed a menu and range of interventions in the last few years, from practical safety planning/risk de-escalation to education regarding the law on joint enterprise to deterrent trips to speak with current offenders in prison - and a bespoke plan is created for each young person depending on their assessed needs. A full list of current interventions is listed in **Appendix 4**. The IGU recently developed a process for evaluating these based on linking interventions to outcomes and then to overall key aims of 'improved life choices and social integration' and 'reduced association with gangs and incidents of serious youth violence'. (see **Appendix 5: FGW Processes and Interventions**).

³ Crimmens D. Factor F. Jeffs T. Pitts J. Pugh C. Spence J. & Turner P. (2004) Reaching Socially Excluded Young People, Leicester, National Youth Agency

**Total young people referred to IGU & received IGU interventions
Flexible Gangs Workers (FGW)**

Referrals into Service by outcome	No.	% of Clients
Received FGW Intervention	190	61%
Refused engagement	53	17%
Change of circumstance (e.g. long-term custody, out of borough)	40	13%
Does not meet threshold	26	8%
Total YP	309	

All referred into Service		
Age @ Referral	No.	% of Clients
<15	71	23%
16-17	105	34%
18-20	95	31%
21>	38	12%
Total YP	309	

Those that received IGU Intervention		
Length of Interventions	No.	% of Clients
< 1year	143	75%
1yr to 2yrs	43	23%
2yrs >	4	2%
Total YP receiving FGW Intervention	171	

**Sessions run by Flexible Gang Workers and Young Person's Advocate (GAG) in the
past 12 months
September 2014-15**

Number of Delivered Sessions **195**
Number of People **2741**
Number of Hours **657**

Sessions Aimed for Young People

	Sessions	People	Hours
Group Activities / Outings	6	52	48
Hostels and Secure Estates	16	90	40
Outreach / Street Work	96	1440	288
Prevent (extremism)	2	16	6
Mainstream Schools (Year 9 to 10)	30	690	120
Pupil Referral Units	8	48	72
Youth Projects	9	63	27
YP on Resettlement Orders	6	24	15
Total	173	2423	616

Sessions Aimed for Adults

	Sessions	People	Hours
Parents Sessions (e.g. Parents with YP at risk of offending, Parents on Orders)	4	28	16
Boards and Panels	4	80	4
Practitioners / Professionals	14	210	21
Total	22	318	41

- 5.10. Since 2012 the **Sexual Violence Advocate** that works with girls at risk of or experiencing sexual violence in the context of gangs has worked with 27 girls on a 1:1 basis and consulted on a further 28 cases. There was a break in service for 7 months within this period.
- 5.11. The **Employment Coach** within the IGU works intensively with clients helping them into suitable employment or become 'job ready' with in job support for a further 6 months. Over the last 18 months 16 young people have been successful in getting full time employment, 2 in part time employment, 2 in education placements and 2 in apprenticeships.
- 5.12. The **Child & Adolescent Mental Health nurse** that works within the team has worked with 26 boys on a 1:1 basis and 5 girls on a 1:1 basis. She has also consulted on a further 9 cases for boys and 6 cases for girls and her findings on Westminster reflect the wider research into this area around the cross over between the gangs cohort and those experiencing serious mental health concerns such as PTSD, conduct disorders and anxiety disorders.

5.13. Enforcement

- 5.14. More co-ordinated and better targeted enforcement between enforcement agencies was also a key aim of the IGU when it commenced. By co-locating active police officers, a Senior Probation officer (SPO), Anti Social Behaviour (ASB) Caseworker and Gangs Analyst we can respond quicker to reports of criminality and collate evidence to restrict or disrupt offending patterns and reduce risk to the community and often to the perpetrators themselves. This enforcement work falls into several areas.
- 5.15. **Intelligence-led Probation licence conditions for those involved in gangs & violence:** Since the Senior Probation Officer (SPO) has been in the IGU, without exception, police and housing have been consulted on licence conditions for gang linked offenders. When sufficient evidence exists this leads to an exclusion zone from gang affected and/or rival areas, non-contact requirements for gang associates or rivals, curfews to disrupt patterns of offending and in some cases refusal to allow an offender back to their family address where they may lead to increase in risk of violence to other family members or where they have caused a history of anti-social behaviour to neighbours. Police and housing input regarding suitability of 'move on' addresses ensures a joined up approach. Where they have a history of being involved in multiple incidents of serious violence, they are excluded from the borough. On average, since the start of the IGU there has been no less than 10 licence conditions per month, typically more.
- 5.16. **Recall for those breaching licence conditions:** Through the daily brief exchange of information relating to those involved in serious group violence, the Senior Probation Officer has arranged swift recalls to prison where a breach of licence has occurred. We do not have to wait for an offence to occur in order to effect a recall to prison but can use wider police intelligence to action a breach and protect the public. We are able to do this

because of the stringent and bespoke conditions developed described in 5.16.

5.17. **Civil & criminal enforcement tools: Injunctions, Housing tenancy action and Criminal Behaviour Orders (previously Anti-Social Behaviour Orders):** Through the inclusion of an ASB caseworker in the IGU we are able to fully utilise all the civil and housing tools available to local authorities and housing. Examples of the kind of restrictions achieved:

- Achieving 6 post conviction ASBOs on young men involved in serious group violence picked up for class A & B drug dealing as part of a covert police operation. After release from custody the ASBO makes it an arrestable offence for them to associate with others and enter certain areas in the South of the borough.
- Two Criminal Behaviour orders under the new ASB legislation achieved so far in 2015 on problematic South nominals. A template has been developed with the CPS prosecutor to enable us to provide high quality evidence of asb.
- Housing injunctions sought on 5 North East nominals throughout 2014 with exclusion zones and non-associations.
- Three Child Abduction Warning notices given to gang nominals involved in the exploitation of younger children.
- Providing evidence to DWP to stop carer's allowance for a gang nominal that was physically abusing his grandfather. An injunction was also granted at court to exclude him from the premise.

