



City of Westminster

# Committee Agenda

Title:

**Children, Sports and Leisure Policy and Scrutiny Committee**

Meeting Date:

**Monday 17th October, 2016**

Time:

**7.00 pm**

Venue:

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

Members:

**Councillors:**

Andrew Smith (Chairman)  
Rita Begum  
Iain Bott  
Peter Cuthbertson  
Nick Evans  
Aicha Less  
Adnan Mohammed  
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**  
Eugene Moriarty, Headteacher,  
St Augustine's High School  
Ann Townshend, Headteacher,  
St Barnabas C of E Primary School



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

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



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

**Tel: 020 7641 2770; Email: [scraddock@westminster.gov.uk](mailto:scraddock@westminster.gov.uk)  
Corporate Website: [www.westminster.gov.uk](http://www.westminster.gov.uk)**

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

## **AGENDA**

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

**1. MEMBERSHIP**

To report any changes to the Membership.

**2. DECLARATIONS OF INTEREST**

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

**3. MINUTES**

To agree the minutes of the meeting held on 20 June 2016.

**(Pages 1 - 6)**

**4. TRACKERS AND WORK PROGRAMME**

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

b) To provide comment and input into the Work Programme for 2016/17.

**(Pages 7 - 14)**

**5. CABINET MEMBER FOR SPORTS AND LEISURE**

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

**(Pages 15 - 24)**

**6. CABINET MEMBER FOR CHILDREN AND YOUNG PEOPLE**

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

**(Pages 25 - 30)**

**7. LOCAL SAFEGUARDING CHILDREN BOARD'S ANNUAL REPORT**

To examine the work of the Local Safeguarding Children Board.

**(Pages 31 - 88)**

**8. ANNUAL LOOKED AFTER CHILDREN REPORT**

**(Pages 89 -  
108)**

To evaluate the work undertaken into Looked After Children, Care Leavers and Corporate Parenting.

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

Verbal update (if any)

**10. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

**Charlie Parker  
Chief Executive  
10 October 2016**

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CITY OF WESTMINSTER

## MINUTES

**CHILDREN, SPORTS AND LEISURE  
POLICY & SCRUTINY COMMITTEE  
20 JUNE 2016  
MINUTES OF PROCEEDINGS**

Minutes of a meeting of the **Children, Sports and Leisure Policy & Scrutiny Committee** held on Monday 20 June 2016 at 7pm at Westminster City Hall, 64 Victoria Street, London SW1E 6QP.

**Members Present:** Councillors Andrew Smith (Chairman), Rita Begum, Iain Bott, Peter Cuthbertson, Adnan Mohammed, Gotz Mohindra and Aicha Less.

**Co-opted Members:** Brenda Morrison.

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

**Apologies for Absence:** Annie Ee, Aki Turan, Louise McCullough, Eugene Moriarty and Darren Guttridge, Councillor Robert Rigby, Councillor Nick Evans and Councillor Tim Roca.

### 1. MEMBERSHIP

- 1.1 It was noted that Councillor Gotz Mohindra and Councillor Aicha Less have replaced Councillor Robert Rigby and Councillor Tim Roca.
- 1.2 The Chairman welcomed Councillor Danny Chalkley (Cabinet Member for Children and Young People), Councillor Paul Church (Deputy Cabinet Member for Children and Young People) and Councillor David Harvey (Cabinet Member for Sports and Leisure) to the meeting.
- 1.3 The Chairman also welcomed Raffaello Pantucci, Director, from the Royal United Services Institute for Defence and Security Studies and Alex Atherton, Headteacher at Quintin Kynaston (QK) who took part in the discussion on 'Prevent Delivery'. (Item 7)

## 2. DECLARATION OF INTEREST

2.1 Councillor Adnan Mohammed declared that he had been part of the Community Cohesion Commission which was a cross party Commission.

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 2.2.

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

| Councillor/Member of the Children, Sports and Leisure P&S Committee | Organisation                          | Nature of Interest                         |
|---|---------------------------------------|--|
| Iain Bott   | Paddington Academy<br>One Westminster | Governor<br>Non-Voting Member of the Board |
| Gotz Mohindra   | St Marylebone Almshouses              | Trustee                                    |
| Adnan Mohammed  | St Marys School                       | Governor                                   |

## 3. MINUTES

3.1 **RESOLVED:** That the minutes of the meeting held on 9 May 2016 be approved for signature by the Chairman as a true and correct record of the proceedings.

## 4. ACTION AND RECOMMENDATION TRACKERS AND COMMITTEE WORK PROGRAMME

### 4.1 ACTION AND RECOMMENDATION TRACKERS

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

### 4.2 COMMITTEE WORK PROGRAMME

4.2.1 **RESOLVED:** The Committee Work Programme for 2016/17 be noted.

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

- 5.1 The Committee received a written update from the Cabinet Member who responded to questions on the procurement of the new sports and leisure facilities contract commencing on the 1 July 2016 which included: the improvements to facilities and new equipment across the centres, the reinstatement of exercise classes at the Seymour and Queen Mother Sports Centres, the possibility of locating street gyms in central Westminster, staff morale and staff retention and the opportunities for sport to play an significant role in improved public health.

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

- 6.1 The Committee received a written update from the Cabinet Member who responded to question on the following topics:
- the establishment and the sustainability of the Young Westminster Foundation (YWF) which would allow businesses and individuals to play a part in providing services for young people in the borough.
  - the re-shaping of the early help service, including children's centres, to achieve service improvements and efficiency savings.
  - the further six months funding received from the DfE to continue the successful FGM safeguarding multi-agency project.
  - the possibility of tracking childhood obesity in Westminster.

## **7. OVERVIEW OF PREVENT DELIVERY**

- 7.1 The Committee received a report outlining the work that was carried out by Westminster's Prevent Team and how the Prevent Strategy was delivered locally with a particular focus on how this was carried out to safeguard Westminster's children, young people and families. The Committee noted that the team was Home Office funded.
- 7.2 The Committee welcomed Raffaello Pantucci from the Royal United Services Institute for Defence and Security Studies who discussed with the Committee what his organisation was already doing to tackle radicalisation. He gave a general understanding of the journey to radicalisation and what issues should be considered to prevent people from falling into it. The Committee noted that there was no single pathway or narrative that people followed to becoming radicalised and that the role of the internet and social media (smart phones) was always a fascinating and dynamic topic to explore to see what process it played in radicalisation. This was particularly interesting to look at regarding young people where smart phones allowed them immediate access to a virtual community.

Raffaello explained that the programmes that appeared to work to prevent radicalisation either engaged at a very micro level and/or tended to involve 'charismatic' figures.

7.3 The Committee next welcomed Alex Atheron, Headteacher of Quintin Kynaston (QK) who advised that his experience working with the Prevent Team had been very good. He discussed with the Committee what QK was doing to prevent radicalisation of its school pupils and that schools needed to develop their own response to the new statutory duty. He advised that training staff was crucial so that they felt empowered to challenge inappropriate comments and that space and time were set aside to have these types of conversations. He emphasised that this might be new territory for schools and teachers but it did not shift the ownership or responsibility of these safeguarding issues.

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

- the community engagement and community projects commissioned to support and empower Westminster's communities.
- the importance of being responsive to the community by having difficult conversations on topics such as gang crime and sexual exploitation.
- the delivery and importance of staff training within schools.
- the power of the internet, social media and the new virtual community.
- the importance of the Prevent Parenting Programme, community engagement visits and e-safety parenting classes.
- the importance of engaging with youth centres as well as schools.
- how 'charismatic' people played a much more significant part in radicalising a person compared to actual religion.
- the understanding of the referral system.
- the importance of balancing the wellbeing of the child along with the school's need for good examination results.

7.5 The Chairman thanked everyone who had given up their time to attend the meeting and contribute to the discussion.

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

1. The Committee recognised the work of the Prevent Team in tackling radicalisation and both help build community cohesion as well as reducing the threat of violent extremism.
2. The Committee welcomed the Prevent Team's commitment to safeguarding in the heart of their approach.



3. The Committee supported the continuation of the Prevent Parenting Programme, the community engagement visits and the e-safety parenting classes which gave parents a platform to discuss difficult topics and the dangers and use of the internet and social media.
4. The Committee supported the Prevent Team's future engagement with youth providers and the integrated gangs unit in preventing the radicalisation of our young people.

## **8. OVERVIEW OF FOCUS ON PRACTICE AND PARTNERS IN PRACTICE**

- 8.1 The Committee received a report updating them on the progress of Focus on Practice, the programme within family services funded by the Department of Education Innovation in Social Care programme, and the proposals for the future work as Partners in Practice with the DfE.
- 8.2 The Committee welcomed Claire Chamblerrlain, Interim Tri-Borough Director of Children Services and Julie Rooke, Focus on Practice Project Manager, who discussed with the Committee that the Family Service had recognised that practitioners could be constrained by bureaucratic processes and therefore the Focus on Practice programme had been launched in October 2014. The Committee noted that its core objective was for Social Workers and other practitioners to use their professional expertise to help create positive change for families and better outcomes for children and young people.
- 8.3 The Committee heard that in order for practitioners to engage and develop relationships with families, a comprehensive skills development programme incorporating systemic practice (a 15 day accredited foundation course in systemic family therapy undertaken by all practitioners and managers), signs of safety approaches, motivational Interviewing and parenting programmes, had been developed.
- 8.4 The Committee then discussed the importance of practitioners building up a strong relationship with a family, how practitioners could make an immediate impact on a family, the high level of staff retention of practitioners within the Tri Borough Service and the number and demographics of young alysum seekers (mainly 15,16 and 17 year olds) coming to London.
- 8.5 The Chairman thanked everyone who had given up their time to attend the meeting and contribute to the discussion.
- 8.6 **RESOLVED:** The Committee made the following comments which would be forwarded to the Cabinet Member for Children and Young People for consideration:

1. The Committee welcomed the Focus on Practice and Partners in Practice ambitious programme.
2. The Committee welcomed the 15 day accredited foundation course in systemic family therapy.
3. The Committee welcomed the impact of the programme on the positive morale of staff.
4. The Committee supported the bid for the funding for the Partners in Practice Service which would create Westminster an exemplar service for the development of practitioners.

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

9.1 The Chairman advised that there was nothing to report.

**10. TERMINATION OF MEETING**

10 .1 The meeting ended at 8.55pm

CHAIRMAN \_\_\_\_\_

DATE \_\_\_\_\_



| ROUND FOUR 2014/15 (26 January 2015) |   |  |
|--------------------------------------|---|--|
| Agenda Item                          | Recommendation and responsible officer  | Update   |
| Early Help Strategy                  | That further promotion of the two year old offer and an update on uptake at <b>regular intervals be reported back to the Committee.</b> The Committee endorsed the importance of early intervention in a child's development. <b>Steve Comber</b> | This is included in the Cabinet Member Update for Children and Young People. |

| ROUND FIVE 2015/16 (14 March 2016)             |   |         |
|--|---|---------|
| Agenda Item                                    | Action and responsible officer/ Cabinet member  | Update  |
| <b>Item 7. Female Genital Mutilation (FGM)</b> | <p>The Committee made the following comments which would be forwarded to the Cabinet Member for Children and Young People for consideration:</p> <ol style="list-style-type: none"> <li>1. The Committee welcomed the report and supported the efforts of the Council to work with community organisations to tackle FGM.</li> <li>2. The Committee highlighted the importance of engaging with men as well as women on addressing some of the beliefs around FGM and supported the proactive engagement with religious leaders to highlight the health problems and dangers of FGM for women.</li> <li>3. The Committee supported the need for sustainable funding for the project and supported efforts to identify funding from various sources.</li> <li>4. The Committee emphasised the</li> </ol> | Ongoing |

# Work Programme



## Children, Sports and Leisure Committee

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|--|--|--|
|  | <p>importance that all social workers and practitioners received appropriate FGM training and were aware of the issues surrounding this practice.</p> <p><b>Anne Pollock</b></p> |  |
|--|--|--|

### ROUNDSIX 2015/16 (9 May 2016)

| Agenda Item  | Recommendation and responsible officer   | Update   |
|--|--|----------|
| Committee Work Programme   | That the Youth MP be invited to attend and speak at a future Committee. <b>Anne Pollock</b>  | On-going |
| Inspection Performance Report: Ofsted Inspection of Children's Services and Probation Inspectorate Inspection of Youth Offending | <p>The Committee made the following comments which would be forwarded to the Cabinet Member for Children and Young People for consideration:</p> <ol style="list-style-type: none"> <li>1. The Committee endorsed the work of the Youth Offending Service and Children's Services through the very positive outcome of the inspections.</li> <li>2. The Committee highlighted the need to ensure the continuation of the high performance services and that they continue to be open to challenge and to undertake rigorous self-assessment to maintain their commitment to excellence.</li> <li>3. The Committee highlighted the need for the services to focus on future challenges, which would impact on the protection of young people in Westminster.</li> <li>4. The Committee endorsed future partnership working between the Voluntary Sector and Youth Offending Service to improve</li> </ol> | On-going |

# Work Programme

City  
for  
All

Children, Sports and Leisure Committee

|  |   |  |
|--|---|--|
|  | outcomes for young people and<br>reduce re-offending. |  |
|--|---|--|

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# Work Programme

## Children, Sports and Leisure Committee



### ROUND ONE - 20 June 2016

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

| Agenda Item                                      | Reasons & objective for item   | Represented by:                                   |
|--|--|---|
| <b>Cabinet Member questioning</b>                | To hold to account and give 'critical friend' challenge to the portfolio holder.   | Cabinet Member for Sport, Leisure and Open Spaces |
| <b>Prevent</b>                                   | To provide a critical friend to the Prevent Programme, its local delivery and the impact of radicalisation on young people in the City.      | Mark Chalmers                                     |
| <b>Focus on Practice Programme – Year review</b> | To examine Phase 1 of the programme and note that WCC is now a partner in Practice with DoE. It is also a chance to analyse the funding bid. | Julie Rooke                                       |

### ROUND TWO - 17 October 2016

#### Main Theme – Children and Young People

| Agenda Item                                | Reasons & objective for item  | Represented by:                                   |
|--|---|---|
| <b>Cabinet Member questioning</b>          | To hold to account and give 'critical friend' challenge to the portfolio holder.  | Cabinet Member for Sport, Leisure and Open Spaces |
| <b>Annual Looked After Children Report</b> | Evaluation of work undertaken into LAC, Care Leavers and Corporate Parenting. This report will include information on asylum seeker children and comparator figures with other local authorities. | Helen Farrell                                     |
| <b>Annual Safeguarding Review</b>          | To examine the work of the Safeguarding Board in the last year and the plans for the following year. This could examine any recent Serious Case reviews and trafficking.                          | Steve Bywater<br>Board chair: Jean Daintith       |

# Work Programme



## Children, Sports and Leisure Committee

### ROUND THREE – 28 November 2016 Main Theme – Children and Young People

| Agenda Item                       | Reasons & objective for item   | Represented by:                              |
|-----------------------------------|--|--|
| <b>Cabinet Member questioning</b> | To hold to account and give 'critical friend' challenge to the portfolio holder.                               | Cabinet Member for Children and Young People |
| <b>Annual Education Report</b>    | The committee will evaluate the key areas of success and areas to be developed in the Annual Education Report. | Ian Heggs                                    |
| <b>Libraries Transformation</b>   | To analyse the libraries transformation programme.   | Mike Clarke                                  |

### ROUND FOUR – 6 February 2017 Main Theme – Sport, Leisure and Open Spaces

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

### ROUND FIVE – 13 March 2017 Main Theme – Children and Young People

| Agenda Item  | Reasons & objective for item   | Represented by:                              |
|--|--|--|
| <b>Cabinet Member questioning</b>                                | To hold to account and give 'critical friend' challenge to the portfolio holder. | Cabinet Member for Children and Young People |
| <b>Improving the local offer for 0-25 year olds with SEN and</b> | To review how we can improve local offer for 0-25 year olds with                 | Ian Heggs                                    |



# Work Programme



## Children, Sports and Leisure Committee

|   |  |               |
|---|--|---------------|
| <b>Disabilities.</b>  | SEN and disabilities.  |               |
| <b>Families of Service Personnel Update (For Information – Briefing note)</b> | An annual update on the service was requested by the Committee in February 2016. | Steve Bywater |

### ROUND SIX – 15 May 2017 Main Theme – Children and Young People

| <b>Agenda Item</b>  | <b>Reasons &amp; objective for item</b>   | <b>Represented by:</b>   |
|---|---|--|
| <b>Cabinet Member questioning</b>                                   | To hold to account and give ‘critical friend’ challenge to the portfolio holder.  | Cabinet Member for Sport, Leisure and Open Spaces  |
| <b>Access to the Cultural Offer in Westminster for Young People</b> | To examine the uptake of the cultural offer by Young People and how the relationships with partner organisations work with the institutions based in Westminster. | Mike Clarke  |
| <b>Healthy Schools</b>  | To examine measures to improve health in schools, including a review of the new school meals contract mobilised in Westminster in April 2016.                     | Annabel Saunders / Allison Yeoman (School Meals element)<br><br>Public Health officers<br>Ian Heggs? |

# Work Programme

Children, Sports and Leisure Committee



## Unallocated items

|   |  |
|---|--|
| <b>Review of Youth Services/ Young Westminster Foundation</b>     | To analyse the changes to the Youth Services (Rachael Wright-Turner)   |
| <b>Reduction in Fostering Numbers/Regionalisation of Adoption</b> | Changes to the adoption and fostering services to be tracked through Cabinet Member updates to the Committee (Annabel Saunders)                          |
| <b>The Two Year-Old Offer in Early Intervention</b>               | To examine the promotion of the two year old offer and an update on uptake. A regular update to the Committee on this was agreed at P&S in January 2015. |
| <b>GCSE to 'A' Level School Transition</b>                        | To examine GCSE to 'A' Level School Transition. A regular update to the Committee on this was agreed at P&S in February 2016.                            |
| <b>The Role of Social Workers</b>                                 | To examine the role of Social Workers, as requested at P&S in March 2016.  |
| <b>Local Area Inspection Self-Assessment and Action Plan</b>      | To analyse the local area inspection self-assessment and action plan.  |
| <b>Changes to School Funding</b>                                  | To look at how prepared WCC will be as an Academy chain.   |
| <b>Attendance by the Youth MP for Westminster</b>                 | Request at Committee on 9 <sup>th</sup> May  |

## Other Committee Events & Task Groups

| Group/ Issue | Update | Type |
|--------------|--------|------|
|              |        |      |



# Sports, Leisure and Children's Policy and Scrutiny Committee

**Date:** Monday, 17<sup>th</sup> October 2016

**Report of:** Cllr David Harvey

**Portfolio:** Cabinet Member for Sports and Leisure

**Report Author and  
Contact Details:** Cllr David Harvey  
[davidharvey@westminster.gov.uk](mailto:davidharvey@westminster.gov.uk)

## 1 Sports and Leisure

### **The Active Queens Park Project - the redevelopment of Moberly & Jubilee Sports Centres**

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

### **Seymour and Queen Mother Re-Developments**

- 1.3 'Outline Business Cases' are being developed by Officers in Growth, Planning and Housing as part of the development of initial feasibility studies for these sites.
- 1.4 A key objective for any re-development project will be to deliver an enhanced sports and leisure offer for the local community and the inclusion of a new library facility at the Seymour site is now part of the brief. This new facility will provide a permanent solution for a dedicated library service for Marylebone residents.
- 1.5 A full public consultation programme will be implemented to ensure stakeholders are engaged as part of the development of any proposals for these sites.
- 1.6 A consultation is underway on the use of a Development Opportunity Framework via corporate property to make sure that WCC can keep a degree of control on the type of development that will happen in the area of the Queen Mother over the coming years since this project is a few years off.