6. Governance & key meetings

6.1. The IGU reports to the monthly Youth Crime Prevention Panel which in turn reports to the Safer Westminster Partnership Board. Youth Crime is also a strand of the Tri-borough Reducing Reoffending Board, chaired by Commander Newcombe. Work on the most high risk gang nominals are case managed and overseen by the operational 'GMAP' meeting which is a 6 weekly meeting chaired by police. Key to the integration is the co-location of staff and the flexibility of the workers to respond to needs and issues as they arise. This is supported by the Police daily information briefing. The IGU share any council intelligence on gangs or information that has come through on the integratedgangsunit@westminster.gov.uk email address. We also hold a weekly 'Round up' meeting where wider partners are invited such as YOT, MOPAC, Trident and CRC (Community Rehabilitation Company).

Achievements

6.2. Reductions in reported violent offences

- 6.3. Since the creation of the IGU in 2011 figures show a strong reduction in serious youth violence across the borough - the highest in 2012-2013 when Westminster achieved twice the London average reduction.
- 6.4. Over a 5 year period, Westminster's long term figures show a 48% reduction in serious youth violence, since the peak of May 2011 – by comparison the London average has only reduced by 21% **Table 1**. Due to these reductions Westminster has moved from being ranked 5th highest SYV affected borough to 23rd in London. However, over a 12 months period from July 2013 there was a slight surge in recorded SYV, this being 45% compared to previous 12 months. This is likely to be due to a change in classification rules in April 2013 where some ABH offences were now classed as GBH. Similar increases can be noted across other London boroughs.

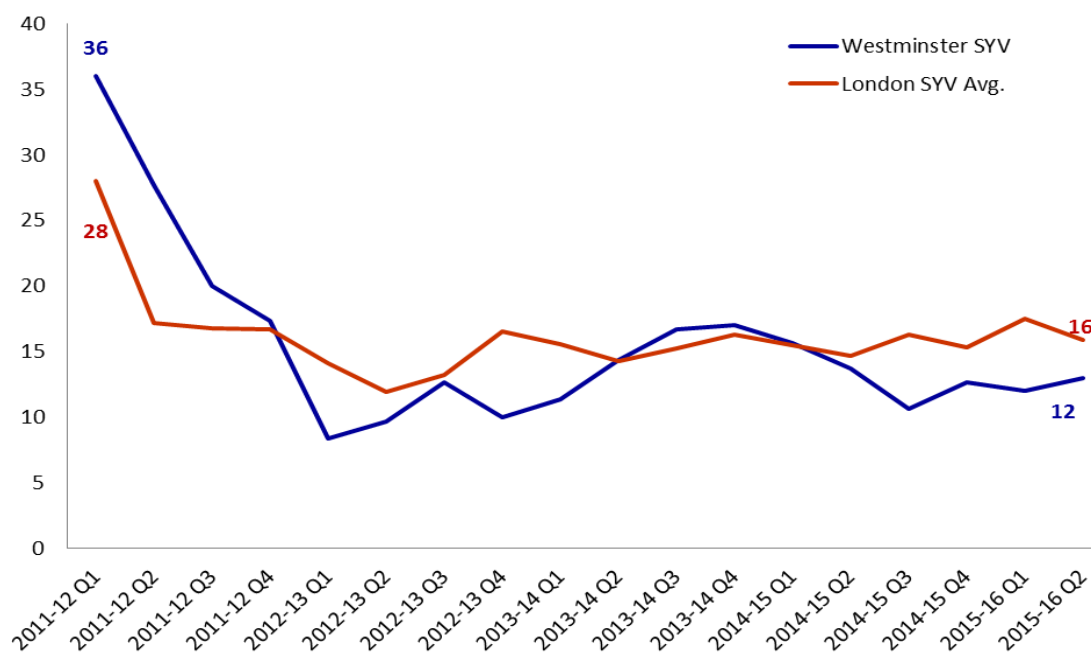


Table 1: Count of youth victims of SYV over a 5 year period

- 6.5. Gun Crime and Knife crime also continue to reduce, 7%, and 40%, when compared to the recorded figures in March 2012. More recently, despite ongoing reductions across the other offences, gun crime has risen by 24% in the past year; however gun discharge has reduced by 31% for the same period, this pointing towards better detection and recovery of firearms.
- 6.6. MPS gang flagged offences have reduced less gradually than SYV. Between 2012 and end of 2014-15 financial year, Westminster's gang flagged offences went down by 8%, whilst the London average went down by 18%. Despite a general reduction, these offences have been steadily increasing in the past 12 months, with the volume of incidents going up by

50% **Table 2.** Unlike SYV, where the offence is counted by number of youth victims of serious violence, gang flagged offences looks at any event where it is believed that there is a link between the incident and the activities of a gang or gangs.