## **Outdoor Learning- the Sayers Croft Centre**

- 1.7 Works to improve one of the residential blocks have now completed. The works have provided new en-suite accommodation within the block (which was the only accommodation block not to provide these facilities) and represents a positive response to customer feedback.
- 1.8 Improvements to the outdoor adventure facilities are also progressing to further improve the attractiveness and diversity of facilities for visitors.

## **New Sports and Leisure Centre Contract**

- 1.9 The new leisure centre contract commenced on 1<sup>st</sup> July and overall, the transition to the new operator has progressed well. A number of new improvements are being realised which includes:
- £9m capital investment in a number of improvements to facilities and new equipment across the centres (an update is provided below)
  - 130 hours of 'free to access' sport and physical activities per week through the ActiveCommunities and Neighbourhood Sports Club programme
  - Exercise referral as part of the base specification for the service
  - New financial support for local talented athletes
  - Improved marketing and communications activities
  - Improved opportunities to promote local employment including new apprenticeships
- 1.10 Positive progress is being made with the delivery of the capital improvements which form part of the contract. Improvement works in the fitness facilities at Little Venice and Jubilee Sports Centres have now completed and both facilities have benefited from new equipment and redecoration.
- 1.11 Works at the Queen Mother site are being progressed and include a new spa facility, enhancements to the changing rooms, new equipment and a redecoration of the fitness suite, improvements to the exercise studios, a new external canopy to improve the entrance to the centre and the installation of new secure cycle storage. The programme of works will be progressed over the coming months and will complete in December 2016.
- 1.12 Inevitably, in a contract of this nature, there are a few teething problems and complaints and officers and Everyone Active are working with users to iron these out; the statistics show that the limited number of issues raised by the public are at very similar levels to this time last year.

## **Paddington Rec- fitness suite extension and conversion of a 'dog exercise area'**

- 1.13 One of the key capital improvements which form part of the new leisure contract is an extension to the gym and exercise studio at Paddington Recreation Ground. The extension will be developed in the space to the rear of the existing gym.
- 1.14 Officers are also progressing proposals to convert one of the three dog exercising areas into an area of tranquil green space which would be accessible for all users. The new area would connect with the adjacent blue bell glade.
- 1.15 The proposals will be subject to consultation with park users which will be progressed in the coming months.

## Legacy Day 29th September at Paddington Recreation Ground

- 1.16 The Legacy Day hosted by Westminster City Council and Everyone Active and delivered by Fit for Sport is a way to get local schools engaged and involved in sports and physical activity.
- 1.17 Over 500 children are expected, who will take part in a mass warm up alongside famous faces before moving on to the Olympic themed circuit. The final event of the day will be everyone's favourite relay race.
- 1.18 I attended the event along with the Lord Mayor. We were joined by a number of famous faces including Olympic Gold Medallists Max Whitlock & Constantine Louloudis, Team GB and England Triple Jumper Nathan Fox and Olympic Medallist Swimmer Steve Parry. The day was an opportunity for young people to have fun and be inspired by the Olympics for years to come.

## ActiveWestminster Awards

- 1.19 The 2016 ActiveWestminster Awards will take place on Friday 2<sup>nd</sup> December at Lords Cricket Ground, with around 150 guests expected. The awards are sponsored by a number of ActiveWestminster partners and contractors.
- 1.20 Award nominations are now open across the following 10 categories:
- Active Volunteer of the year
  - Active School of the year
  - Active club of the year
  - Health & Wellbeing project of the year
  - Champion of the Future
  - London Youth Games
  - Active Place of the year
  - Inclusive and Active Award
  - Coach of the year
  - Outstanding Contribution Award
- 1.21 David Weir will be our special guest for the night, who is a multiple Paralympic and World medal winner and following his sub 3 minute world record in May's Westminster Mile.

## Summer sport and activity programme 2016

- 1.22 The summer programme attracted a high number of 8 - 12 year olds, attending the programme over 3 sites. St Andrews and Churchill Youth Clubs had a full number of participants registered along with over 100 participants at Academy Sports, which includes the Edutain + programme for people with Learning and physical disabilities.
- 1.23 Attendance shown as throughput of participants

| Academy Sports |     | St Andrews Youth Club |     | Churchill Gardens Youth Club |     |
|----------------|-----|-----------------------|-----|------------------------------|-----|
| Week 1         | 442 | Week 1                | 107 | Week 1                       | 93  |
| Week 2         | 458 | Week 2                | 135 | Week 2                       | 115 |
| Week 3         | 340 | Week 3                | 247 | Week 3                       | 131 |
| Week 4         | 259 | Week 4                | 103 | Week 4                       | 65  |
| Week 5         | 241 | Week 5                | 104 | Week 5                       | 51  |

- 1.24 Each of the sites plan and organise their own programme of trips such as swimming, visits to the other sites, Bishops Park Adventure, unity in the community football competition, ice skating, bowling and Battersea Park fun fair.
- 1.25 On The 4<sup>th</sup> August, Street Games (one of our Door step sports partners) organised a multi-sports London festival, which was held at the Copper Box Arena in the Olympic Park. From the 3 Edutain sites 61 young people attended and took part in a number of sporting activities, ranging from new sports such as Wall ball, Zorbing, Tri-Volleyball and many more fun activities on the day.
- 1.26 The Edutian programme has been a great success with the support from local residents has resulted in an increase in participation and the numbers of volunteers. Many of whom once attended the programme themselves and are now gaining experience in working on the programme, which is great to see.

**London Youth Games performance 2016**

- 1.27 Westminster finished in **22<sup>nd</sup>** place this year out of 33 London boroughs with a total of **871** points. This year’s results and final positioning are our best for over 10 years, resulting in Westminster winning the ‘Most Improved Borough Champions’ trophy.
- 1.28 A year on year comparison is shown below:

| <b>Year</b> | <b>Points</b> | <b>Place</b>     |
|-------------|---------------|------------------|
| 2016        | 871           | 22 <sup>nd</sup> |
| 2015        | 771           | 27 <sup>th</sup> |
| 2014        | 621           | 30 <sup>th</sup> |

- 1.29 Westminster entered 33 scoring events this year compared to 37 last year and in summary Westminster improved scores and places in 21 of those 33 events/sports. Westminster stayed in the same position in 2 events/sports and dropped placing’s/points in 8 events/sports.

**2 Libraries and Culture**

**Victoria library**

- 2.1 In 2009, Land Securities was granted planning permission for the Nova development to include a new library. The new application was determined in January and the s.106 has now been amended so that the community space will be delivered to the City Council at a peppercorn rent. The s.106 agreement provides 1400sqm of library space over four floors, however, Land Securities have informed that the delivery date of the building depends on the date that the land is handed back from London Underground (August 2016) and the subsequent works to the Palace Theatre which can only be completed before Nova 2 begins. The earliest that Nova 2 would start construction therefore is 2018 and officers have reiterated to Land Securities the need to see the library delivered in a timely way after that date.

**Westminster City Archives**

- 2.2 The City archives have achieved accreditation from the National Archives, making us one of only two London councils to achieve this to date. The accreditation scheme is national recognition for the quality of care, education and marketing of the service and I attended the

presentation of the award in the presence of the Lord Mayor. Accreditation potentially unlocks additional sources of external funding for the service.

### **Westminster Reference library**

- 2.3 External refurbishment work commenced on 25 July and is progressing on schedule, with completion date of 9 December 2016. Internal refurbishment will take the completion date of the full project to March 2017.

### **Marylebone library**

- 2.4 The library will move from its present temporary decant site at Mackintosh House in February 2017 to a new temporary library on New Cavendish Street. The new temporary site will be challenging because it is much smaller than the existing temporary site which is required back by Howard de Walden for development. Officers are working with a space planner to maximise use of the New Cavendish St site, and options for redirecting some usage to other sites and locations are being worked up. We will provide more information for customers over the next month. In the meantime, officers are also working on the long term provision for Marylebone and I will advise the Committee of progress with this at its next meeting.

### **Staff Consultation**

- 2.5 We are looking for new ways to modernise our library service in a way that delivers reduced costs, value for money and a sustainable service. As part of this, libraries staff are being consulted on options for changes to the operating model and staff structure. The service will continue to build on extending self-service and our successful programme of involving volunteers alongside these other changes. Library closures and reduction in opening hours are not part of these plans. We know that libraries provide an essential service and bring communities together. If Members of the Committee would like to see the consultation document, please ask Mike Clarke, Director of Tri-Borough Libraries.

### **Culture**

- 2.6 Six awards have been made to date from the Create Church Street fund (part of the Futures Regeneration programme), totaling £48,000 with the remainder of £151,000 to be used by March 2018. They include projects where people in the community take part in dance, visual art, film making, spoken word and theatre.

## **3 Parks, Open Spaces and Cemeteries**

### **London in Bloom Success**

- 3.1 The London in Bloom results were recently announced and I am pleased to report that the City Council has had another very successful year. Victoria Embankment Gardens won the Park of the Year award and we also retained the award for best council wide Floral Displays (which covers highways planting schemes and hanging baskets etc. in addition to parks/open spaces). Full list of awards:

- Park of the Year – GOLD: Victoria Embankment Gardens **Category Winner**
- Small Parks - Silver Gilt: Ebury Square Gardens
- Park of the Year – GOLD: St Johns Wood Church Ground
- City/Borough Award – GOLD: Westminster
- Small Conservation of the Year – Silver Gilt: Churchill Gardens Wildflower Meadow (CityWest Homes)

- Small Conservation of the Year – Silver Gilt: Queens Park Wildflower Gardens
- Churchyard of the Year – Silver Award: Marylebone Garden of Rest
- Large Cemetery of the Year – GOLD: Mill Hill – **Category Winner**
- Floral Displays Award: **Category Winner**
- Small Park of the Year – GOLD: Porchester Square Gardens

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

3.2 The current contract with Continental Landscapes Ltd. is due to expire on 31<sup>st</sup> March 2017 and bids are being sought for a new six year contract to commence from 1<sup>st</sup> April 2017. The key objectives for the new contract will be to:

- Provide high quality public parks and open spaces for recreation, play, sport, health, biodiversity, heritage and climate change mitigation and adaption that is appropriate to need and adaptable to future requirements;
- Ensure public parks and open spaces support well-being, encourage participation, and facilitate social inclusion;
- Provide burial services and related cemetery services (e.g. memorial safety checks and burial records searches).

3.3 The most recent City Survey reported a 90% satisfaction rating by residents and other parks visitors. The new contract will aim to maintain and improve the quality of our parks, open spaces and cemeteries and there are no current savings proposals for these much valued public spaces. Bidders for the new contract are also being asked to submit proposals that will:

- Identify opportunities to increase the positive role that parks and open spaces can contribute to climate change mitigation.
- Support apprenticeships and work experience opportunities.
- Encourage greater community involvement, volunteering and additional partnership working between agencies, groups and organisations.
- Explore commercial opportunities (where compatible with the other priorities) to provide revenue to support management and maintenance.

### **Park Events**

3.4 The LAPADA event is currently taking place at Berkeley Square until 14<sup>th</sup> October. The London Film Festival event will be taking place at the Victoria Embankment Garden from the 6<sup>th</sup> to the 16<sup>th</sup> October. This event will entail erecting a marquee on the main lawns with a raked seating capacity of 780. The annual Planit event will also take place at the Victoria Embankment Gardens from 9<sup>th</sup> November to 17<sup>th</sup> December.

### **Hanging Baskets**

3.5 The hanging basket contractor will commence changing from the summer baskets to the winter baskets in October; a total of 2,500 baskets are on the streets of the City, with funding contributions from various sources including local resident groups, business improvement districts and some ward funding.



### **Queens Park Gardens (Ilbert Street Boundary Wall)**

- 3.6 The boundary wall on Ilbert Street which was in a very poor condition due to root growth and crumbling mortar in-between the brick layers has been re-built and the multi-play area fully re-opened to the local community.

## **4 Volunteering and Voluntary Sector**

### **Team Westminster Do-It local website (Provided by Do - it Trust)**

- 4.1 The Do-It Westminster site has now been now running successfully for 7 months. As at 22 September, there were 426 live opportunities in Westminster. In the week prior to that, 4 people registered their interest, 1 opportunity and 133 organisations were added. Overall, 1,111 hours have now been logged by volunteers for opportunities in Westminster.

### **Team Westminster Flagship Volunteering (Provided by Groundwork)**

- 4.2 The Team Westminster Flagship Volunteer programme shows consistent progression toward meeting targets.

At the end of Year 1:

*Westminster Ambassadors:* The Ambassador programme has delivered the target number of new volunteers recruited and number of events supported by ambassadors increased from 80% in Quarter 3 to 94% in Quarter 4.

*Westminster Active:* The number of volunteers placed in sports opportunities has risen significantly by 34% from 40% in Quarter 3 to 74% in Quarter 4.

*Social Action* – Groundwork organised 9 of the targeted 10 action events for the year which is commendable considering the project only became fully operational since March 2016.

### **Team Westminster Volunteer Outreach and Development (Provided by One Westminster)**

- 4.3 The most recent monitoring report (Year 1 quarter 3) shows an overall improvement from the previous quarter. One Westminster has delivered a total of 61 ad hoc or regular outreach sessions representing a 27% increase on the previous quarter.

### **Time Credits (Provided by Spice)**

- 4.4 Spice's Impact report for 2016 shows that in the first year, more than 650 people have given almost 5000 hours of their time in volunteering. With 66% saying that Time Credits have had a positive impact on their quality of life and 73% feeling they can contribute more to their community. This is good evidence that the Westminster Time Credits programme is encouraging people to view volunteering as a rewarding experience.

- 4.5 The figures for the first quarter are indicative that Spice is on track to exceed its annual targets for Year 2;

- 94% target for individuals engaging with time credits

- 63% of target for hours given (total time credits earned) for the year
- 70% of target for local corporate spend partners

### **The VCS Support Service (Provided by One Westminster)**

- 4.6 Figures from the latest monitoring report show that overall the contract in the third quarter is performing in line with expectations.
- 4.7 Statistics below support this:
- WCN Events: Percentage of attendees rating the quality of events as good or excellent - **85.4%**
  - Networking: Percentage of attendees stating they are more aware of other VCS organisations and more able to start partnerships and undertake new ways of working with other VCS organisations - **80%**
  - Influencing: use of social media to distribute key messages of importance to the local VCS and to funders - **220%**
- 4.8 One Westminster has introduced a fortnightly digital e-bulletin that replaced an earlier monthly digital newsletter at the end of May. This e-bulletin is entirely devoted to spreading information of interest to the VCS. This includes the Westminster Community Network, funding, training, jobs, events and resources. The e-bulletin is proving to be much more successful than the previous monthly digital newsletter.

### **Westminster Advice Service Partnership (WASP)**

- 4.9 There has been a significant rise in the level of financial outcomes secured for residents – such as an increase in benefits entitlements and debt being written off – between April and June with over £2m secured, over 50% higher than the previous quarter.
- 4.10 In response to a previous drop in performance at Children Centres, officers and Citizens Advice Westminster continue to work hard to ensure the advice service meets the needs of this group and engagement at Children Centres and Community Centres has improved.
- 4.11 From October 2016, Citizens Advice Westminster will be joining up with five other bureaux to provide an improved telephone advice line, available for longer hours and at local rate for calls from mobiles and landlines. The new number is 0300 330 1191 and will be advertised across Council outlets soon.

### **Time and Talents (provided by One Westminster)**

- 4.12 Volunteering is a key pledge in 'City for All' and as part of our volunteering strategy to 'lead by example', council staff are encouraged to volunteer for up to 16 hours per year per volunteer. From April 2016 to date, the number of staff who have expressed an interest to volunteer is 218, of which 77 have been placed, amounting to 210 hours of volunteering.
- 4.13 During the lead up to the Policy, Performance and Communications Away Day on the 13<sup>th</sup> October, staff have been invited to take part in volunteering opportunities. To date 52 staff members have volunteered for a variety of projects.
- 4.14 We continue to look at innovative ways to encouraging more staff to get involved in further volunteering. Time and Talents are currently exploring opportunities for staff in the run up to Christmas.

## **Marylebone Cricket Club**

- 4.15 I had a useful meeting with Derek Brewer, the Chief Executive of Marylebone Cricket Club, in September to discuss how the Council can further support MCC's social value initiatives and share learning about how we can encourage people to volunteer. Much of the Council's work in this area aligns with that of the MCC so we are looking at ways we can promote this and further support each other.

## **5 Community Engagement**

### **Open Forum Website**

- 5.1 Response to the new Open Forum website continues to be positive. There have been over 7,800 visits to the Open Forum website and over 1000 people have taken part in a consultation or left a comment.
- 5.2 The website has been used to help gather views on the Baker Street Two-way proposals, cycling, mental health, City Save scheme, Children Centres, community cohesion, health and wellbeing and street gambling.
- 5.3 Further activities planned include gathering feedback on the Rough Sleeping Strategy, Oxford Street Consultation and the Building Height Strategy.

### **Open Forum Meetings**

- 5.4 We have finalised our plans for the first Open Forum Public meeting which was rescheduled for the 6<sup>th</sup> October and are making final preparation for the event. We are also working to pin down the themes of the further two Open Forum meetings scheduled for next year. We are working up themes for these meetings and, once confirmed, officers will schedule the dates for these meetings with the relevant councillors and start communication activity.
- 5.5 The officer team has also been running a City for All tour across Westminster with pop-up stands in community places such as leisure centres, libraries and at other existing events such as Queen's Park festival. The stands are run by officers and are designed to collect feedback about Council priorities passers-by and to encourage people to sign up to Open Forum where they can share their views on City for All and living in Westminster more generally.

**If you have any queries about this report or wish to inspect any of the background papers please contact Lucy Hoyte x5729  
[lhoyte@westminster.gov.uk](mailto:lhoyte@westminster.gov.uk)**

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City of Westminster

## September 2016 Cabinet Member Update

**Meeting:** *Children Sport & Leisure Policy and Scrutiny Committee*  
**Date:** *Prepared in September 2016 based on information as at 31<sup>st</sup> August 2016.*  
**Title:** *City for All, Children and Young People Progress Report*  
**Report of:** *Councillor Chalkley, Cabinet Member for Children and Young People*

### 1 City for All Priorities

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

- At 30th April 2016, twelve cases remained open in Westminster, all of which have had joint investigations with police. The Multi-Agency Sexual Exploitation (MASE) panel has revised its terms of reference, as to improve case monitoring.

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

- Since April 2016, 33 cases have been referred for early intervention, initial assessment or child protection intervention in relation to FGM. This includes women who are seen at clinics or tracked to see if social work intervention is needed. There are ongoing discussions with partners, regarding individual cases, to raise profile of FGM amongst professionals.

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

- Increased support will be given to ten Westminster young people, identified as victims or witnesses of crime and who are being educated at Tri-borough alternative provision schools (Beechcroft, Latimer or The Bridge).
- Since April 2016, 15 Westminster young people, educated at Tri-borough alternative provision schools, have been identified as victims and/or witnesses of crime. All of the young people identified have engaged in both 1-to-1 and group sessions. Nine of the young people (60%) have already reported an increase in self-esteem, confidence and feeling safe, while those who have not are continuing to be worked with.

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

- Based on 2016 provisional data and the introduction of the new SATs, Westminster expects to perform above the national average. Projected final results are expected to be 58%, which is above the national rate of 53%.

|                | 2013 | 2014 | 2015 | 2016<br><i>(new national method of reporting)</i> |
|----------------|------|------|------|---|
| Westminster LA | 79%  | 86%  | 84%  | 56%<br><i>(58% projected final result.)</i>       |
| National       | 76%  | 79%  | 80%  | 53%   |

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

- Following the introduction of the new national GCSE grading structure, the 2016 Attainment 8 target is: **5.5** and the Progress 8 target is: **0.4**. Both targets are above expected to be above the national average.
- 2016 provisional figures are just short of target for attainment 8, however the current figure is subject to change. In comparison to the previous measure (percentage 5+ A\*-C including English and mathematics), provisional figures show a 5% improvement on 2015 (73%).

|                | 2013 | 2014 | 2015 | 2016<br><i>(new national method of reporting)</i> |                                    |
|----------------|------|------|------|---|------------------------------------|
|                |      |      |      | Attainment 8<br>score                             | Progress 8<br>measure              |
| Westminster LA | 70%  | 68%  | 68%  | 54.9<br><i>(provisional)</i>                      | No calculation currently available |
| National       | 59%  | 53%  | 54%  |   |                                    |
| Inner London   | 63%  | 60%  | 60%  |   |                                    |

**1.6 We will ensure vulnerable children get the Best Start in Life by implementing the Early Help Strategy, so they receive multi-agency support at the right time. 75% of 2 year olds in Westminster will receive a developmental review.**

- Recently published Public Health data indicates that 70% of eligible 2 year olds, in Westminster, received a developmental review. This is below the 75% target for the year and compares unfavourably to the 2014/15 outturn of 73.8%. The 2015-16 Annual statistics are due to be published in October 2016 and an update for this pledge will be reported at the end of October 2016.

**1.7 Improve school readiness:**

- We will ensure there are sufficient and flexible two year old places to meet demand from eligible families, increasing the availability of childcare places by 10% to 550 places by March 2017.
- We will actively market the targeted 2 year offer to increase the take up of places against the national expectation (70%).
- We will ensure 95% of children in care settings, at age 2 years old, have an integrated review.
- Capacity building continues to grow; the places pending at Bayswater Children's Centre are planned to increase once their remaining capital works have been completed. As part of the further repurposing of children's centres, the Early Help Service are exploring options for 2 year old delivery at Westbourne and Queensway Children's Centre's. Opportunities with other schools are still being explored.

- Since April 2016, 415 out of 591 (70%) eligible children received a 2-2½ year review, by the age of 2½ years. Contractually, CLCH are commissioned to meet the 75% target for the 2 year check. As a result, CLCH have a range of actions underway to improve reporting on 2 year checks, which includes ensuring the review is in line with Local Authority requirements. At the end of the Summer Term, 144 of the 2 year olds in Westminster nurseries (65%) had an integrated review.

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

- Pilot classes from March/April 2016 were rolled out across Westminster from June 2016 and this has led to an incremental increase in numbers attending the universal offer. Since April 2016, 39 parents have attended Antenatal classes.

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

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

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

- Comparing the rates of NEET at July 2015 (2.7%) and July 2016 (2%), there has been a reduction of 23 young people. Also, the July 2016 rate is below both the London and national rates.
- The DfE have confirmed that local authorities, from September 2016, will no longer be required to track young people of academic age 18. Local Authorities will only be required to include information about young people up to the end of the academic year, in which they have their 18th birthday (academic age 16 and 17).

| NEET                   | Academic Age 16 -18 (year 12-14) |        |        |         |        |        |
|------------------------|----------------------------------|--------|--------|---------|--------|--------|
|                        | 2016-17                          |        |        | 2015-16 |        |        |
|                        | May-16                           | Jun-16 | Jul-16 | May-15  | Jun-15 | Jul-15 |
| Westminster            | 2.0%                             | 2.0%   | 2.0%   | 2.9%    | 2.9%   | 2.7%   |
| Number of young people | 66                               | 66     | 66     | 95      | 95     | 89     |
| LONDON                 | 3.4%                             | 3.4%   | 3.5%   | 3.6%    | 3.6%   | 3.8%   |
| ENGLAND                | 4.4%                             | 4.5%   | 4.6%   | 4.8%    | 4.9%   | 5.4%   |

- 1.10 We will create a Young Westminster Foundation (YWF), to allow businesses and individuals to play a part in providing services for young people in the borough.**
- This will be achieved by establishing the Foundation as an independent charity, which is registered with the Charity Commission. The founding trustees were confirmed in May 2016. The Charity Application was submitted in July 2016 and CEO recruitment is underway, with an anticipated start date of November 2016. Business, Young People and other stakeholders are involved in supporting the Foundation with financial support secured from John Lyon's Charity. The target is to recruit twenty-five organisations into membership and seventy-five Businesses, who are to be introduced through the WCC Economy Team.
- 1.11 Phase 2 Troubled Families programme: 17% (385) of families achieve significant and sustained improvement against their qualifying criteria.**
- For Phase 2 of the Troubled Families programme, the Local Authority has identified and commenced work with 1535 families (68% of the 5 year cohort), with a year one target of 385 families. The first opportunity to claim Payments By Results will close in October 2016. A progress update on this pledge will be reported at the end of October 2016.
- 1.12 Young Carers: Number of newly identified young carers referred to the Westminster Access team for assessment.**
- From 1 February 2016, newly identified young carers are referred to the Access Team for assessment. Since April 2016, all five newly identified young carers have received early help intervention.
- 1.13 We will reduce the number of resident adolescents needing to come into care**
- In 2015-16, 23 Westminster adolescents, aged 14 to 17 years (excluding UASC status or remand), needed to come into care. This has seen a reduction from the 28 adolescents at year end in 2014-15. Since April 2016, 8 Westminster resident adolescents, aged 14 to 17 years (excluding UASC status or remand), have needed to come into care.
  - There are a number of actions underway to achieve this indicator, such as; examining alternatives to remand for young offenders, the development of interventions linked to the 'Focus On Practice' initiative and the development of robust rehabilitation home support packages.
- 1.14 Parental Employability Programme: We will encourage parents to attend all sessions and encourage 80% of the original cohort to complete the course**
- Currently, there is a focus on twenty-four parents per cohort; twelve from Queens Park Children Centre and twelve from Church Street Children Centre. This is to ensure 80% of the cohort has access to employment, apprenticeships, volunteering opportunities or further training.
  - The first cohort (57 learners) completed the first ten weeks of the programme in early July and the majority will be continuing the programme in September. Two learners from Queens Park Children Centre and one learner from Portman Children Centre have progressed to a main site Level 1 qualification course. Further updates will be provided at the end of the autumn term.
- 1.15 We will support looked after children, of working age and where the council is the corporate parent, into secure adult life. We will ensure: 75% of Care Leavers are in Education, Employment and Training [EET], 50% of Care Leavers participate in Apprenticeships and at least 95% of Care Leavers are in suitable accommodation.**
- At the end of July 2016, 57% of care leavers were in Education, Employment and Training [EET] and 74% of care leavers were in suitable accommodation. Young people who are Not in Education, Employment or Training (NEET), are tracked and monitored through a monthly Transitions Panel. A Tri-borough work experience programme has also been launched (January 2016), this has been developed by the Virtual School and Education Business Partnership.



**1.16 We will train fifteen young people with special educational needs and enable them to travel to/from school independently.**

- To date, nine young people were enabled to travel to and from school independently. This performance means that the service is on track to meet this year's target and exceed last years' performance (10). Updates for this pledge are based on the academic school year; the next progress update will be reported at the end of the autumn term.

**1.17 We will transfer 25 young people, with special educational needs statements, to EHC plans.**

- During the first year of delivery under the new legislation, all local authorities have reported difficulties in delivering the transfer review programme. These difficulties have been recognised by the DfE and this is reflected in their recent efforts to the review process. In response to DfE amendments, a revised transfer review plan is to be delivered between now and 2018. In addition, the SEN Service continues to develop its practice and processes to achieve improved performance. The target of 25 for 2016-17 represents an increase on last year and is expected to be achievable. Since April 2016, there have been 23 children transfers to EHC plans and these have been completed.

**1.18 We will ensure that children continue to have a choice of nutritious school meals, which achieve and maintain all legislative standards.**

- In 2016-17, Westminster will aim for 88% take up of free school meals by eligible children in Nursery and KS2. We will also aim for 55% take up of Paid school meals in Nursery and KS2. For overall take up of school lunches, within the WCC central contract, the target is set at 70% and 87% for the overall take up of universal infant free school meals. At the end of the summer term, the overall take up of the school lunch, within the WCC central contract, was 76%. This is above the 70% target and is encouraging for the new contract.

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

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

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## Children, Sports and Leisure Policy and Scrutiny Committee

|   |  |
|---|--|
| <b>Date:</b>                              | 17 October 2016  |
| <b>Classification:</b>                    | General Release  |
| <b>Title:</b>                             | Local Safeguarding Children Board Annual Report 2015/16  |
| <b>Report of:</b>                         | Independent Chair of the Local Safeguarding Children Board                                       |
| <b>Wards Involved:</b>                    | All  |
| <b>Policy Context:</b>                    | City for Choice  |
| <b>Report Author and Contact Details:</b> | <b>Steve Bywater</b><br><a href="mailto:steve.bywater@rbkc.gov.uk">steve.bywater@rbkc.gov.uk</a> |

### 1. Executive Summary

A draft version of the Annual Report for the Local Safeguarding Children Board (LSCB) 2015/16 has been provided for review and scrutiny by the Committee. The publication of such a report is a requirement of the LSCB following statutory guidance. The report includes key details about the demographics of local children, safeguarding responsibilities and activities of agencies which are represented on the LSCB, an overview of the LSCB priorities, activities and details of its budget; a review of the outcomes of Serious Case Reviews and learning that has resulted from these.

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

The Committee is asked to review and comment upon the contents of the draft Annual Report. It is suggested that the Committee considers the degree to which the report provides them with sufficient information to understand and assess the effectiveness of multi-agency safeguarding arrangements in Westminster. It is also suggested that the Committee identifies additional information that it would find helpful to include in this or future Annual Reports.

### **3. Background**

- 3.1 The independent chair of the Local Safeguarding Children Board (LSCB) is required (through Working Together to Safeguard Children 2015) to publish an annual report on the effectiveness of child safeguarding and promoting the welfare of children in the local area. The annual report should be published in relation to the preceding financial year and should fit with local agencies' planning, commissioning and budget cycles.
- 3.2 The report should be submitted to the Chief Executive, Leader of the Council, the local police and crime commissioner and the Chair of the health and well-being board. The report should provide a rigorous and transparent assessment of the performance and effectiveness of local services. It should identify areas of weakness, the causes of those weaknesses and the action being taken to address them as well as other proposals for action. The report should include lessons from reviews undertaken within the reporting period.
- 3.3 The annual report for the LSCB for Westminster, Hammersmith & Fulham and Kensington and Chelsea is currently being finalised and so what is currently a draft version has been provided to be considered by the Policy and Scrutiny Committee. It was also circulated to LSCB members prior to its most recent meeting on 11 October 2016. The Committee will be advised at its meeting on 17 October of any significant changes that have since been made to the draft presented.

### **4. Contents of the report**

- 4.1 The report includes details of:
- The local background and demographics of Westminster and the other two local authorities.
  - Statements of the activity of key partner agencies in relation to safeguarding children and self- assessments of their effectiveness.
  - Details of core activities of the Board (including "Section 11" audits of arrangements agencies make to ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children; multi-agency audits; the Child Death Overview Panel and others).
  - Governance and accountability arrangements and a report on activity and progress made by the various sub-groups which report to the LSCB. This includes a summary of Westminster's "Partnership Group" activity and developments this has resulted in, particularly in the areas of serious youth violence, child sexual exploitation, female genital mutilation and radicalisation of young people.
  - An overview of serious case reviews initiated in the course of the year (neither of which involved children with connections to Westminster) and a summary of serious case review reports which were concluded, three of which were in relation to children with connections to Westminster.
  - A review of the priorities of the LSCB and progress made and the priorities identified for 2016/17.
  - Details of the LSCB budget (income and expenditure)

## **5. Contextual information**

- 5.1 The Policy and Scrutiny Committee may wish to note two key developments which have influenced the current and future developments of local LSCB arrangements. Firstly the LSCB was reviewed by Ofsted as part of the inspection of services for children in need of help and protection and care leavers which took place in January and February 2016. The inspectors found the LSCB to be “good”. Approximately a third of the 109 LSCBs to have been reviewed to date have received this judgement with only one recently found to be “outstanding”. In the review of our LSCB, Ofsted recognised the “significant benefits for young people and for all partner agencies” resulting from the shared arrangement with the “right balance between shared and local functions” which “ensures that children are effectively safeguarded.”
- 5.2 In May 2016, the government published a national review of LSCBs led by Alan Wood, a former Director of Children’s Services. This made a number of recommendations regarding future arrangements to coordinate safeguarding activity at the local level. Many of these were accepted by the government and these are expected to be enacted through the Children and Social Work Bill currently progressing through Parliament. The government has announced its intention to introduce a more flexible statutory framework that supports local partners to work together more effectively to protect and safeguard children. The framework is expected to set out clear requirements for the key local partners, while allowing them freedom to determine how they organise themselves. The key local partners will be the local authority, the police and health (Clinical Commissioning Groups).
- 5.3 There is some appetite among partner agencies to review and where possible improve local arrangements. There is a variety of views, often informed by the size of agencies who participate in our LSCB. Some board members need to represent their agency in LSCB arrangements across numerous other local authority areas as well as the shared LSCB while some other smaller agencies see the LSCB and its sub-group structure as a key way to participate in and stay informed about local safeguarding developments. There is also a desire to review the overall purpose of the LSCB across the three boroughs and the way that we involve and have an impact upon frontline staff, children, families and the wider community. The LSCB is considering messages from the review and has started to assess opportunities for developing local arrangements to meet the needs of all partner agencies. Options will be considered and developed alongside developments at the national level.

## **6 Future priorities**

- 6.1 Informed by progress made in 2015/16 and the wider views of partners, the Annual Report summarises the LSCB priorities for the current year. These include:

- **To build on partnerships to improve safeguarding practice with a particular focus on increasing the capacity of vulnerable parents to safeguard their children effectively**  
This seeks to continue to focus the Board's attention on the key reasons why children need protection from significant harm, i.e. as a result of parental mental health difficulties, parental substance abuse and domestic abuse. There is an aim to improve engagement with other partnerships which have a role in coordinating and addressing such issues as they affect adults.
- **Improving communication and engagement**  
There is an ongoing need to continue to find ways to effectively involve frontline staff from all agencies, children and families and the wider community in the activity of the Board.
- **Demonstrating our impact and knowing where more effective practice is required**  
This seeks to make better use of data to target activity and increase the coordination of learning and action plans resulting from serious case reviews. There are also important areas of practice such as the Focus on Practice programme, the tackling of Neglect and development of early help which the Board need to maintain its overview of.
- **Improving the effectiveness of the Board**  
As well as ongoing forward planning and work to analyse the effectiveness of multi-agency training, this priority will also be informed by local developments resulting from the Alan Wood Review and the government's response.