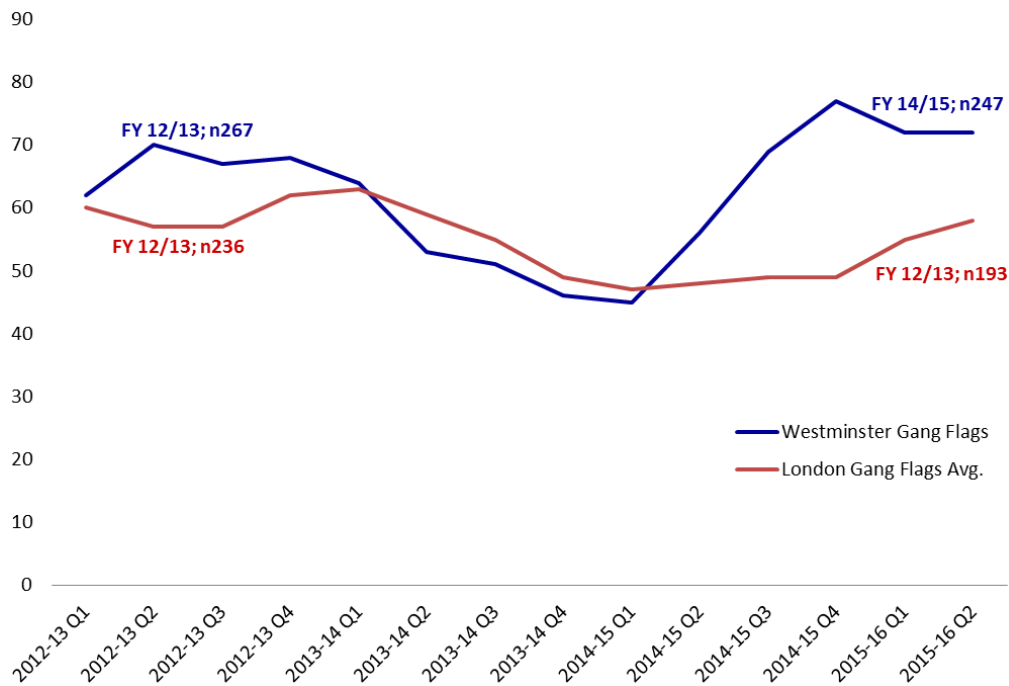


Table 2: Total number of gang related incidents

6.7. Despite the recent increase levels of violence remain lower than they were in 2010 but concerns remain. In a London wide survey in 2013, “tackling gangs” was cited by 49% of Londoners as one of their top three priorities to improve safety in their neighbourhood. “Preventing youth violence” was cited by 37% (1). However in this quarter’s 2015-16 GLA Public Attitude Survey (PAS), which surveys 12,800 Londoners each year, 18% of respondents cited gangs as a problem in Westminster, compared to 23% in 2012.⁴

6.8. We believe the IGU has had a significant impact because of the numbers engaged (309), street and group sessions run (around 200 a year), and a recent evaluation showing that those who engage with the service have 50% reduced violent offending compared to those who do not accept a service.

6.9. IGU interventions proved to lead to a reduction in violent offences

6.10. Analysts carried out a thorough evaluation this year to look at the impact of IGU interventions on 161 young people who had received them. It found that:

⁴ <http://www.london.gov.uk/priorities/policing-crime/data-information/gangs-dashboard>

- 1 in 4 of the cohort have been arrested for a violent offence before receiving an intervention from the IGU
- **Violent crimes reduced by 50% in the cohort after they had engaged with and received interventions from the IGU**
- Girls that had received interventions from the Sexual Violence Advocate reduced their risk score

6.11. Improvements in public perception

6.12. Earlier this year the IGU conducted a public survey to assess residents who resided in the wards most impacted by gang crime; Church Street, Churchill, Queen's Park, Tachbrook and Warwick. Key findings of the survey showed that 38% of the respondents do not feel intimidated in reporting gang related incidents; 37% also cited that reporting incidents to the police made a difference. When residents were asked whether their area had improved in a staggered 3 year period, 23% of residents felt things had improved, whilst 43% felt it had remained the same. Church Street, Churchill and Queen's Park have the most residents who feel their fear of crime has negatively or greatly impacted their lives.

6.13. Awards and external recognition

6.14. Staff within the IGU have been fortunate to be recognised for the following awards for the work that they do:

- In 2013-4 the police officers within the IGU were recognised as 'Met police team of the year' for the results they had achieved.
- In 2013 the IGU was second place in the London Safeguarding Children Awards 2013.
- In 2015 Dorcas Gwata received the Nursing Standard Mental Health Nurse Award for her work as part of Westminster Integrated Gangs Unit.

7. Financial implications

7.1. Funding for the IGU in its current form is a mix of MOPAC, Home Office and core WCC funding. 75% of the IGU is grant funded and comes with particular requirements and expectations depending on the initial funding bids. MOPAC funding comes to an end in March 2017.

Post / Item	c. Annual Costs	Source	Notes
Council Posts			
Head of Service – IGU	£ 60,000	Core - Children's Services	
Gang Worker - IGU	£40,000	Core – Children's Services	
Team Manager – Youth Violence	£ 50,000	Core - Community Safety	
Business Support Officer	£ 30,000	50% Core – Children's Services 50% MOPAC	
Intelligence & Data Analyst	£ 39,000	MOPAC	
ASB Caseworker	£ 35,000	MOPAC	
Senior Gang Worker	£ 55,000	MOPAC	
Gang Worker x 2	£ 80,000	MOPAC	
Sexual Violence Advocate/Girls and Gangs	£ 38,000	Home Office	Funding to March 2016
FACES Employment worker	£ 40,000	MOPAC	
Contracts / SLAs			
Probation Officer	£ 28,000	MOPAC	SPO
Gang Exit	£ 52,000	MOPAC	St Giles Trust worker
CAMHS Worker	£ 54,000	50% CCG 50% MOPAC	Mental health nurse and supervision; funding to October 2016
St Mary's A&E Youth Violence Intervention	£ 20,000	MOPAC	Red Thread provision at St Mary's MTC
Growing Against Violence	£ 25,000	MOPAC	Preventative education programme
£646,000.00			