## 7 Conclusion

- 7.1 The LSCB welcomes scrutiny of its activity by the Children, Sports and Leisure Policy and Scrutiny Committee and where required will provide additional commentary in the Annual Report for 2015/16 or ensure what is suggested is reflected in future annual reports.

**If you have any queries about this Report or wish to inspect any of the Background Papers please contact Report Author [steve.bywater@rbkc.gov.uk](mailto:steve.bywater@rbkc.gov.uk)**

## APPENDICES:

Draft LSCB Annual Report 2015-16

# DRAFT ANNUAL REPORT

2015 / 2016

## FOREWORD BY LSCB INDEPENDENT CHAIR

I have been the Independent Chair of the Local Safeguarding Children Board for the three boroughs of Hammersmith & Fulham, Kensington and Chelsea and Westminster since it was established in April 2012. This is my fourth report, covering the year April 2015 to March 2016.

The LSCB is a statutory body and is a partnership comprising statutory partners who are charged with compliance with 'Working Together' (the statutory guidance underpinning LSCBs) and other partners, including lay members. We meet as a Board four times a year; but, the LSCB comprises a number of subgroups and a range of activities. The Board is responsible for the strategic oversight of child safeguarding arrangements by all agencies. It is not accountable for delivering child protection services - but it does need to know how well things are working.

This year the annual report presents information about what we know about children in our area, key partner agencies' activities in relation to safeguarding, the activities of the Board, the governance and accountability arrangements, an overview of serious case reviews and a review of the priorities for the coming year as well as some additional information on budget. The report refers to the 2016 Ofsted review of the LSCB (a judgment of Good') and the impact of resources - a reality for all agencies. The priorities for 2016/17 are included in the report.

An early start is being made to consider future options for making the local arrangements more effective. This needs to align with the changes that will be introduced nationally by government for multi-agency safeguarding leadership. 2016/17 is my final year chairing the Board and so I am working with others towards the handover, anticipating the national changes.

Once again I want to thank staff for the difference they continue to make to the lives of those with whom they work. Safeguarding is at the forefront of all that they do.

**Jean Daintith, Independent Chair**

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## **EXECUTIVE SUMMARY**

This report, as required of the Independent Chair through “Working Together to Protect Children 2015”, provides an overview of the effectiveness of child safeguarding and promoting the welfare of children in the areas of Hammersmith & Fulham, Kensington and Chelsea and Westminster in 2015/16. It includes a self-assessment of the performance and effectiveness of many of the local and regional agencies represented on the LSCB and identifies a number of areas where improvements are required. The report also summarises a number of reports that have been published following reviews of incidents where children have died or been seriously injured and where abuse or neglect is thought to have been involved. The learning that has resulted from such reviews and how these have been communicated to those who work with children is also included.

The Safeguarding Plan for 2015/16 is reviewed with an overview of where progress has been made as well as areas where further work or attention is required. The Report concludes with an Assurance Statement provided by the Independent Chair and outline of the priorities of the LSCB for 2016/17.

## LOCAL BACKGROUND AND CONTEXT

The Local Safeguarding Children Board covers three inner London local authority areas. A total of 579,420 people live in the area, of which 110,240 or 18% are children aged 0-18<sup>1</sup>.

| <b>Local Population Profile*</b> ( <i>mid year 2015 population estimates</i> ) | <b>LBHF</b> | <b>RBKC</b> | <b>WCC</b> | <b>Total</b> |
|--|-------------|-------------|------------|--------------|
| All ages resident population   | 179,410     | 157,711     | 242,299    | 579,420      |
| 0 to 4 years   | 11,601      | 8,981       | 13,927     | 34,509       |
| 5 to 10 years  | 11,990      | 9,989       | 14,616     | 36,595       |
| 11 to under 19 years   | 12,154      | 10,683      | 16,299     | 39,136       |
| Total 0 to under 19 years  | 35,745      | 29,653      | 44,842     | 110,240      |

As with many boroughs in London, there are areas with high levels of affluence but also localities where there are significant levels of deprivation. The three boroughs' rates of child poverty after housing costs were (in 2014):

|                        |     |
|------------------------|-----|
| Hammersmith & Fulham   | 31% |
| Kensington and Chelsea | 28% |
| Westminster            | 39% |

These figures do not show the variations in levels of poverty within wards. For example, using the Her Majesty's Revenue and Customs (HMRC) measure of child poverty, the ward with the highest rate in London was Church Street in Westminster where 50% of children were classified as being in poverty<sup>2</sup>. 10 wards across the three boroughs have child poverty rates of over 40%.

As with many London boroughs, the three areas covered by the LSCB have highly diverse populations. The 2011 Census identified a BAME (black, Asian and minority ethnic) population of 188,969 people living in the area (58,271 in Hammersmith & Fulham, 46,632 in Kensington and Chelsea and 84,066 in Westminster).

The profile of the most vulnerable children in the LSCB area is summarised below.

| <b>Key performance indicators</b>  | <b>Hammersmith &amp; Fulham</b> | <b>Kensington and Chelsea</b> | <b>Westminster</b> | <b>Total</b> |
|--|---------------------------------|-------------------------------|--------------------|--------------|
| Children subject to a child protection plan [at 31 <sup>st</sup> March 2016] | 133                             | 85                            | 100                | 318          |
| Children in care [at 31 <sup>st</sup> March 2016]                            | 198                             | 105                           | 166                | 469          |

## THE OFSTED REVIEW OF THE LSCB

<sup>1</sup> ONS Mid-Year Estimates 2014

<sup>2</sup> End Child Poverty 2014

In January 2016 Ofsted reviewed the LSCB as part of its inspection of the three inspections of Children's Services. The LSCB was reviewed as one body and reported on in all three reports on children's services, with the only variation in the three reports being in relation to the borough-based local partnership groups of the LSCB. The overall judgement of the LSCB was that it was 'Good'. This placed the LSCB in the top third of Boards reviewed at that time.

Ofsted commented on the strengths of the LSCB:

- Amalgamation under a single LSCB creates significant benefits for young people and for all partner agencies.
- The tri-borough achieves the right balance between shared and local functions, and this ensures that children are safeguarded effectively.
- Robust links are in place between the LSCB and other statutory bodies and this allows the board to make sure that children's safeguarding stays high on everyone's agenda.
- The Chair promotes safeguarding issues across the partnership and community, and provides appropriate challenge. As a result, extensive engagement by partners has been secured across the full range of safeguarding work. Partners are encouraged and enabled by the Chair to raise issues and challenges constructively.
- Through systematic analysis of audits under Section 11 of the Children Act 2004, the LSCB has assured itself that safeguarding is a priority for all partner agencies. (but see recommendation 3 below).
- Effective monitoring by the Child Sexual Exploitation/Missing sub-group enables the board to have a robust understanding of missing children and their behaviour across the tri-borough.
- An established case review sub-committee ensures that lessons learnt from reviews are disseminated promptly across the tri-borough (but see recommendation 4 below).
- A clear and detailed learning and improvement framework incorporates the learning from Serious Case Reviews (SCRs), themed audits and performance monitoring by the board. The learning and development sub-group of the LSCB undertakes its role across the tri-borough and ensures that sufficient safeguarding training is provided across all partner agencies.
- A wide range of activity to tackle the board's priorities and any lessons from SCRs is appropriately included in the LSCB annual report. A comprehensive safeguarding plan covers all of the board's priorities.

#### Ofsted made 5 recommendations for the LSCB

1. Review the extensive dataset to ensure that it is aligned to the board's priorities.
2. Devise a system for ensuring that actions arising from data scrutiny are carried out in the individual boroughs.
3. Ensure that recommendations from multi-agency themed audits are carried out and analyse their impact on improving practice.
4. Develop an overarching SCR action plan to track the progress of work arising from individual case reviews.

5. Devise a system to escalate concerns about infrequent partnership attendance at the board.

Ofsted also noted two changes of Business Manager for the LSCB in the previous year and the need for coordination of activities and work arising from the LSCB so that it is evident to others; the limited time available for the Independent Chair to maintain all the links across three separate boroughs; a need for a formal analysis of the impact of training either across the tri-borough partnership or at borough level; and an annual report that could be stronger on explaining the difference the LSCB has made to children's lives.

All these issues have been fed into the 2016/17 Business Plan and are being monitored during the year.

## **THE EFFECTIVENESS OF LOCAL SERVICES**

### **London Borough of Hammersmith & Fulham**

The Borough's Family Services directorate coordinates a range of services for vulnerable children including statutory social work for children and families and early help. A number of services are provided by shared arrangements with the Royal Borough of Kensington and Chelsea and Westminster City Council. This includes specialist support for children involved in the criminal justice system via the local Youth Offending Team which is managed by a single management team across three boroughs. There is also a single Fostering and Adoption service which recruits, approves and supports foster carers, connected persons and adoptive parents who care for children from all three boroughs. The borough's services for children in need of help and protection, children looked after and care leavers were inspected by Ofsted under its unannounced single inspection framework in January and February 2016. This resulted in a "Good" judgement by Ofsted. The inspection report<sup>3</sup> included a sub-judgement of "Good" regarding the experience and progress of children needing help and protection.

Ofsted made six recommendations following the inspection in relation to children who go missing, access to independent advocates, out-of-hours services for children, care planning, opportunities for care leavers and pathway plans. The local authority has produced and reviewed progress on an action plan to address these recommendations which has been submitted to Ofsted.

### **Royal Borough of Kensington and Chelsea**

As is the case with Hammersmith & Fulham, the Royal Borough's Family Services directorate coordinates a range of services for vulnerable children including statutory social work for children and families and early help and also shares the same services. The Royal Borough's services for children in need of help and protection, children looked after and care leavers were inspected by Ofsted under its unannounced single inspection framework in January and February 2016. This resulted in an "Outstanding" judgement by Ofsted, one the first of two authorities to have received this judgement to date. The

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<sup>3</sup> [London Borough of Hammersmith and Fulham - Inspection of services for children in need of help and protection, children looked after and care leavers Ofsted 2016](#)

inspection report<sup>4</sup> included a sub-judgement of “Good” regarding the experience and progress of children needing help and protection.

Ofsted made four recommendations following the inspection in relation to children who go missing, out-of-hours services for children, engaging partner agencies in strategy discussions and access to independent advocates. The local authority has produced and reviewed progress on an action plan to address these recommendations which has been submitted to Ofsted.

### **Westminster City Council**

As is the case with Hammersmith & Fulham and Kensington and Chelsea, Westminster’s Family Services directorate coordinates a range of services for vulnerable children including statutory social work for children and families and early help and also shares the same services. Westminster’s services for children in need of help and protection, children looked after and care leavers were inspected by Ofsted under its unannounced single inspection framework in January and February 2016. This resulted in an “Outstanding” judgement by Ofsted, one of the first two authorities to have received this judgement to date. The inspection report<sup>5</sup> included a sub-judgement of “Good” regarding the experience and progress of children needing help and protection.

Ofsted made four recommendations following the inspection in relation to children who go missing, out-of-hours services for children, evaluation of children in need cases and support for care leavers who are in custody. The local authority has produced and reviewed progress on an action plan to address these recommendations which has been submitted to Ofsted.

### **Metropolitan Police**

A combination of individual Borough Commands and specialist teams provide policing across the LSCB area. All of these units prioritise children’s safeguarding with their wider priorities informed by the Mayor’s Office for Policing and Community (MOPAC). MOPAC identified 7 key neighbourhood crime types for particular attention between 2013 and 2016 including violence with injury. The future strategies of the Metropolitan Police will focus increasingly on key risks to vulnerable people, including children, for example, those who go missing, are at risk of sexual exploitation and victims of modern slavery.

The Child Abuse Investigation Team (CAIT) is one of 15 such teams covering all 32 boroughs and has responsibility for providing support, advice and assistance with any serious safeguarding issues relating to children. CAIT also investigate abuse committed within families as well as by professionals and carers. Such investigations take place in cooperation with local authority services and include recent and historical allegations of offences against children. Locally, the Borough police have focused particularly on children

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<sup>4</sup> [Royal Borough of Kensington & Chelsea - Inspection of services for children in need of help and protection, children looked after and care leavers Ofsted 2016](#)

<sup>5</sup> [Westminster City Council - Inspection of services for children in need of help and protection, children looked after and care leavers Ofsted 2016](#)

who go missing or are at risk of child sexual exploitation, domestic abuse and serious youth violence or gang activity. As more specialist secondary teams often rely upon borough police officers to detect and refer on such crime, it is important that frontline officers have the necessary levels of awareness and knowledge. Therefore, a continuous programme of training is provided to officers on these issues and safeguarding in general. Current pressures for the police service include needing to respond to high levels of children being reported as missing and meeting the needs of people who have significant mental health difficulties. In the LSCB area there are also additional pressures resulting from needing to provide initial responses to significant numbers of young people for whom there are concerns but who are the responsibility of other local authority areas.

The report following a "PEEL" inspection of the Metropolitan Police's effectiveness across London in response to vulnerable people was published in December 2015. It concluded that a good response was provided by the force to missing and absent children and that it had made a good start in ensuring it was well prepared to tackle child sexual exploitation. Meanwhile its response to victims of domestic abuse was good, clear and well understood by officers and staff across the force. However, the overall conclusion was that the force required improvement. There were recommendations to develop understanding of the nature and scale of the issue of missing and absent children through assessment of available data, including that of partner organisations. It was also recommended that it should be ensured that specialist staff receive appropriate training in relation to safeguarding and understanding how to prevent repeat instances which could lead to harm. In 2016, Her Majesty's Inspectorate of Constabulary carried out an inspection of the Metropolitan Police's response to child protection issues, the results of which are yet to be published

### **Multi-Agency Safeguarding Hub (MASH)**

The Tri-Borough MASH acts as the focal point for all police generated safeguarding referrals for both children and vulnerable adults. Excellent partnerships exist across all the agencies represented within the MASH ensuring consistency in the application of thresholds and informed risk based decision making. The team also shares all reports created in relation to missing children maintaining a productive working relationship with the Tri-Borough Missing Persons Co-ordinator. The officers within the MASH now have responsibility for the investigation of Category 1 CSE concerns across the LSCB area. This dedicated response has seen a significant increase in police attendance at strategy meetings and improved oversight of the links between missing children and CSE. Oversight for CSE across the area is managed via the Multi-Agency Sexual Exploitation (MASE) panel which enables a strategic overview of the effectiveness of interventions made with victims and disruption tactics employed with perpetrators. MASE is well attended by a range of partners who are supportive of the aims of the group which reports quarterly to the LSCB subgroup. The work of the MASH, MASE, and overall response to CSE were commended in the reports published by Ofsted following inspections in all three boroughs of services for children in need of help and protection, children looked after and care leavers. Arrangements have also been subject to a recent Her Majesty's Inspectorate of Constabulary inspection the results of which are yet to be published.

### **NHS England (NHSE)**

NHS England London Region is responsible for ensuring that the commissioning system in London works effectively to safeguard children at risk of abuse or neglect. One of its outcomes is to ensure that NHS England London Region directorates are aware of their

responsibilities with regard to safeguarding and are appropriately engaged with the Local Safeguarding Boards and key partners such as the Metropolitan Police across London.

Key activity for London Region in 2015/16 included carrying out a CCG Safeguarding Deep Dive Assurance and the development of a risk matrix outlining key safeguarding risks across London. This was partly based on the “Section 11 audit” used by LSCBs to assure themselves that agencies placed under a duty to co-operate are fulfilling their responsibilities to safeguard children. While the self assessment concluded that the theme of “The culture of safeguarding within the organisation” was fully met, the outcomes for “A safe organisation” and “Assurance and system leadership” were assessed as “partially met”. This has led to planned actions to improve training for staff and to improve linkages between CCGs, local authorities and NHS London in relation to primary care assurance. The need for work with London Councils in relation to the Alan Wood Review (a government initiated review of the role of LSCBs published in 2016) was also highlighted.

Significant challenges for health agencies in London include the recruitment and retention of safeguarding professionals; effective working with CCGs, Care Quality Commission (CQC) and safeguarding boards to recognise and understand key safeguarding risks in primary care; keeping up with the challenge of complexity, particularly in relation to new and emerging risks including Female Genital Mutilation (FGM), Modern Slavery, counter terrorism, unaccompanied asylum seeking children and CSE. Activity in 2015/16 which has specifically impacted upon the area covered by the LSCB includes the implementation of the Child Protection-Information Sharing project (CP-IS). This is a national system that connects children’s Social Care IT systems with those used by in unscheduled care settings across England. The system went live in Kensington and Chelsea in 2015/16 with Hammersmith & Fulham and Westminster due to go live by the end of 2016.

Priorities for 2016/17 include improving training numbers in the region; leading work on FGM and modern slavery; working with partners to understand the impact of the Alan Wood review; and improving the CH-IS roll out and to work on priorities identified from the CCG deep dives.

### **Clinical Commissioning Groups (CCGs): West London CCG, Hammersmith and Fulham CCG and Central London CCG**

CCGs are statutory NHS bodies with a range of statutory duties – including the safeguarding of children. They are membership organisations that bring together General Practices to commission services for the registered populations and unregistered patients who live in their area.

CCGs as commissioners of local health services need to assure themselves that the organisations they commission have effective safeguarding arrangements in place. They are responsible for securing the expertise of Designated Professionals on behalf of the local health system. These named professionals undertake this role across the health economy and actively participate in the work of the LSCB. During 2015-16 Designated Professionals played an integral role in all parts of the commissioning cycle, from procurement to quality assurance, ensuring appropriate services are commissioned that support children at risk of abuse or neglect, as well as effectively safeguarding their well-being.

During 2015 the three CCGs undertook an NHSE Assurance Safeguarding “Deep Dive” exercise. The CCGs were assessed against four components namely: Governance, Systems and Processes; Workforce; Capacity Levels; and Assurance

The table below details NHSE’s assessment of the CCGs against these components.

| <b>Safeguarding Deep Dive Review Components</b> |                                  | <b>Outcome</b>    |
|---|----------------------------------|-------------------|
| 1   | Governance / Systems / Processes | Assured as Good   |
| 2   | Workforce                        | Limited Assurance |
| 3   | Capacity Levels within CCGs      | Assured as Good   |
| 4   | Assurance                        | Assured as Good   |

Beneath these four high level components are a number of more detailed areas. The CCGs were assured as being **Outstanding** on the following areas:

- Engagement around FGM.
- The work being undertaken with Buckinghamshire New University to develop an educational tool to support practitioners in the application of the Mental Capacity Act (2005).

Components that were rated as providing Limited Assurance are being addressed at a CCG level. These predominately relate to the uptake of training.

### **Imperial Hospital NHS Trust**

Imperial College Healthcare NHS Trust has a well-established children’s safeguarding service led by a named doctor, nurse and midwife. Specialist staff are based in maternity, children’s services and the A&E department. Strong links have been established with organisations and charities, to provide joined up support in areas such as domestic violence (Standing Together) and youth gang violence and child sexual exploitation (Red Thread). Red Thread workers are based in the A&E department and sexual health clinic at St Mary’s Hospitals. Close working has also been developed with adult safeguarding services to ensure that children are protected in situations where there are adult safeguarding concerns. An extensive programme of training and supervision has been established to ensure that staff are prepared and supported when dealing with safeguarding issues.

### **Chelsea and Westminster Hospital NHS Foundation Trust**

Within Chelsea & Westminster Hospital there is a full safeguarding children’s team – liaison health visitor, named nurse, named midwife and named doctor, supported by an administration post. The Designated Doctor for the area works within the Trust and offers additional support. Quarterly Children’s Safeguarding Boards are chaired by the Director of Nursing, and there is also an annual Joint Adult and Children’s Safeguarding Board within the Trust. A social work team based within the hospital supports children’s safeguarding. Child Protection medicals are undertaken within the hospital, and there is good attendance at case reviews by the safeguarding team along with the lead nurse for paediatrics.



The team has worked with the Designated Nurses and Tri-borough safeguarding leads in a number of SCRs with learning shared across the organisation and with other agencies. The relationships developed through the LSCB enable the organisation to provide best practice, up to date safeguarding training, supervision, and care to children and families. Domestic violence continues to be a theme within SCRs and training within this area has been a priority, led by our Domestic Violence lead. We are delighted to have an Independent Domestic Violence Advocate in post to offer support and advice to families and staff.

Child and Adolescent Mental Health Services (CAMHS) are an ongoing concern due to the lack of tier 4 beds (specialist in-patient care for children who are suffering from severe and/or complex mental health conditions), but senior staff within the hospital are working with the CCG, mental health providers and NHSE to bring about improvements for patients within this area.

The Director of Nursing is a member of the LSCB and this is an essential partnership to enable sharing of learning, best practice, and support across agencies.

### **Central and North West London NHS Trust (CNWL) and West London Mental Health Trust**

Both Trusts have continued to work closely with children's social care across the three local authorities, referring cases appropriately whilst responding to MASH or Front Door enquiries as to whether parents are known to mental health services when safeguarding is a concern. There has been good feedback about the service provided by Trust link staff. We have worked hard to promote the "Think Family" agenda within adult mental health services and this has contributed to a demonstrable increase in referrals from adult mental health services to children's social care.

An audit on the joint protocol was included in our Commissioning for Quality and Innovation (CQUINs) payments framework. This showed good joint working across the partnership, but with no room for complacency. We have also tried to stress that mental health is not just about mental health services and this year have encouraged primary care to explain to service users the services that they provide to those with minor mental health problems or stable severe conditions.

In 2015/16 both Trusts were subject to CQC Inspections and there were no actions that were identified in relation to safeguarding children arising from either inspection.

CNWL has undertaken work in relation to the two Serious Case Reviews that it was involved with and is now in the process of implementing the action plans and embedding the learning across its services. This has also been shared with West London Mental Health Trust so that both Trusts can learn from incidents.

New reporting guidance on FGM has been implemented. New guidance on modern slavery has also been promoted and used effectively with a specific case so that a vulnerable adult was kept safe. The Prevent agenda also continues to be promoted with both agencies having internal targets to contributing to a three year target which is on track to be achieved. Both Trusts have been involved with a Mayor's Office for Policing and Crime (MOPAC) funded project. This includes joint work with Standing Together to run sessions for mental health staff on raising awareness of domestic abuse and to improve compliance with procedures.

## **Probation**

The National Probation Service (NPS) London continues to work with partner agencies to safeguard children within the three boroughs. NPS contributes to MASH, the Multi-Agency Risk Assessment Conference (MARAC), MASE and Multi-Agency Public Protection Arrangements (MAPPA) to ensure that issues of child safeguarding are at the forefront of all our work with service users. NPS undertakes an audit of a sample of cases every month and safeguarding aspects of casework are always considered when appropriate. Court teams are currently developing closer links with safeguarding agencies to ensure more effective and faster sharing of information to protect children of those who appear in our local courts. All staff are trained and are encouraged to take part in the opportunities for further learning provided by the LSCB training programme.

## **Community Rehabilitation Company (CRC)**

Since December 2015, London CRC's offender managers have adopted a new approach which works with groups of offenders who have similar rehabilitation needs. The aim of this new way of working to deliver tailored services that tackle the underlying causes of offending. Young people receiving services are now assigned to one of six cohort groups including those who are 18 to 25 year old males, those who have mental health and learning disabilities (as the primary presenting need) and those who are women. Through this model, operational staff can spend more time working face-to-face with offenders. The CRC also continues to fulfil its Community Safety (Integrated Offender Management) and Safeguarding (MASH) responsibilities. The CRC has re-launched its performance framework which monitors the volume of responses and whether someone is known to children's social care. Meanwhile staff in the separate Rehabilitation, Partnerships and Stakeholders directorate are focusing on developing partnership relationships. This work is led by a Head of Stakeholders and Partnerships who attend this and other LSCBs.

## **Children and Family Court Advisory and Support Service (Cafcass)**

Cafcass is a non-departmental public body, sponsored by the Ministry of Justice. It works in the family courts in circumstances where children have experienced or are at risk of experiencing abuse, neglect or trauma. Cafcass also work with families in circumstances where there is a dispute about where a child should live or with whom they should spend time, often following divorce or separation. The role of Cafcass is to make recommendations to the court about the right courses of action for children and young people. Cafcass was inspected by Ofsted in 2014 and judged to be good with outstanding leadership and management. Since then Cafcass continues to prioritise safeguarding activity and internal audit reveals that the organisation is making good progress. Cafcass's recent annual report detailed work with 116,104 children and young people across England. Cafcass's key performance indicators were met 2015-2016 despite a 10.3% increase in demand in private law and a 14.2% increase in public law cases.

## **Community Safety**

Across the three local authority areas, Community Safety provides significant focus around prevention and a range of activity in support of safeguarding. Through the Channel and wider Prevent safeguarding processes, the Prevent Team works closely with different Council departments across the three local authorities and with other agencies to support and safeguard individuals potentially vulnerable to extremism or radicalisation.

Channel is a statutory, early intervention, multi-agency process designed to safeguard vulnerable people from being drawn into violent extremism and/or terrorism. Channel works in a similar way to other safeguarding partnerships such as case conferences for children in need. It is a pre-criminal process that is designed to support vulnerable people at the earliest possible opportunity, before they become involved in illegal activity. Safeguarding leads from within child protection and Children's Services also sit on the panel. Alongside this, other multi-agency partners, including all those involved in any specific case, are brought together to collectively assess the risks in relation to an individual and decide whether a support package is needed. If the panel feels that an individual would benefit from support; a bespoke package will be developed, based on their particular needs and circumstances. The value of this work across the three boroughs was recognised in the early 2016 Ofsted inspection of services for children in need of help and protection, children looked after and care leavers.

Significant work has taken place to address youth violence within and across the three boroughs. Westminster's Integrated Gangs Unit (IGU) has also delivered multi agency work to safeguard young people. Examples include the provision of intensive support for those involved in gangs (100 referrals per year), prevention in schools (3074 pupils took part in sessions in 2015), joint workshops to support women in the BAME community (Prevent and IGU) and work to safeguard those at risk of being exploited by potential child sexual exploitation perpetrators.

### **Housing and Housing providers**

The range of housing services across the three boroughs is very broad comprising the provision of tens of thousands of homes owned and/or managed by the three councils with similar numbers of affordable housing properties owned by Registered Providers (Housing Associations). Advice is provided to thousands of households in housing need and across the three boroughs. Accommodation is also provided for over 6000 homeless households and supported housing services to care-leavers and other vulnerable young people to support them to live independently. High priority has been given to ensuring front-line staff across all types of housing service have an excellent understanding of safeguarding, are able to identify risk and know the appropriate action to take. There has also been a strong focus from the LSCB on ensuring that the most vulnerable homeless families are prioritised for suitable housing within their home borough and that the use of non-self-contained bed and breakfast accommodation for households in need only happens in emergencies. At any one time there have not been any more than 10 such placements across the three boroughs. Reviews of young people's hostel accommodation have included a significant focus on safeguarding and the findings of such reviews were very positive with the overwhelming majority of young people feeling safe and knowing action to take following any incidents.

### **Voluntary / Faith Sector**

The LSCB has benefited from a Community Development Worker post working closely with key safeguarding agencies from across the three boroughs, such as Prevent, the safeguarding in schools lead, and the FGM lead. In 2015-16, joint safeguarding sessions have been delivered to community groups, Imams, supplementary school teachers, and community forums. This joint working has helped to safeguard children more effectively in an LSCB area of significant diversity because of the increased face-to-face contact

enabled with key community leaders who are often gate-keepers to the communities themselves. We have provided such leaders with key safeguarding contacts, an enhanced understanding of what safeguarding is, and some insight into signs and symptoms of abuse. This increased awareness amongst communities and groups can only strengthen safeguarding arrangements of children and young people. The Ofsted inspection in early 2016 provided very positive feedback regarding the work carried out with male members of FGM practising communities, particularly in reference to the support provided for key community leaders, including an Imam, in addressing this challenging issue amongst the wider community.

## **Schools**

As at January 2016<sup>6</sup>, there were there was a total of 255 schools across the three boroughs. 160 of these were state funded including 12 nursery schools, 104 primary schools, 30 secondary schools, 9 special schools and 5 settings which were either pupil referral units or alternative provision. 43 of these schools were academies or free schools. There is a significant independent sector across the three boroughs. In all there are 94 independent schools, 21 in Hammersmith & Fulham, 44 in Kensington and Chelsea and 29 in Westminster.

## **Ofsted Inspections of Schools 2015/16**

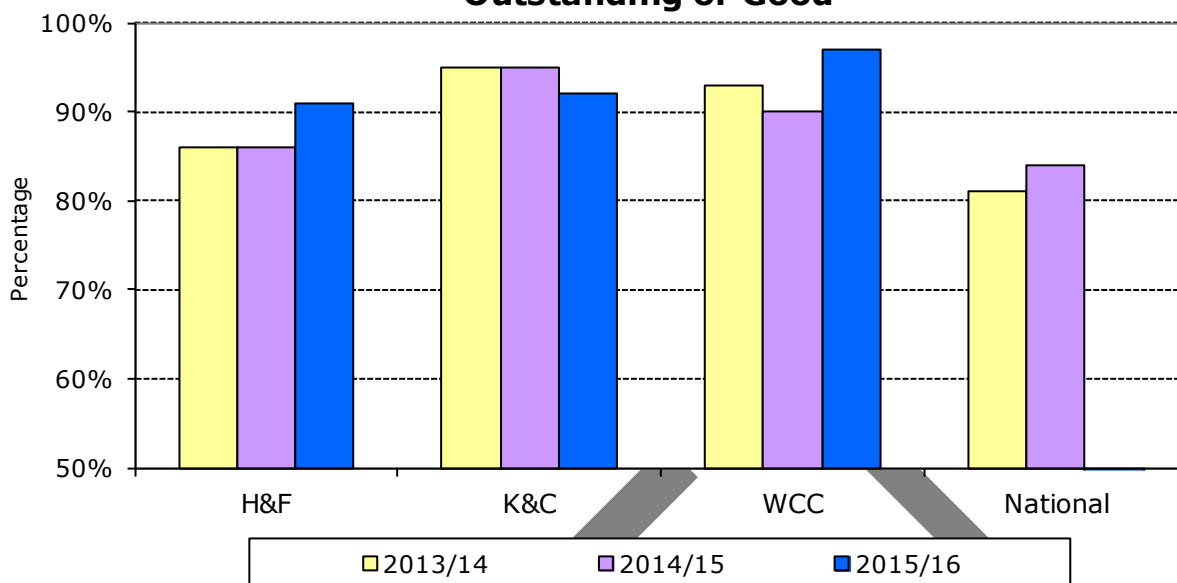
The percentages of schools in the tri-boroughs which are rated outstanding or good by Ofsted inspectors have remained consistently high during the last three academic years. Only three schools are currently judged inadequate (Hurlingham Academy and Phoenix, in Hammersmith & Fulham, and Wilberforce in Westminster) while seven of the 155 schools are judged to require improvement.

The percentages ranked outstanding or good at the end of the last three academic years is shown below; overall judgements for all three boroughs were considerably above the national average.

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<sup>6</sup> DfE "Schools, pupils and their characteristics: January 2016"

## OFSTED Judgements - 2013 to 2016 Outstanding or Good



During 2015/16 to date there have been twelve full inspections of schools across the three local authorities. There have also been short inspections of a further four schools. The reports from such inspections include specific commentary from Ofsted regarding the effectiveness of safeguarding arrangements in individual schools and these reports are all publicly available.

### Children's Homes

The Royal Borough of Kensington and Chelsea maintains two children's homes in the area (Olive House and St Marks). St Mark's has a current Ofsted rating of Good following an inspection in June 2016. Olive House received a rating of Good with "declining effectiveness" in an interim inspection in February 2016. No recommendations were made for specific actions for Olive House and the "declining effectiveness" issue was linked to the registration status of the home's manager. An application for registration has subsequently been submitted to Ofsted.

Both Olive House and St Mark's continue to provide detailed risk assessments for all the young people placed with them. These identify areas of concern and actions taken to address them. All staff undertake relevant training including bespoke training as the needs arise. Specific training was commissioned to support staff around working with CSE and to respond more effectively to those people who go missing. St Mark's Ofsted inspection did note the lack of opportunity for young people to be seen by an independent person when returning after going missing and an action plan is in place to address this.

The Haven in Hammersmith & Fulham is a local authority children's home registered for up to seven children with learning disabilities and physical disabilities. The home mainly provides short breaks, but can also provide interim emergency and longer-term placements. It was last inspected in July 2016 and judged by Ofsted to be "good" across all three sub-judgements. An area identified for improvement was the "safeguarding knowledge" of staff. Managers advise that this refers particularly to temporary staff which have been needed to meet demands for longer-term placements. This demand has resulted from a planned strategy to ensure more children with complex needs can be

placed locally with good access to their family networks and local support services. Managers have provided assurance that permanent staff have a good understanding of safeguarding and that these staff take lead responsibility for each shift. Further actions are being taken to increase recruitment to permanent positions and to ensure training needs of all staff are identified and met.

### **HM Prison Wormwood Scrubs**

Safeguarding comprises a significant part of the work carried out by HM Wormwood Scrubs Prison with families and children of inmates. A lead officer, who is also an attending statutory member of the LSCB, is in place for safeguarding. Her role includes liaison with social workers, schools and families regarding children's visits to the prison and discussing any safeguarding issues. There are also links between the prison and external Multi-Agency Public Protection Arrangements (MAPPA). The officer has attended Level 3 multi-agency safeguarding training provided by the LSCB and the Academy of Justice and. Furthermore she provides a basic training to the officers who supervise visits and there are plans to recruit a family officer.

The prison's Visitor Centre has provided safeguarding training for the staff working there and can make referrals or consult with the lead officer where there are any safeguarding issues for families attending the centre.

A recent Justice Inspectorate inspection in December 2015 noted that public protection procedures were adequate and that applications for contact with children were assessed appropriately and suitable levels of contact approved where possible.

### **Section 11 Audits**

Section 11 of the Children Act 2004 details the responsibilities that agencies have for safeguarding children. The LSCB carries out bi-annual audits of all member agencies. In 2015-2016, a working group, including one of the LSCB lay members, reviewed the pan-London audit tool in use and revised the questions in it to make it both more user friendly and helpful for agencies completing it. The audit tool questions were also updated to include new and emerging safeguarding concerns such as radicalisation and child sexual exploitation. The audit tool is now accessed online and once completed in full, allows users to generate an action plan to address any areas that need improvement. Following the development of the revised audit tool, a small number of agencies were selected to complete it at the end of the year. A wider range of agencies, including schools and voluntary sector providers are expected to complete it in 2016-2017.

### **ANNUAL REPORTS**

#### **Child Death Overview Panel (CDOP)**

The 2015/16 Annual Report for CDOP provided analysis of cases reviewed over the course of the year, rather than those notified during the same period. These included reviews of cases of children who died between 2012 and 2016. Timings of reviews are subject to the information available from agencies involved, other processes including police investigations, serious case reviews or inquests and the number of cases relating to particular themes.

25 deaths of children who had lived in the LSCB area were reviewed by CDOP. Of these 10 were unexpected. The key themes for the unexpected deaths were related to life limiting disease and perinatal events. The main category of death has been those with life limiting disease.

The CCGs have continued to lead on the work of CDOP on behalf of the LSCB. Quarterly updates are given to the Board and progress has been made in strengthening links with other subgroups in particular the Case Review Subgroup. Over the year the Deputy Director of Public Health for Westminster took over the role of Chair. It was also planned that a Specialist Nurse would be recruited to take responsibility for the management of the CDOP process working alongside the Designated Doctor for Child Death.