8. Next steps for the IGU

8.1. Shield

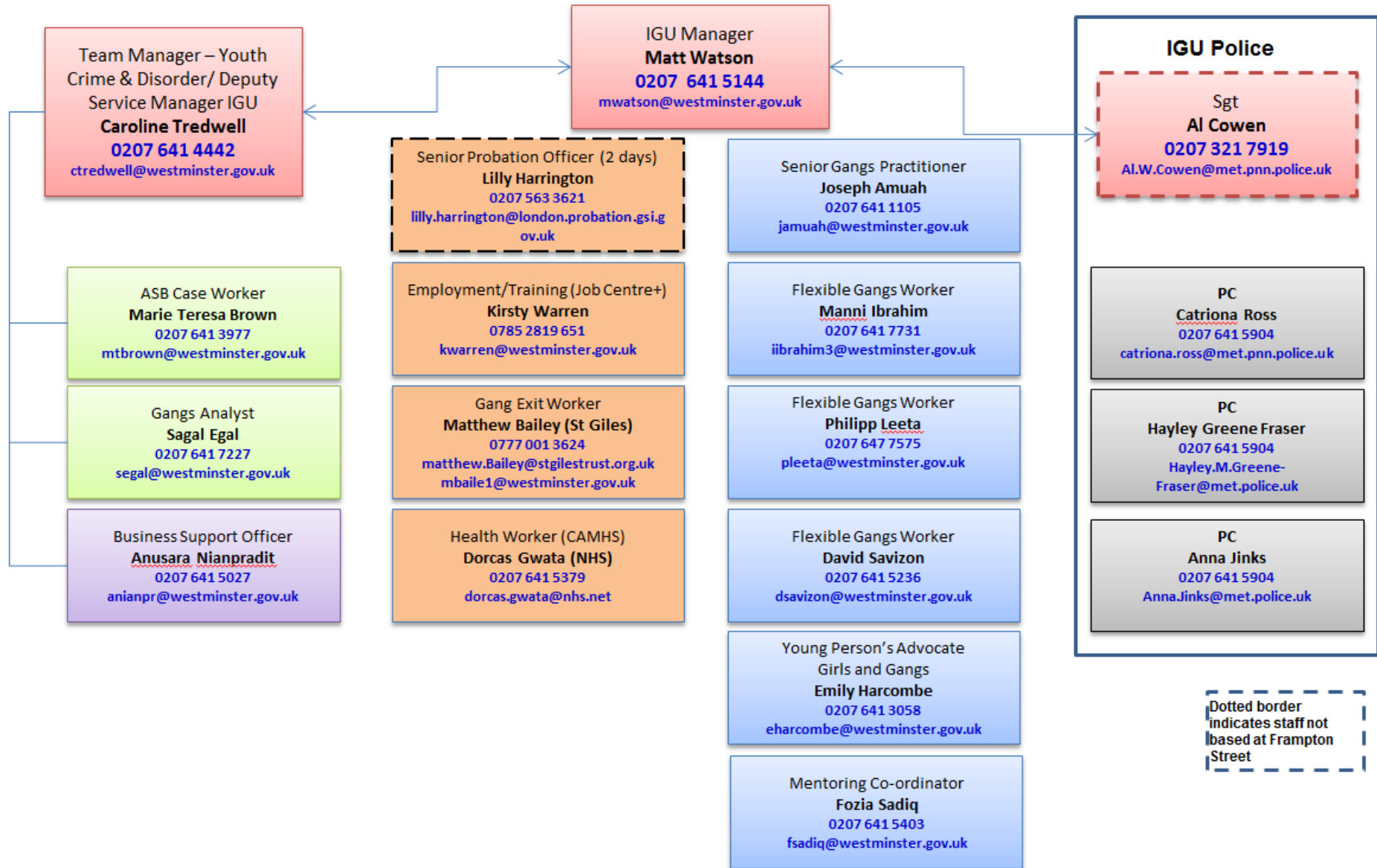
8.2. Westminster will be part of MOPAC led **Shield** over the coming months. Lambeth, Westminster and Haringey are the pilot boroughs. Shield is the name of the London pilot of the Group Violence Intervention (GVI) Model. The GVI model was developed in the USA and has been implemented in a number of US cities. In these US cities it has had significant impact including reductions in homicide and non-fatal shootings by 35-60%. It is a multi-agency community led programme of focused deterrence and collective enforcement, which aims to reduce group related violence. There are three key elements to the GVI model:

- Consequences for violence – Focused enforcement on those groups involved in the continuation of violent offences;
- Community voice – mobilising local communities and key members to reinforce key moral messages that violence will not be tolerated; and,

- Help for those who ask – allowing individuals the opportunity to exit from the criminal lifestyle and provide a route out.
- 8.3. For Westminster Shield is an opportunity to improve engagement with the communities and young people affected by having them at the centre of the model. Together with the changed enforcement tactics it offers a way of better challenging the group itself, while still working with people on an individual basis, with the aim of shifting the culture of the groups away from violence.