A number of recommendations were made for the work of CDOP in 2016/17 including

- To improve the communication process between CDOP and the parents of children who have died. Parents should receive a letter to inform them of the CDOP process along with appropriate leaflets.
- Identification of topics for research and to develop a work stream to support this.
- To work with the LSCB to develop web pages on the LSCB website so that families and professionals have access to information and resources in relation to the child death process and how to access support.
- To establish links with the Learning and Development subgroup secondary and primary care, education and the police to ensure that learning from the child death reviews is disseminated and that agencies are aware of the CDOP process.
- The learning from CDOP to inform the Joint Strategic Needs Assessment for the three boroughs.

### **Local Authority Designated Officer (LADO) – Safer Organisations**

The LADO has provided a report regarding the management of allegations against adults working with children across the LSCB over the course of the past year.

The procedures used for managing allegations are as set out in the London Child Protection Procedures. The procedures are invoked when there is an allegation (whether historic or current) that a person who works with children has:

- behaved in a way that has harmed a child, or may have harmed a child;
- possibly committed a criminal offence against or related to a child; or
- behaved towards a child or children in a way that indicates they may pose a risk of harm to children

These behaviours should be considered within the context of the four categories of abuse (i.e. physical, sexual and emotional abuse and neglect). These include concerns relating to inappropriate relationships between members of staff and children or young people. If concerns arise about the person's behaviour to her/his own children, the police and/or children's social care must consider informing the employer or organisation in order to assess whether there may be implications for children with whom the person has contact at work / in the organisation, in which case this procedure will apply.

All staff should be made aware of their organisation's whistle-blowing policy and feel confident to voice concerns about the attitude or actions of colleagues; learning from

Serious Case Reviews indicates that early reporting of low level concerns around rule breaking and boundary keeping can help to prevent the abuse of children.

In 2015/16, the local LADO service has been strengthened and developed. Child protection advisors in each of the boroughs handle incoming cases on a duty basis with support from the Safe Organisation manager /LADO lead. The majority of Child Protection Advisors are now permanent members of staff which means practice is embedded and there are opportunities to take advantage of discussing emerging themes and thresholds across the three boroughs. This is particularly important where there have been similar changes in the arrangement in place for the Child Abuse Investigation team.

### **Safe Recruitment and learning from Serious Case Reviews**

The LADO has continued to offer accredited safe recruitment training as part of the LSCB training programme. This has been well attended as have sessions on learning from SCRs and 'meet the LADO' events.

### **Raising the profile of the LADO role**

The LADO has worked closely with the Safeguarding Lead for Schools and Education officer and the LSCB Training Officer to raise the profile of the role with schools and in particular in the independent school sector (in part prompted by the learning from the Southbank International School SCR). There is further work to be done academies, particularly those which belong to larger trusts and where in-house HR services for such schools do not have specialist knowledge of safeguarding.

### **Origin of Referrals**

Overall the volume of cases reported to the LADO service is increasing – this appears to be reflected across the London boroughs. More organisations are making contact for consultation and reassurance on risk assessment. The majority of cases still emanate from early years settings and schools.

It would appear that more historic cases are coming to light and this could partly reflect the influence of the Independent Inquiry into Child Sexual Abuse at a national level. All LADOs have been instructed to retain and secure records of previous concerns and it is possible that a local case will be called in during the course of the Inquiry.

It is notable that there has been a decline in the number of referrals from the voluntary sector. Whilst acknowledging that this is not a homogenous group of organisations, some consideration should be given to further outreach work to raise the profile of safeguarding and to ensure that the sector is well-supported amongst the wide range of organisations in this sector.

In contrast there has been an increase in referrals from a broad range of sports organisations. Whilst some bodies like the Rugby Football Union do have a regulatory role, many other such bodies are membership organisations, meaning that anyone can pay their fee and join. This can give users the false impression that sports providers are accredited and vetted and it can be very difficult to hold some small scale providers to account in these circumstances. A similar situation applies to other service providers – for example therapists who do not need to be registered with the Health Care Professionals Council (HCPC).

### **Private Fostering**



The social worker responsible for the coordination of private fostering arrangements across the LSCB area provided a report to the LSCB in October 2015. The report showed an increase in notifications of such arrangements at that point of 2015/16 compared with the previous year. Notifications tended to come from agencies such as school admissions, the Benefits Agency, schools, local authority Children's Services and self-referrals. A programme of awareness-raising had taken place including with GPs, Health Centres, and Youth Hubs with some initial indications of this having an impact upon referrals. Other publicity and guidance had led to an increase in queries and consultations. The effectiveness of this coordinating role including awareness raising and impact on referrals was confirmed in the reports following the Ofsted inspections in all three boroughs in January and February 2016.

The report notes that a high number of private fostering arrangements had recently ended, largely because children and young people had either returned to the care of close family members, made the transition into adulthood or moved to other areas. Appropriate referrals have been made to the relevant boroughs to inform them of the likelihood that children were moving into their area subject to private fostering arrangements. Support had also been explored with carers of young people as they reached the age of 16, and appropriate referrals made where required.

Further work was planned including a formal communication and awareness raising strategy across the LSCB area including a single website; engagement with external special interest groups to ensure access to best practice; development of a local, shared Private Fostering Protocol and improvements to common recording and assessment processes.

### **Independent Reviewing Officers (IRO)**

Independent Reviewing Officers chair reviews for individual looked after children and have an important role in the care planning and safeguarding of such children. They therefore hold significant information regarding the overall experiences of children in the care of the three local authorities covered by the LSCB.

Over the course of 2015/16, the IROs have been working as part of a unified service. The teams have remained relatively stable, with caseloads within the recommended limits set in the IRO Handbook. This allows IROs to know their children well, and to monitor cases between reviews. They have continued to work in collaboration with the social work teams to resolve issues and concerns about children's care plans in an informal manner wherever possible. There is a positive working relationship between IROs and front line teams across the three authorities, and this has kept the need for recourse to the formal Resolution Protocol to a minimum.

The role of the IROs was noted in the inspections of the three local authorities by Ofsted in 2016 with commentary including "Outstanding services for children looked after are characterised by robust arrangements in place for reviewing care plans by a dedicated team of independent reviewing officers", "Independent reviewing officers know children and young people well, and provide positive support outside of the reviewing process. There is a culture of informal and formal challenges to care plans" and that IROs "have manageable caseloads ..., enabling them to drive permanency planning vigorously. They routinely attend permanency planning meetings and are committed, knowledgeable and passionate about their work. They know the young people well."

51% of the children looked-after at 31<sup>st</sup> March 2016 had been in the care system for less than 12 months. This indicates a continued high turnover of children in the care system over the 12 month period. 78% of looked-after children across the three authorities are aged ten and over. This presents particular challenges for achieving stable and permanent placements for some of these young people, as their needs are likely to be more complex as a result of their late entry into the care system. 22% of looked-after children were placed outside of the London area. Progressing permanent and stable placements for these children close to their home authority wherever possible remains a challenge and the LSCB has reviewed the reasons behind children being placed at distance from a perspective of being able to provide consistent health services for them.

Across the three local authorities 91% of looked after children reviews were held within statutory timescales. Over 97% of looked after children participated in their review meetings over the year. They have also been involved in key service development initiatives through their Children and Young People's Panel / Children in Care Councils. These included engagement activities as part of the development and implementation of the Looked After Children and Care leavers Strategy, recruitment of senior Officers, and a number of events to celebrate key achievements

### **Violence Against Women and Girls (VAWG) Partnership<sup>7</sup>**

The three local authorities covered by the LSCB established have maintained a shared services response to VAWG commissioning, governance and strategy since 2014. Mayor's Office for Policing and Crime (MOPAC) London Crime Prevention Funding, matched by Council funding has been used for this purpose from 2013 with the current funding due to end in 2017. From April 2015 to March 2016 the three previously sovereign borough Domestic Violence/VAWG arrangements were brought within a single governance structure with a Strategic Board, chaired by the Tri-Borough Executive Director of Children's Services, and supported by six operational groups. Joint working protocols have been established with the partnerships including the LSCB in recognition of the cross cutting range of harms included in the scope of VAWG.

The VAWG strategy is configured around seven priorities including one which focuses on children and young people. The priority is that children and young people are supported if they witness or are subject to abuse and understand healthy relationships and acceptable behaviour in order to prevent future abuse. The Partnership prioritises both prevention of violence and abuse and direct provision of support for Children and Young People.

Specialist VAWG professionals within eight different children's services settings were co-located through the Partnership in 2015/16. Professionals in specialist services now work alongside colleagues from children's services to strengthen pathways and knowledge-sharing between them to support high risk families in the short term but also to undertake longer term work to prevent future abuse and increase safety in families.

Priorities for 2016/17 include a focus on whole school and whole family approaches and networks of lead professionals across the children's sector. Additionally, there is a plan to roll out the #SpeakSense campaign for young people alongside the young person's version of the VAWG Strategy.

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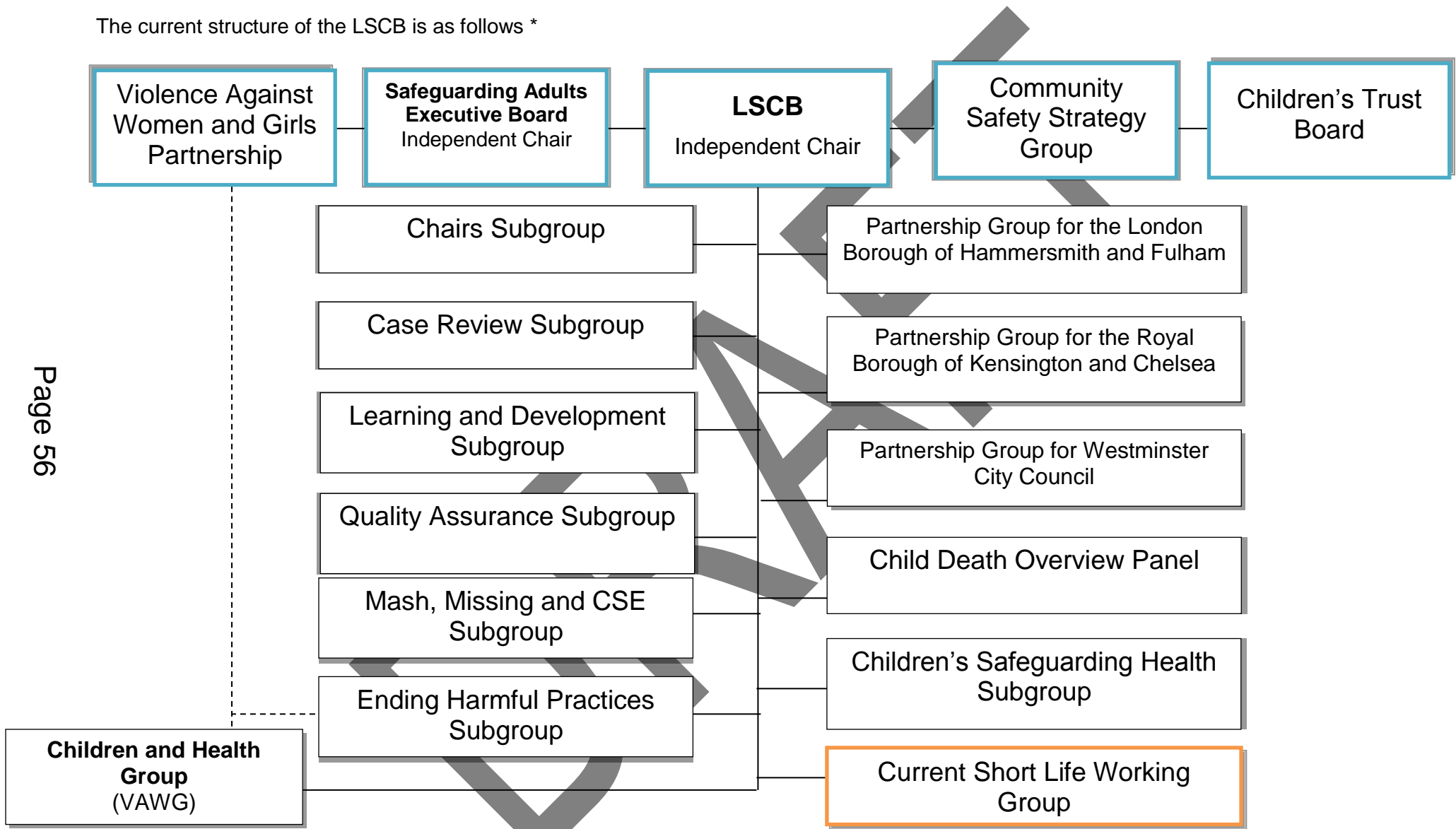
<sup>7</sup><https://www.rbkc.gov.uk/pdf/Violence%20against%20women%20and%20girls%20Partnership%20Annual%20Report%202015-16.pdf>

Specialist support for children remains a significant gap in all three boroughs. There is no specialist advocacy support for children and young people under 13 years old who have been affected by domestic abuse in any of the three boroughs. The Partnership aims to address this gap with a needs assessment and joint commissioning strategy.

DRAFT

## GOVERNANCE AND ACCOUNTABILITY ARRANGEMENTS

The current structure of the LSCB is as follows \*



\* LSCB membership on LSCB website <https://www.rbkc.gov.uk/sharedservices/lscb/aboutus/boardmembersandadvisers.aspx>

## PRIORITIES OF THE LOCAL SAFEGUARDING CHILDREN BOARD – 2015/16

The headline priorities of the Local Safeguarding Children Board for 2015/16 were as follows:

### Continue to deliver the core business of the Board at high quality

- Evaluation and challenge of the role of Early Help in safeguarding children
- Engagement with diverse communities
- Effective child protection plans
- Multi-agency responses to neglect
- Ensure safeguarding practice meets the needs of children with mental health concerns, who are disabled or affected by domestic abuse

### Improve the Board's effectiveness in reducing harm to children

- Learning from each other in a context of organisational change
- Increased learning from case reviews
- Ensuring that the needs of children from marginalised groups are scrutinised by the Board
- Effective communication with a multi-agency workforce
- Holding each other to account - challenge that improves outcomes
- Maximising our wider partnerships to better influence impact on the ground

### Ensure effective, proportionate, multi-agency responses to safeguarding issues which affect children & young people with high levels of vulnerability

- Female Genital Mutilation
- Sexual exploitation
- Addressing perpetrators of abuse and exploitation
- Involvement with gangs
- Going missing
- Substance misuse
- Radicalisation of young people

Informed by the voice of the child & the experience of our looked after children

## **Summary of outcomes and progress made**

The Safeguarding Plan was developed to identify a series of outcomes through which progress could be measured. The following section lists the outcomes and evidence of activity that supports each of the outcomes.

- 1. We know the impact of our early help framework in identifying and supporting children and young people who are at risk of neglect and/or have high levels of vulnerability.**
  - The LSCB was provided with an assessment from each borough of measured impacts of council early help services upon children and families.
  - A Focus on Practice impact report was provided showing initial indications of the positive effects of the programme on rates of children becoming looked after, those with child protection plans and re-referrals.
  - The LSCB Neglect Strategy was published which is now informing a series of tools and awareness raising developments across the three boroughs.
  - An integrated ante-natal offer and 2 year old check has been implemented across all three boroughs with Information Sharing Agreements in place.
  - Schools are increasingly engaged with addressing eSafety issues, including through linking with parents.
  
- 2. Our performance framework identifies areas of concern which are challenged and addressed through the Board.**
  - The Board has consistently received performance reports with exceptions identified. There have been challenges which have been discussed at the Board including in relation to the numbers of looked after children placed out of borough.
  
- 3. Partners have a shared overview of the effectiveness of safeguarding of disabled children and agree actions to address any concerns.**
  - Learning in relation to the specific needs of disabled children from relevant Serious Case Reviews has been reviewed and shared across the multi-agency workforce.
  
- 4. We have reviewed the structure of the LSCB to maximise the contribution of our partners and the Board's impact upon wider practice.**
  - Ofsted's Review of the LSCB found the shared structure created significant benefits for young people through the rationalisation of time and secure involvement of senior representatives from partner agencies. The balance achieved between shared and local functions ensured that children are safeguarded effectively. Additional points of relevance to this outcome included:
    - i. Although Ofsted recommended that the Board should devise a system to escalate concerns about infrequent attendance at the board by

partners, there has been effective follow-up in relation to this by the Independent Chair and others. There has also been effective action to ensure departing members are replaced. The sub-groups are chaired by leads from a range of agencies. The LSCB now includes stronger input from Public Health, Health, Adults Services and Prevent.

- ii. A Health Overview sub-group has been meeting since April 2015.
- iii. A new system has been implemented to enable Section 11 audits to be carried out virtually with a phased programme to make this accessible to different agencies.

**5. A Communications Strategy is agreed which reflects the views of children and young people on how best to raise their awareness of our priority safeguarding issues; successfully disseminates key learning to practitioners in all partner agencies; identifies missing stakeholders/partners and strategies to engage them.**

- A shared website went live in 2015 and has been regularly updated with further developments planned. A Twitter feed is driving visits to the site.
- The “Young Humans” project regarding feelings of young people about being Muslim in West London has been hosted on the website.
- The LSCB worked with young people during Youth Takeover Day to design anti-bullying resources.
- Our communications are encouraging increasing numbers of independent schools to seek advice about safeguarding issues.

**6. Our training programme is targeted to reflect the priorities of the LSCB and address current challenges for frontline workers.**

- The annual training programme was published with a plan in place to measure the impact on delegates at intervals after training was completed, as well as mystery shopping exercises.
- Feedback from consultation has influenced training content, e.g. a VAWG consultation of young people led to key messages being stressed in LSCB core training. LSCB has facilitated advertising of Prevent WRAP training to increase uptake by the children’s multi-agency workforce.

**7. LSCB members have a clear understanding of the role and challenges of other partner agencies including the impact of ongoing significant change.**

- LSCB member agencies have publicised changes to service offers via the Board with challenges where it is felt that such changes could have an impact on safeguarding. This aspect of the Board’s activity will be formalised through LSCB meeting agendas in 2016/17.

**8. All partner agencies are effective in identifying children and young people affected by gangs and serious youth violence and refer them on for effective support.**

- There have been effective services and processes in all three boroughs as follows:

- i. Hammersmith & Fulham: Street Outreach Service operating as an autonomous service with referrals from police, children's services and probation following concerns about serious youth violence or emerging tensions.
- ii. Kensington and Chelsea: Good working relationships between key agencies concerned with serious youth violence facilitate information sharing and effective meetings following London Child Protection guidelines. The local police gangs team work with all agencies on managing individual or groups of young people.
- iii. Westminster: The multi-agency Integrated Gangs Unit located in the MASH meets daily to share information with strong partnership working with schools, Redthread and Child and Adolescent Mental Health Services.

**9. Frontline practitioners are aware of the signs of child sexual exploitation and are confident in supporting children who are affected.**

- There is a high level of assurance about the effectiveness of a wide range of strategies to tackle CSE in the three boroughs. Ofsted noted a “robust and well-coordinated response...informed by the effective sharing of information and intelligence between all key agencies.” The Review of the LSCB noted that “Effective monitoring by the child sexual exploitation and missing sub-group enables the board to have a robust understanding of missing children and their behaviour across the tri-borough partnership.”
- LSCB general and specialist training courses address CSE with additional training provided for Family Services staff by CSE leads. Training has been reviewed and revised where appropriate e.g. to make some generic training more specific to local situations. Staff from local authority Children's Services, health, the voluntary sector and probation have participated in the training offered.
- Training and awareness videos have been published on the LSCB website.
- Profiles of CSE activity have been produced and shared with partners through the MASH/Missing/CSE sub-group.

**10. The wider community has an increased awareness of young people vulnerable to sexual exploitation, gang activities, domestic violence and female genital mutilation.**

- Operation Makesafe has been implemented across the three councils with a Stakeholder Group led by the Director of Children's Services reporting to the LSCB. This has engaged businesses including hotels, licensed premises and taxi companies in awareness of and responses to CSE
- Awareness of CSE amongst young people has been addressed through the Healthy Schools Partnership and School Improvement Team which promotes this in schools through the Personal, Health and Social Education (PHSE) curriculum.



- Young people in targeted schools have received training from the Integrated Gangs Unit and the police on consent and rape as well as additional training from Barnardo's and VAWG.
- Ofsted noted the effectiveness of awareness-raising regarding FGM which had led to referrals to children's social care increasing along with the effective role of the tri-borough female genital mutilation project in engaging fathers and husbands and from particular communities.

#### **11. Multi-agency planning addresses the behaviour of perpetrators of CSE and Domestic Abuse.**

- Ofsted noted the role of information sharing through the Multi-Agency Sexual Exploitation panel (MASE) and other local panels and mapping arrangements in ensuring a focus on both victims and perpetrators.
- Reports to the MASH/Missing/CSE Sub Group now include summary information about perpetrators and locations of concern.
- There is reciprocal attendance at key risk management groups such as MAPPA and Serious Youth Violence panels with good examples of "mapping" meetings in the boroughs sharing information about perpetrators from different agency perspectives.
- Anonymised examples of effective action to disrupt perpetrators and address locations of concern have been shared with the LSCB and the Sub Group.
- All three boroughs have well performing MARACs that safety plan for families where there is high risk domestic abuse

#### **12. Agencies are aware of and able to respond to young people affected by domestic abuse perpetrated by peers**

- A report has been presented by VAWG representatives to the LSCB with a commitment to regular updates going forward.
- Professionals from specialist services are now working alongside colleagues from children's services to strengthen pathways and knowledge-sharing between them to support high risk families and to provide longer term work to prevent future abuse and increase safety in families.
- Parenting Programmes have been introduced which support wider relationships and their impact on child well-being, in addition to developing additional components to early intervention parenting programmes that offer VAWG support. This includes *Talking Without Fear*, which focuses on offering extra support to non-abusive parents post separation as they are recovering from the trauma of abuse, and the *Healthy Relationships Healthy Babies* pilot, both of which have happened in Westminster.
- Children and young people have been identified as a priority in all of the VAWG's operational groups

**13. Practitioners are increasingly able to identify children at risk of female genital mutilation and respond appropriately to safeguard them.**

- A pilot project involving local authority and health services has introduced an innovative approach in identifying and working with potential and current FGM victims. A specialist social worker co-located and embedded within a health setting has contributed to strong multi-agency working which is enhanced by joint development work with Midaye, a Somali Development Network.
- The project has led to a substantial increase in the number of families where FGM has been identified to be an issue, enabling a proportionate response at an early help stage or Child in Need or Child Protection services where required. From May 2014 to March 2016, 77 women from the three boroughs have been referred and seen in both clinics. All women who have daughters or are going to give birth to girls have agreed to social work visits.
- At St Mary's weekly FGM clinic, the team see approximately 10-12 women per clinic. 3-7 of these are residents of the three boroughs. At Queen Charlotte's Hospital where an FGM clinic operates fortnightly, the team sees 5-10 women per clinic, with 4-5 women of these from the three boroughs.
- The LSCB provides FGM training to a range of practitioners who have contact with girls across different age groups. "Learning Events" have been planned to support schools with addressing FGM.
- The LSCB community worker has built strong links with Mosques and Madrassahs to build capacity to recognise and respond to safeguarding issues

**14. The LSCB has identified how best to work with other key partnerships to better address safeguarding issues resulting from the radicalisation of some young people.**

- A major conference took place involving local schools and including presentations on responding to threats of radicalisation,
- The Channel Panel has been expanded to include safeguarding representatives from Children's Services in all three boroughs and specific schools, determined by what is on the agenda.
- Following training and awareness raising, an increasing number of schools and colleges are raising the issue through school councils, PHSE, assemblies and using the support and advice available from Prevent.

**15. The LSCB has ensured that local multi-agency responses to national safeguarding issues are proportionate and target the communities or localities most affected.**

- There are good examples of tailored support being provided to specific communities, raising awareness of safeguarding in response to local needs while ensuring an appropriate range of other issues are addressed through this contact.

## **Conclusions following the review of the 2015/16 Safeguarding Plan**

1. While there have been significant developments in many service areas and improved processes, in some areas of LSCB activity, there is an ongoing need for a greater emphasis upon outcomes and clearer indications of impact upon children which result.
2. While we are now clearer about the impact of local authority Early Help services, there is less clarity about preventative services provided by other sectors and their contribution to effective safeguarding.
3. There is a need for the Board to consider the safeguarding needs of disabled children. While the recent Ofsted review and the simultaneous inspections of the three local authorities did not identify any specific concerns about disabled children, there is still a need for the LSCB to consider their safeguarding needs in more detail.
4. While there have been initiatives to involve young people in the work of the board and consult them about safeguarding, this has involved limited numbers of children. A more comprehensive understanding of how we assess the impact of safeguarding upon the lives of children and young people and how the Board has acted upon their views is required.
5. While we have made progress with communicating more regularly and in different ways, we are not always clear about the degree to which key messages are received and responded to by the large multi-agency workforce. Further developments could also be considered as to how the LSCB might best receive feedback from frontline staff about how safeguarding is working in practice.
6. There is an ongoing need for the LSCB needs to continue to develop its links with a range of partnerships with which we share a common agenda or priorities.

## **VIEWS OF CHILDREN AND YOUNG PEOPLE**

With support from the LSCB Community Development Officer for Children and Young People we undertook a range of activities this year. In July, we hosted a workshop for school children aged 9-10 years old for the Children's Choice Conference for schools in Hammersmith and Fulham, and Kensington and Chelsea where we asked children to tell us about what worried them most. The children were asked 1) what worried them about a particular safeguarding topic, 2) how they could keep themselves and their friends safe and 3) what adults could do to keep them safe.

One of the main themes identified was bullying at school, and we subsequently planned an activity around this and e-safety for Youth Takeover Day in November. For this event, we challenged a number of young people from Phoenix High School in Hammersmith and Fulham to produce with a short stop motion film about keeping safe online which was used on the LSCB Twitter feed to promote Safer Internet Day in February.



In 2015 we also worked with a group of young people in Westminster who formed our Young People's Panel. They identified 'sexting' and staying safe online as two issues they wanted to explore further during our workshops with them.

## **KEY ACHIEVEMENTS FROM LSCB SUBGROUPS**

### **Hammersmith and Fulham Partnership Group**

The Partnership Group has continued to develop strong partner relationships. There has been good and consistent attendance and contribution by a wide range of agencies. Key issues such as child sexual exploitation, domestic abuse, substance misuse and adult mental health have remained high on the agenda and are standing items for discussion. The Partnership Group has continued to engage the community and voluntary sector and has sought to strengthen collaboration and partnerships by bringing them into the core of safeguarding work. A range of voluntary sector partners have engaged with the partnership group, including Queens Park Rangers Football Club to develop relationships and strengthen their understanding, knowledge and response to safeguarding issues.

The Partnership Group now has a representative from education as a permanent member, which provides an essential link to the head teachers' forum and ensures that key education issues are brought to the attention of the LSCB.

The Partnership Group has routinely sought to encourage challenge between partners in a measured and proactive way. The LSCB is kept informed about all challenges that are raised. Challenges are recorded on the "challenge log", which is regularly reviewed to measure outcomes and the impact of any action taken. This has led to changes to protocols, pathways and responses. For example, a review led to improvements to the protocol and pathways in relation to pregnant refugee women presenting at maternity units for delivery who are homeless and have no recourse to public fund.

'What are you concerned about' remains a standing agenda item of the Partnership Group. This facilitates the raising of key safeguarding issues which can then be escalated to the Board. Members consider safeguarding in the wider context and can prompt particular actions, e.g. sexual health clinics noted a rise in CSE concerns in schools and younger children engaging in sexual activities. A multi-professional meeting was arranged to explore the concerns and developed a more robust approach to the assessment of the safeguarding concerns for each child, an assessment of the response of schools and a strengthening of communication pathways between agencies.

The Partnership Group has been central in maintaining the link between front line services and the LSCB. Feedback has been actively sought from front line practitioners across all services through questionnaires or team/service discussions. The group has led on the dissemination of information to front line staff, including the LSCB newsletter and Learning Review. Exercises have also taken place to measure the impact of the Partnership Group on front line staff's knowledge, understanding and practice following the dissemination of information about referral pathways, thresholds and Early Help and child sexual exploitation.

### **Kensington and Chelsea Partnership Group**

The Partnership Group has a committed and long standing core membership. Members seek to investigate proactively safeguarding issues of relevance to local need and issues, reflect and debate, and take action where required to improve the quality of interagency working and the quality of service provision to the children, young people and families in Kensington and Chelsea.

The group has met formally on a quarterly basis, with additional work taking place as required. This is supported by a comprehensive Business Action Plan which guides the group's focus and promotes the opportunity for reflection on local safeguarding issues.

Over the course of the year the Group considered a range of thematic subjects of relevance to local children, families, communities and professionals working at the frontline. These included; ending harmful practices such as FGM, early help services, organisational change and its impact, learning from serious case and management reviews, private fostering, child sexual exploitation, serious youth violence and gang activity. The Group members contribute to the delivery of information through papers, research and presentations on a range of issues. The opportunity to discuss and debate is actively pursued.

A range of speakers were invited to broaden the knowledge and the agenda. Guests discussed thematic issues, e.g. the Asian Resource Centre have presented their partnership work on ending harmful practices. Annual reports have been presented including those of the Child Death Overview Panel, Local Authority Designated Officer, Private Fostering, Multi Agency Risk Assessment Conference (MARAC) report considering domestic abuse, and the Multi Agency Public Protection Arrangements (MAPPA) report of the London Probation Service.

Guidance and signposting to specialist tools have been disseminated through members including FGM and CSE vulnerability assessment tools, and guidance

resulting from the Southbank Serious Case Review in understanding the 'grooming' of the environment and how to ensure a positive safeguarding culture and leadership in organisations.

Organisational changes and the impact upon local safeguarding arrangements have continued to be a theme with opportunities to provide updates, ask questions, raise challenge and debate safeguarding issues and implications. A significantly beneficial aspect has been to focus on collectively how we may support colleagues and promote a positive interagency working arrangement, promoting the opportunity to form professional relationships and address the emergence of issues at the earliest stage. This has had direct benefits for effective working together arrangements and safeguarding matters in relation to children and their families.

The partnership group remains committed to the Board's work on Neglect and a number of members are committed to the continuing partnership with the NSPCC to deliver the Neglect Campaign across the three Boroughs into 2016-2017.

### **Westminster Partnership Group**

The partnership group has had a productive year including the Ofsted inspection of children's services which took place in January 2016. The final report included a Review of the LSCB which was positive about the contribution and quality of Westminster's Partnership Group.

Achievements this year included the collation and dissemination of a comprehensive list of Westminster supplementary schools. These are education establishments that may not be registered with Ofsted because they offer homework clubs, religious studies and other provision out of usual school hours and therefore are not subject to a regulatory framework. The Community Development Worker undertook some effective relationship building to enable input with those running schools and institutions. This has meant the profile of issues such as FGM, child sexual exploitation, private fostering and the safeguarding aspects of the 'Prevent' agenda are raised directly with communities who may be affected.

The Community Development Worker has offered advice about making referrals to children's social care and therefore this work had a direct impact on the well-being of young people. She enabled discussions about the issues listed above to take place within the institutions which would not have happened otherwise. The list of supplementary schools was compiled with input from the group to ensure a comprehensive gathering of intelligence across the multi agency safeguarding spectrum.

The Children's Services and Housing Panel was promoted at the partnership group to ensure agencies are aware of the referral pathways and the work that can be done to intervene early, preventing homelessness for children and families. The Partnership Group identified a low take up of training from multi agency staff about how to use interpreters, which led to a discussion about interpreters' understanding of safeguarding and the complications that can arise when using interpreters with families where there are safeguarding concerns. Subsequently the interpreting and translation contract for children's services is being re-commissioned and this feedback was incorporated into the new specifications, ensuring that

interpreters and users of the service will have clear expectations and quality standards.

The Group heard challenges about the quality of the emergency out of hours social work service, and this was subsequently recognised through self-assessment and the Ofsted inspection. The challenges raised by our Lay Member and Appropriate Adult volunteer resulted in a number of detailed meetings and examination of the processes. The position now is that although further work is required, additional social work resource has been agreed for the out of hours service in Westminster to improve its quality.

The Partnership Group also identified the need for young carers to receive a better service this year. The Young Carers contract with a voluntary sector provider subsequently came to an end with the decommissioning decision influenced by the partnership group. The service is now provided in-house by Westminster Children's Services. There is now a target within Westminster City Council to report on the numbers of young carers identified as a proportion of early help cases. Such cases will therefore have significant multi agency input.

A series of themed workshops were planned to address the priorities the partnership group identified for itself at the start of 2015-16. These were informed by the wider Safeguarding Plan of the LSCB as follows:

- Serious Youth Violence
- Child Sexual Exploitation
- Female Genital Mutilation
- Radicalisation and Prevent

This led to a number of examples of the direct, positive impact of the partnership group on outcomes for children.

A workshop was held with group members and additional invitees on each of the themes outlined resulting in actions to be taken in each area. For example, Redthread attended and gave a presentation at the serious youth violence workshop about their work in hospitals with young people who have been the victim of violence. This was at the suggestion of a safeguarding health lead and led to actions including Redthread attending a safeguarding briefing for GPs. The Tri-Borough Alternative Provision (TBAP) schools were also invited to the Integrated Gangs Unit meetings in order to create better information sharing and closer working as some young people attending such provision would be at risk of or perpetrating serious youth violence.

The workshop on CSE resulted in increased input at the Multi Agency Sexual Exploitation Panel from probation and housing, and a commitment from colleagues in the Safeguarding, Review and Quality Assurance section in Children's Services to ensure that child protection plans for children who were considered at risk of CSE contained specific actions that would increase their safety.

The FGM workshop ensured a greater profile for FGM prior to the summer holiday break in 2016, which we know is a crucial time to identify girls who may be at risk.

Finally the Prevent workshop enabled an overview of the 'reach' of the current training offer for Prevent, offering reassurance that staff across the partnership have accessed the training and are making referrals where appropriate.

### **Case Review Subgroup**

The Case Review Subgroup considers new child care incidents (of serious injury or death to children) and makes recommendations to the chair of the LSCB on whether a decision on holding a formal Serious Case Review (SCR) or another type of review should be held.

The sub group also receives completed reports commissioned within the three boroughs so that learning can be identified and disseminated to the LSCB workforce. The sub group considers national or other local authority review reports where there are potential lessons for our local services.

### **New child care incidents: Recommendations from Case Reviews**

During the year two SCRs have commenced, one initiated by the shared LSCB and another by Luton LSCB involving a family which had prior involvement from services in Hammersmith & Fulham. Both reports will be completed in 2016/17.

The case initiated by the shared LSCB (known as "Baby Rose") involved a young mother who gave birth abroad and returned to the UK four months later with the intention of taking the baby to Moorfield Eye Hospital for an operation. The mother informed her parents, who lived abroad, that Children's Services had removed the baby from her care, and they were so concerned that they came to the UK immediately and took their daughter to the Police to report the baby missing. Following a police investigation the mother was charged and convicted of murder. Police advised that she had accepted that she suffocated and disposed of the body.

In the Luton case a baby died of severe physical injuries when cared for by a young mother and her new partner; the use of drugs by both parents influenced the care they provided for the baby. Hammersmith & Fulham Children's Services were involved at the time of the baby's birth, before the family moved out of the area. Children's Services and Hammersmith & Fulham's Housing Department are both engaged in the serious case review.

### **COMPLETED REPORTS RECEIVED AND REVIEWED**

A number of completed reports were received by the sub group and the key lessons reported to the LSCB and to the wider multi agency workforce through training, learning events and the Learning Review newsletter.