**If you have any queries about this report please contact Matthew Watson
020 7641 5144 mwatson@westminster.gov.uk**

APPENDIX 1: IGU Team Structure Chart



APPENDIX 2: Westminster's Gang Profile

MOZART / SMG

Territory; primarily Queen's Park W10

Matrix Nominals 63 ppl, ranging 17 to 25+ years old

Nature of offending Drugs, robbery, assaults, weapons, public order

Allies Warwick, Brixton Gang

Existing Tensions Ladbroke Grove (RBKC gang), South Kilburn (Brent Gang), LGM and Shepherd's Bush Gang

Warwick Boys

Territory; primarily Warwick estate, Westbourne, W2/W9

Matrix Nominals 12 ppl, ranging 18 to 25+ years old

Nature of offending Drugs, public order, assaults, weapons, robbery

Allies South Kilburn (Brent Gang)

Existing Tensions Ladbroke Grove (RBKC gang), South Kilburn (Brent Gang) and LGM

Church Town Militants (CTM)

Territory; primarily Churchill Gardens Estate, SW1

Matrix Nominals 51 ppl, ranging 15 to 25+ years old

Nature of offending Drugs, public order, assaults, robbery

Allies ETM primarily but can shift

Existing Tensions Page Street and possible tensions with some ETM members

Lisson Green Men (LGM)

Territory; primarily Lisson Green Estate NW8

Matrix Nominals 67 ppl, ranging 17 to 25+ years old

Nature of offending Drugs, robbery, assaults, weapons, public order, fraud, burglary

Allies South Kilburn (Brent Gang)

Existing Tensions Warwick Boys, Mozart / SMG

PAGE STREET

Territory; primarily Page Street SW1

Matrix Nominals 6 ppl, ranging 18 to 25+ years old

Nature of offending Drugs, assaults, robbery, public order

Allies Lambeth Gangs

Existing Tensions ETM and CTM

Ebury Town Militants (ETM)

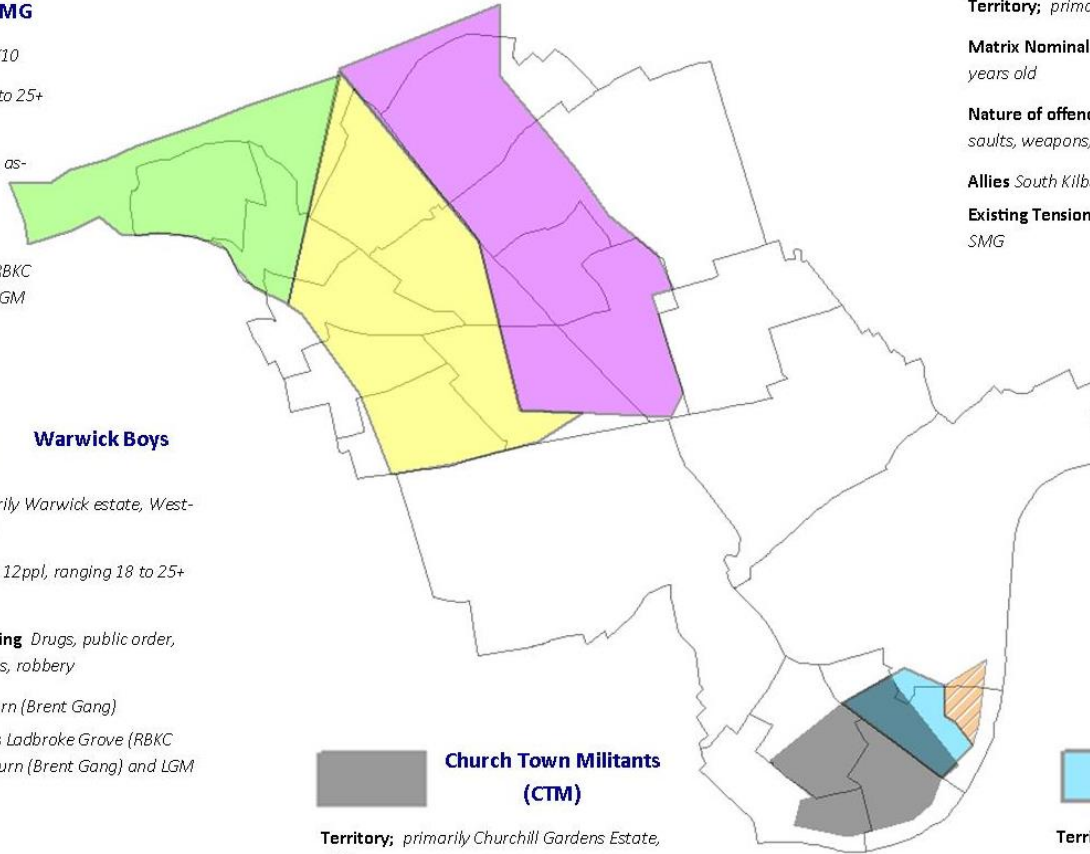
Territory; primarily Ebury Bridge Estate, SW1

Matrix Nominals 22 ppl, ranging 17 to 25+ years old

Nature of offending Drugs, public order, assaults, firearms, robbery

Allies CTM primarily but can shift

Existing Tensions Page Street and some Possible tensions with some CTM members



APPENDIX 3: Evidence Basis for the IGU

1.1. The core principles of the IGU are:

- Full integration of agencies: CO-LOCATION. Cross Age Range, cross agency, cross borough. voluntary / statutory / support / enforcement
- Trusted credible work force and able to respond rapidly & flexibly: voluntary in principle – ‘constrained voluntarism’ ‘Long term relationships short term interventions’
- Personal responsibility, choices and consequences
- End-end programme: PREVENT, IDENTIFY, DIVERT, ENFORCE
- Long term / sustainable

These are based on the evidence of what works best and influenced by two key models. Firstly, ‘The Comprehensive Gang Model’ the bedrock of most gang intervention programmes in North America and the UK today⁵ and the foundation for the National Network for Safe Communities Group Violence Intervention: An Implementation Guide (2013) advocated by MOPAC and also known as the Boston Ceasefire Model. The Comprehensive Gang Model key aspects as:

- Community mobilization: incorporating views of key community members
- Social Intervention:
- Provision of social opportunities.
- Suppression / enforcement strategies agreed across the partners
- Organizational change and development of local agencies and groups.

As in the IGU each group / agency needs to be recognised as important as the other as they can provide information that the others may not be able to obtain. The combination of the co-located agencies exceeds the sum total of their individual parts.

1.2. The second key methodology comes from the work of Professor John Pitts, the foremost authority on street Gangs in the UK. In his evaluation of three gangs desistance initiatives.⁶ Pitts sketched out the key features of an optimal programme:

- A Presence and a Base in a Gang-affected Neighbourhood.
- Target gang-involved children and young people

⁵ Spergel I. & Grossman S. (1998) The Little Village Project: A Community Approach to the Gang Problem, *Social Work* 42:456–70

⁶ Pitts J. (2011) An Evaluation of Three London Gang Desistance Programmes, Ambleside, The Brathay Trust

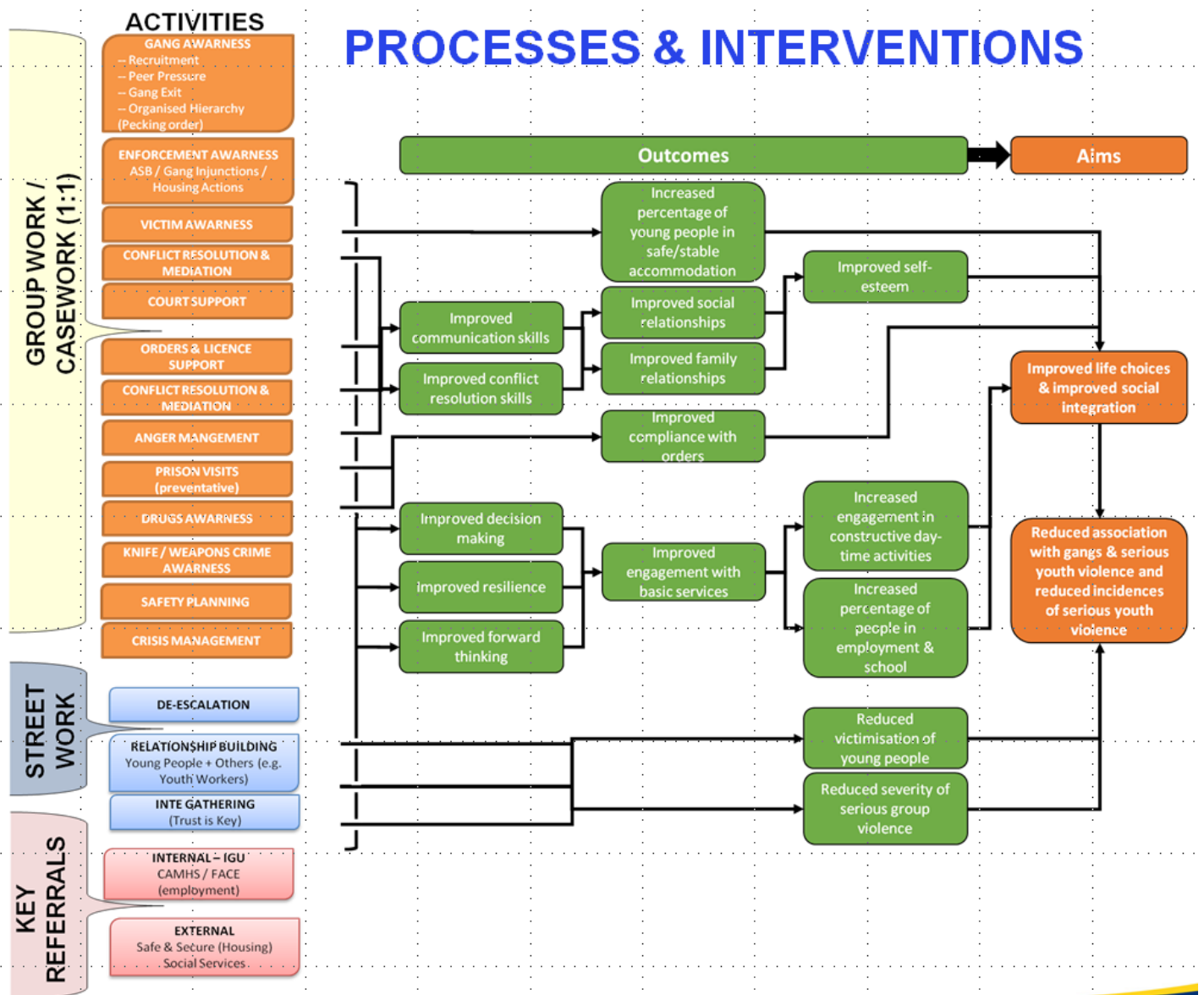
- Outreach / street work
- Groupwork Programme
- A Casework Function linked to criminal justice system
- Mentors, 'Buddies' and/or or a Drop-in function
- Education, Training and Employment Specialists.
- Specialist Housing Professional
- A Mediation Team.
- A Through-care Function.
- A dedicated Girls and Young Women's Intervention

- 1.3. Other influences have been: The Centre for Social Justice report Dying to belong 2009 (2), which notes the importance of local authorities taking the lead on gang prevention and the need for agencies to be creative and flexible in their approaches to working with young people affected by gangs: Also the approaches taken with gangs in Glasgow and in Hackney and the findings and recommendations from the Ending Gang and Youth Violence: Home Office Annual Reports.
- 1.4. The Westminster IGU follows the same methodological approaches tailored to the environment of Westminster. We continue to seek to incorporate innovation and evidence based practice working with MOPAC on Project Oracle and Shield and the work undertaken in Glasgow on gang violence. Westminster's Integrated Gangs Unit is seen as best practice in London.

APPENDIX 4: Full List of Sessions / Activities with Clients

Gang/Offending Sessions	Wider Sessions
➤ ASB / Crime Awareness	➤ Anger / Behavioural Management
➤ Court Support	➤ Case Handover / Transitional Work
➤ Crisis Management (following an incident)	➤ CSE & Sexual Violence
➤ Custodial Tariff's	➤ ETE: Education Support
➤ Drugs Awareness (other than pwits/personal)	➤ ETE: Training, Employment Support
➤ Drugs: PWITS, Drugs & Dealing	➤ Family: Other Family Support
➤ Drugs: Substance Misuse	➤ Family: Parental Mediation
➤ Drugs: Trafficking / Cross Border	➤ Family: Parenthood Support
➤ Gangs & Sexual Violence	➤ Family: Sibling Mediation
➤ Gang's Awareness	➤ Finance: Debt Support
➤ Joint Enterprise & the Law	➤ Finance: Concerns of unexplained Cash / Source Income
➤ Mediation / Violence & Conflict resolution	➤ Grooming, Power & Control
➤ Prison Visit (custodial visits)	➤ Health Support: Developmental
➤ Prison Visit (tour)	➤ Health Support: Mental Health
➤ Safety Planning & Risk Management	➤ Health Support: Physical Health
➤ Sex, Respect & Partner relationships	➤ Health Support: Sexual Health
➤ 'Snitch' Culture	➤ Housing / Placement Support
➤ Street Work (de-escalation)	➤ Life Journey / Future Planning
➤ Street Work (relationship building)	➤ Order / Licence Support
➤ Victim Awareness	➤ Peer Support: Associations and Healthier Relationships
➤ Weapons workshop	➤ Peer Support: Aggressive or Bullying Behaviour towards others
	➤ Rape & Sexual Assault
	➤ Self-Esteem / Resilience Support
	➤ Self-Harm / Suicidal Interventions
	➤ Social Media: Cyber Bullying & Sexting
	➤ Social Media: Role of Pornography & Healthy Sexual Relationships
	➤ Trauma, Self-soothing & Grounding

APPENDIX 5: FGW Processes and Interventions





Policy and Scrutiny Committee

Date:	Thursday 8th October 2015
Classification:	General Release
Title:	Local Safeguarding Children Board's Annual Report 2014-15 (Executive Summary)
Report of:	Jean Daintith – LSCB Independent Chair
Cabinet Member Portfolio	Children's Services
Wards Involved:	All
Policy Context:	Children's Safeguarding
Report Author and Contact Details:	Steve Bywater 020 8753 5809 steve.bywater@lbhf.gov.uk

1. Executive Summary

1.1 Local Safeguarding Children Boards have a statutory obligation to compile and publish an Annual report. This report is expected to provide an assessment of the effectiveness of local arrangements to safeguard and promote the welfare of children. A report for 2014/15 has been drafted which reviews and evaluates the achievements and progress of the LSCB which covers City of Westminster, Hammersmith and Fulham and the Royal Borough of Kensington and Chelsea. It also identifies future priorities and an assessment of future challenges. This report provides an overview of the 2014/15 report.

2. Key Matters for the Committee's Consideration

2.1 The LSCB covering the three boroughs has been in place since 2012. The full Board meets at least four times a year and there is an established structure of multi-agency sub-groups leading on specific issues. Westminster also maintains a local Partnership Group, chaired by the Director of Family Services to ensure local issues are considered and a wider range of agencies are involved in safeguarding developments. The Annual Report identifies ways in which the Partnership Group can play a more significant role in taking forward the overall Safeguarding Plan of the LSCB.

2.2 The 2014/15 Business Plan identified a number of shared priorities for the year. The annual report reviews progress with these and identifies the impact upon children, families and the multi-agency workforce. It also identifies further developments that are required and the conclusions of the LSCB about what the priorities should be in the current year.

3.0 Priorities reviewed in the Annual Report

3.1 Early help and prevention of harm

The LSCB has a statutory responsibility to assess the effectiveness of help provided to children and families including early help. This includes what interventions are made when problems start to emerge or are likely to emerge in future. The report summarises developments linked to Early Help services provided by the council and activities carried out in other agencies such as Health, Probation, Housing, schools and the voluntary sector. It details future actions to develop a more robust performance framework. There is a particular focus on what has been done to safeguard children from radicalisation which continues to have a high profile with significant input from many partners in Westminster.

3.2 Better outcomes for children subject to child protection plans and those Looked After (children in care)

Particular priority was given to ensuring child protection plans for children at risk of significant harm were relevant and promoted good outcomes. Learning from case reviews led to improved practice and services for children and families. There has been significant feedback and learning opportunities for multi-agency staff to hear about the findings of serious case reviews across the three boroughs. Finally, particular attention has been given to children who are at risk of or have experienced neglect including a significant audit of cases and the setting up of a short life working group. New tools and approaches to training have been developed for use by all agencies to better identify and respond to neglect.

3.3 Practice areas to compare, contrast and improve together

In 2014/15 this has focused on four high profile safeguarding issues which have had a high profile locally and nationally:

Improving practice in respect of children at risk of child sexual exploitation (CSE)

Responses to this issue have developed significantly over the past year with further action taking place in 2015/16. The LSCB CSE Strategy has driven much of the activity with additional developments prompted by learning from reviews of failures in other areas. There are now a range of structures in place including a monthly Multi Agency Sexual Exploitation panel chaired by police and social care, a specialist safeguarding lead for Westminster and a strategic coordinator across the three boroughs. Data regarding CSE victims

and perpetrators continues to improve and there are examples of targeted actions to disrupt CSE where it is known to occur. Awareness of staff in all agencies is improving through multi-agency training. A case audit led by the LSCB in 2014/15 noted that there had been an improvement in the framework for and quality of multi-disciplinary work with young people at risk, compared with a similar audit in 2013. Tackling CSE continues to be a high priority for the LSCB in 2015/16 with actions planned involving a wider range of council departments, work to better identify those who are vulnerable to CSE but not yet victims and further initiatives to disrupt or prosecute perpetrators.

Improving practice in respect of children at risk of female genital mutilation (FGM)

Again the LSCB has overseen significant developments over the past year. A specialist adviser is in post and there has been a particular emphasis on good levels of communication between midwives and social care. A successful pilot involving both these agencies and a community organisation at St Mary's Hospital has been funded by the Department for Education enabling better multi-agency responses to women and families at risk. There has been significant awareness raising and training including in schools leading to a slight increase in the number of referrals. Work in 2015/16 will include finalising the LSCB FGM Strategy and ongoing developments to ensure information about families where there are risks of FGM is shared appropriately between relevant agencies.

Improving response to domestic violence and abuse

Following the recommendations of a short life working group, the LSCB agreed that the Tri-borough Violence Against Women and Girls (VAWG) partnership would take forward and coordinate future work to reduce the impact of domestic abuse. The LSCB contributed to the VAWG strategy, including through consultation with children and young people and a newly commissioned service for victims and perpetrators in 2015/16.

Developing a coordinated approach to e-safety

A short life working group led to a multi-agency preventive strategy involving training and other practice initiatives. Particular emphasis has been given to schools, providing them with training for safeguarding leads, an e-safety audit tool and information to disseminate to children and parents

3.3.1 Continuous improvement in a changing landscape

This section of the report covers developing links with other partnership boards. Of particular note, a strong working relationship has been developed with the Safeguarding Adults Board. Protocols have been developed to inform links with the Health and Wellbeing Board with alignment of respective priorities where appropriate. How the LSCB engages with children and young

people has been reviewed including surveys and consultation exercises and young people's roles in identifying future priorities.

There has been a particular priority to improve the way the LSCB communicates with a large multi-agency workforce and the wider community. This included the launch of a single shared website which is now live, along with the publication of a "Learning Review" bulletin to disseminate learning case reviews. The report also describes changes made to improve its governance including involvement of lay members, and encouraging and responding to challenge across partner agencies.

4.0 Other key activity of the LSCB

4.1 The report details the activities of the Child Death Overview Panel, which considers circumstances relating to the deaths of children as well as local and regional learning which has emerged.

4.2 The LSCB commissions and oversees Serious Case Reviews (SCRs) where abuse or neglect of a child is suspected and the child has died or has been seriously harmed. The report described progress with the two serious case reviews started in 2014/15 as well as the impact of implementing actions taken following a historical case review. An important outcome of SCRs is to identify learning to reduce the chances of similar situations arising in the future and to ensure that this learning is well communicated to all multi-agency staff working with children and families. The learning from last year includes avoiding "compartmentalising" cases which can stifle thinking about wider needs of children as well as specific learning in relation to working with mobile families, children in need, adoptive families and other permanency arrangements, emotional attachment disorders, concealed pregnancies and how schools can best respond to drug use amongst pupils.

4.3 The report also provides an overview of other key functions of the LSCB including:

- Quality Assurance.
- The role of the Local Authority Designated Officer (LADO) who manages allegations made against adults working with children.
- Complaints
- Training

5.0 Conclusions of the Annual Report

5.1 The report concludes that the LSCB has a good overview of practice which protects and safeguards children and young people, has worked well to anticipate and respond to significant issues affecting their lives and has challenged members to promote the best outcomes for children and young people.

5.2 The report also highlights areas where progress is not as good and where further development is required. These areas are reflected in the 2015/16

Safeguarding Plan which informs the current activities of the LSCB. Current priorities reflect the need to continue to develop work on FGM, CSE, gangs, children who go missing and radicalisation of young people. Some very specific actions for individual or all partner agencies are identified.

- 5.3** There are recommendations to continue to improve the engagement of some agencies in the active work of the Board as well as improving communications to all staff and the community.

6. Health and Wellbeing Implications

- 6.1** The report outlines the development of links between the LSCB and the Health and Wellbeing Boards. There is alignment of the priorities of the two Boards where appropriate, as indicated in the LSCB's Safeguarding Plan and the Health and Wellbeing Strategy.

7. Financial Implications

- 7.1** The Annual Report provides details of the LSCB budget.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact Steve Bywater, Policy Manager
steve.bywater@lbhf.gov.uk

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