The key reports and lessons were as follows:

#### **CD – Case Review**

CD was a 21 year old care leaver who died as a result of drug misuse. She had a long history in care with multiple placements. The review noted that the services she was offered were provided by highly committed staff; despite the high level of input



the services did not sufficiently change her pattern of substance use or other life choices

The report identified the following lessons:

- a. The LSCB should note the need for the care leavers' teams to have and/or have access to specialist substance misuse knowledge and should ask the Tri Borough Assistant Director for looked after children to review the position in the three care leaver's services and take appropriate action as necessary.
- b. The borough's care leaver service should consider how to make available a drop-in opportunity for young people not able to keep to regular appointments.
- c. Peer mentoring should be made available to engage hard to reach young people.
- d. Pathway plans for young people leaving care should have a wider multi agency input into them.
- e. Consideration should be given to a career pathway for personal advisors to ensure that the more complex young people can be allocated to the most experienced staff.

### **Sofia – Serious Case Review**

In December 2015, the LSCB published the serious case review regarding baby Sofia. Sofia was a 13-month old baby who died as a result of neglect. Her mother had a history of moving between boroughs. As far as can be ascertained, Sofia and her mother lived in seven different areas prior to the baby's death.

The report identified the following lessons:

- a. There was a pattern, particularly across London, whereby the complex nature of housing and benefits legislation (as it applies to foreign nationals) meant that professionals are ill-equipped to explore all options open to families.
- b. There was a pattern in Westminster Children's Social Care at the time not to assess the needs of pregnant women where housing needs were the primary problem. This potentially placed unborn children at risk
- c. Systems to share information between GPs and Health Visitors need to be more robust so that reliable oversight of babies' health is not undermined.
- d. There was a pattern in London whereby strategy discussions had become diluted to a brief telephone communication between Police and Children's Social Care, which resulted in other agencies not being included in the discussion, even where they have the greatest knowledge of the family.
- e. There was a pattern of professionals over-focusing on physical manifestations of neglect, such as weight loss and failing to identify more complex, less visible indicators.
- f. There was a tendency to assess risk from the parent's perspective and not to focus on the child's experience. This meant that destitution, and resulting transience, were not seen as potential child protection issues.

- g. Children's Social Care being unable to complete an assessment because a family is 'avoidant' at point of transfer may lead to children inappropriately being described as 'in need' rather than 'in need of protection'.

## **JJ – Serious Case Review**

In January 2016, the LSCB published the serious case review for JJ. JJ was a 3-year-old boy who lived in Westminster with his mother. He died in the care of his father while having overnight contact in another local authority area. The post mortem outcome was that this was an unexplained tragic accident; further specialist medical advice concluded that the injuries did not match the reported description of events and suggested force had been used. Because the child had died and abuse or neglect was suspected, a serious case review was held.

The review could not identify any information regarding what had happened the evening JJ died – this had been carefully investigated by the police. No agencies were involved in any plans for JJ's overnight stays with his father; this was organised informally between his parents. However there were lessons which emerged for agencies which arose from the interactions his mother had had with health agencies.

The report made the following recommendations

- a. The health visiting service should review the assessment and recognition of support needs when mothers are presenting with low level mental health issues or anxiety.
- b. Communication needed to be stronger to primary health services regarding presentations of children to Accident & Emergency services. This should include not just the transmission of information, but the aggregation of patterns of presentations and understanding the potential issues that might lie behind them.
- c. Agencies should ensure that fathers are an important part of their thinking, assessments and intervention.

## **Southbank International School Serious Case Review**

The sub group received the report on the abuse at Southbank International School, which occurred over a period of four years, perpetrated by a teacher, William Vahey, who is now known to have been a prolific sex offender.

The report concluded that: "William Vahey, an American citizen, joined Southbank School from the international school in Venezuela, having worked in several countries during his teaching career. It is significant that he had a conviction for sexual offences against young boys in California in 1969 and this conviction resulted in a 90-day jail sentence and five years' probation with a condition that he should be supervised in the company of males younger than 16 during that time. This conviction was not picked up at the point he qualified as a teacher in the United States or by any subsequent employer."

Recruitment processes which were not compliant with expected standards resulted in his appointment as a teacher at Southbank International School. Vahey had quickly established himself as a teacher who had an informal, unconventional teaching style but was popular with many pupils. He specialised in residential trips

and ran the 'travel club' which involved him selecting pupils and teachers to accompany him on overseas trips.

The review has found that "aspects of Vahey's behaviour should have alerted senior staff at the school to the possibility that he was sexually abusing pupils; at no point was this given any formal consideration".

The key recommendations identified were:

- a. There is a need to ensure that all staff in the multi agency workforce are able to use the report resulting from the SCR to further develop their understanding of the modus operandi of sex offenders.
- b. The LSCB to consider how it can promote learning in agencies regarding the establishing and maintenance of a safeguarding culture that restricts opportunities for offenders, promotes identifications and ensures effective follow up when issues are raised.
- c. The need for effective recruitment practice, and where possible, overseas checks to be implemented in all agencies so as to minimise the chances of offenders gaining access to employment and to children.

### **Family C - Serious Case Review to be published in 2016-17**

In February 2015, the mother of two young children aged 4 and 18 months, killed her oldest child as well as the children's father and also seriously injured the youngest child, whilst she was experiencing an acute psychiatric disorder. The family had been known to local statutory agencies but had never met the criteria for any formal child safeguarding interventions. The mother was seen by adult services but left before formal assessments could be completed.

The SCR findings will be published in a full report, alongside the publication of a domestic homicide review (DHR), commissioned by the Community Safety Partnership. The timescale for publication of the SCR has not delayed sharing learning from it with practitioners and introducing some service changes in adult health services in order to improve communications.

### **External Serious Case Reviews**

The sub group also considered two serious case reviews from other LSCBs where children had been harmed in other local authority areas. In one case a local authority foster carer had sexually abused children placed in his care over a 10 year period. Another SCR focused on a teenager who had suffered severe neglect over a long period of time. Local review of these cases and learning led to actions to ensure this was shared with relevant groups (e.g. the local Fostering Panel, services responding to school attendance concerns and Early Help services) as well as informing the content of training and conferences.

### **Communication of the Lessons**

As a matter of routine all three local partnership groups in the three local authorities take the review reports to their meetings to ensure there is wide dissemination of the lessons. The LSCB's Learning Review newsletter includes a summary of the

lessons. The LSCB training offer is amended where required to incorporate learning. In addition, all LSCB members are expected to communicate and cascade lessons back to their agency networks as appropriate.

### **Quality Assurance Subgroup**

The Quality Assurance (QA) subgroup takes a lead on the LSCB's role in examining information including quantitative data, information about the quality of services, and information about outcomes for children. This is done by examining performance data from a number of key agencies, multiagency audits, section 11 audits and informal exception reporting. This is scrutinised to consider any unusual patterns or themes and compared with local and national data where possible. The subgroup has met quarterly to explore the above drawing conclusions and potential recommendations relevant for each sector.

In 2015/16 there were a number of achievements led by the QA subgroup. Section 11 audits are now completed using a virtual tool and the questions redesigned to ensure the document is user friendly and to increase agency participation. This has been trialled by several agencies with positive results tracked by the LSCB.

Multi-agency audits are now led by the local authorities' Quality Assurance Manager where previously an independent consultant was commissioned. In this period the subject chosen by the subgroup for audit was 'Safeguarding and Parental Mental Health' and the report was completed in January 2016. The process included agencies across a number of services completing individual case audits followed by a workshop to consider the findings. The information was analysed and contributed to a final report which was communicated to the LSCB meeting themed around mental health. The following findings cover a number of recommendations in the full report:

#### **1) Challenges Associated with Information Sharing**

This report has highlighted different examples of where information sharing has worked and where it is hindered. This ranges from parental consent/openness with practitioners to information sharing barriers between agencies. This is inclusive of private providers. The importance of taking a curious and proactive approach to safeguarding is essential.

#### **2) The Importance of Robust and Purposeful Planning and Interventions**

The inclusion of families and the importance of multiagency working is an important aspect of achieving good outcomes for families. There were examples where well attended network meetings had led to good discussions and planning to support families. However, there were examples where network meetings had not taken place and were therefore recommended within the audits.

#### **3) Relationships**

Relationships are central to working with families and the professional network to achieve positive outcomes and change. How we strengthen these relationships and utilise them is essential to continued development across services.

In November 2015, in response to a challenge from a voluntary sector partner agency, the Local Children Safeguarding Board was requested to review Children's

Services use of the Barnardo's Domestic Violence Risk Identification Matrix (DVRIM) where domestic abuse is identified in the home. The audit also explored the other types of tools that may be contributing to the Social Work assessment of risk and also made wider observations related to the quality of practice.

Whilst use of the Risk Identification Matrix was not evident on any of the cases reviewed, the audit identified evidence of multi agency approaches to assessments and interventions with families. Social Workers had a good understanding of risk to the child or children and parents and considered these in detail. The drive of systemic practice across Children's Services in the three local authorities was also being utilised in a number of these cases both with Social Workers that were on the 'Focus on Practice' course and those who had not yet started demonstrating that this too is becoming embedded.

Planned multiagency audits will now occur twice a year with the flexibility to complete further audit work where agencies raise potential practice challenges as demonstrated above.

### **CSE, Missing and MASH Sub-group**

The subgroup met on three occasions over the course of the year. As a multi-disciplinary partnership it considered strategic plans to deliver on LSCB safeguarding priorities in this area. The membership of the group continued to represent the wider spectrum of partnership agencies working with children and their families affected by child sexual exploitation, children who are missing from home, care and education. It also reflected the systems in operation through the Multi Agency Safeguarding Hub (MASH) to effectively identify and manage the information flow when assessing risk for some of the most vulnerable families.

The MASH has now been in operation for a number of years, and its activity has been overseen by this sub-group. This included the regular scrutiny of activity data as well as an exploration of practice issues and workload demands. The communication flow back to agencies which have been consulted as part of the initial checks made by MASH remained a challenge for the Hub and professionals. This led to a clear statement which noted that professionals and agencies will not be contacted following initial checks unless there was a concern that needed to be communicated. The sub-group acknowledged that the MASH would not have capacity to provide any additional feedback and approved a decision that Family Services would provide this where appropriate as part of any assessment carried out.

With an expanding knowledge of child sexual exploitation (CSE), its signs, impact and the need to increase awareness, the sub-group has overseen a multi agency strategic approach to address this safeguarding priority. There have been significant developments in the last year which the LSCB has been instrumental in leading, including the development of the CSE strategy and oversight of the Multi Agency Sexual Exploitation (MASE) panel which considers the cases of significant vulnerability and concern. A CSE Screening Tool has been developed and the six month pilot and results reported back into the sub-group. The outcome of the screening pilot was a confirmation of good levels of local understanding of risks, the levels of vulnerability and the decision making which had taken place.

Missing children and young people continue to be a priority of the LSCB's safeguarding plan. The last year saw an increased multi-agency understanding of the connecting factors of concern for children who go missing from home, missing from education, CSE, gang activity and criminal behaviour. The local authority Missing Coordinator has worked closely with social work practitioners and multi-agency partners to improve practice and safeguarding responses. The sub-group has been instrumental in refocusing the work of partners onto key issues of practice and effective interventions, leading to increased understanding about why children go missing and how they can be supported to not go missing in the future.

### **Harmful Practices Steering Group**

The Harmful Practices Steering Group was formed in June 2015 as part of the new governance structure to deliver the 2015-2018 Shared Services Violence Against Women and Girls (VAWG) Strategy and regularly reports to the VAWG Strategic Board and the LSCB. The Steering Group is chaired by the VAWG Strategic Lead and the Deputy Chair is the Joint Head of Safeguarding, Review and Quality Assurance for Children's Services.

The main functions of the Steering Group have been to ensure that the Project for Ending Harmful Practices Pilot (PEHPP) is delivering its objectives and outcomes, and highlight and address any issues arising regarding the delivery of the pilot at the earliest available opportunity. It has also overseen the delivery of the FGM pilot at St Mary's Hospital and Queen Charlotte's Hospital.

### **Ending Harmful Practices Training**

The PEHPP has overseen the roll out of a range of training opportunities on topics including FGM, forced marriage, honour based violence and faith based abuse. The training was delivered in stages, with half day multi-agency workshops open to staff from all agencies, followed by a two day specialist workshop open only to social workers, police and health staff. Staff who completed the two day specialist workshops were then invited to attend a series of half day follow up sessions to enable them to tackle the subjects in more depth.

Attendance in the first year of the training programme was good, although there was a high drop-out rate from bookings (overbookings were taken to compensate for this) with a good representation of practitioners from a variety of agencies. Evaluations from the earlier courses were taken into consideration to shape the following workshops and improvements were made in the delivery of subsequent workshops and evaluations continued to show good results as practitioners understanding of the subjects grew. The roll out of the training also coincided with the introduction of the FGM Mandatory Reporting Duty and the LSCB practice note on this topic was widely shared and discussed in training.

### **Educator Advocates:**

The PEHP Pilot has also seen Educator Advocates deployed in all three local authorities, initially in Children's Services offices. Their role has been to assist children's social care professionals in effective case management where FGM, Honour Based Violence, Forced Marriage or Faith Based Abuse is a concern. The

advocacy service was also available to support and offer guidance to victims of harmful practices. There were some initial barriers in getting this part of the project to work smoothly (e.g. access to system records, building trust with colleagues in children's social care) but these have gradually been overcome and the result is a steady growth in consultations that the advocates have carried out. The Educator Advocates have been proactive in visiting a range of offices where children's social care staff are based to reach a wide audience and extend the reach of this part of the programme.

### **Community Engagement:**

The PEHP Pilot has also delivered a range of community engagement activities across the three local authorities. This includes work done in local schools to engage families during coffee mornings. A local organisation has been set up by men (mostly from Somali and Sudanese communities) and a session was held with them to explore ways we could engage men in the conversations around FGM. Our male FGM worker also co-ordinated the delivery of a training session on FGM to a local school for 120 boys which was very well received.

### **Female Genital Mutilation Early Intervention Project:**

A partnership approach to the early identification of girls' at risk of FGM has been running at St Marys and Queen Charlotte's hospitals for a full year. This included a multi-disciplinary team of a specialist mid-wife, a specialist social worker, health advocates from the voluntary sector, a male worker and trauma therapists working together to deliver holistic maternity care to mothers who have suffered FGM, while working with those families to offer early help or safeguarding services to prevent FGM occurring to future generations. In the course of the year 139 families were worked with and 76 received further assessment and support from Children Services. This is compared to the baseline figure which was that no children at risk of FGM had been identified. The project will continue until December 2016.

### **Safeguarding Children Health Subgroup**

The Subgroup is chaired by the Designated Professionals and meets on a quarterly basis. The purpose of this group is to provide a strategic focus across health agencies to safeguarding children, quality improvement and sharing of learning. During 2015-16, the group met four times although quoracy was not always met owing to competing priorities of health providers.

### **Key achievements of the group**

- Implementation of the "Child Protection-Information Sharing" (CP-IS) project has progressed. This will improve the way that health and social care services work together to protect vulnerable children. NHSE have met with the NHS providers who provide unscheduled care and support is to be given regarding implanting CP-IS across different Information Technology systems within health.
- Links have been made between the Homeless Outreach Worker, wider health services and other vulnerable women's groups. Although many of the health providers are aware of risks within this particular group they tend not to be

aware of the services being offered. This has reduced the risk of pregnant homeless women not accessing appropriate healthcare services.

- Work has taken place to identify “bed blocking” in maternity wards by mothers who are subject to delayed discharge for social reasons such as homelessness or awaiting court orders. An audit was undertaken to ascertain the level of bed blocking and the impact on emergency cases. Results of the audit will be presented to the sub-group and appropriate actions agreed.
- An audit has commenced on an apparent trend for increasing numbers of children attending Accident & Emergency units following falls from high rise buildings

The outcomes of these pieces of work will identify service areas that need improving and will strengthen the partnership working between health, social care and housing.

### **Priorities of the Safeguarding Children Health Subgroup for 2016/2017**

- To improve the group’s quoracy by identifying the key organisational representatives who should attend, rotating meeting days and setting dates for the year ahead to enable the right participants to attend.
- To revise the agenda setting process to ensure meeting outcomes are robust and relevant to members and to allow the group to feedback any issues to the LSCB and wider health partners in a timely manner
- To ensure serious case reviews are a standing agenda item so that recommendations for health agencies and action plans are incorporated into practice at the earliest opportunity so learning can be embedded
- To carry out self-audits and “deep dives” to measure how learning from SCRs impacts upon practice.
- To develop a standardised referral form to children’s social care. This aims to alleviate staff anxiety and delays in acceptance of referrals as well as enabling enable professionals to have a common language and to facilitate the challenge and escalation of decisions where required.
- Increase the role of Designated Professionals in providing more scrutiny on health providers’ Section 11 audits and where required, working with providers on activity relating to the national inquiry into historical child sexual abuse.

### **Learning and Development Subgroup**

The LSCB has continued to provide a wide ranging training offer. This year, a total of 15 Introduction to Safeguarding Children workshops and 34 Multi-agency Safeguarding and Child Protection courses were offered. In response to demand from practitioners we introduced a half day refresher multi-agency safeguarding and child protection workshop.

New specialist workshops added to the programme included a session on the ‘toxic trio’ (domestic abuse, parental mental health and parental substance misuse) and



also working with difficult and evasive families. In partnership with the Women and Girls Network, we have also offered a series of seven workshops on child sexual exploitation.

The LSCB facilitated the roll out of the Partnership for Ending Harmful Practices Pilot (PEHPP) training. This included twelve half day multi-agency workshops (open to all agencies) covering FGM, forced marriage, honour based violence and faith based abuse. These were followed by two-day specialist workshops for health staff and social workers for more in depth information to be explored. A series of half day follow on sessions were also offered to delegates completing the two day specialist workshops, however, attendance at these was significantly lower as practitioners found it challenging to take so much time away from work.

Working in partnership with the Safer Organisations Manager and Tri-Borough LADO, we hosted accredited Safer Recruitment Workshops and Meet the LADO workshops to raise awareness of this important role.

The LSCB published an e-learning course on private fostering and continued to signpost to free external e-learning on FGM, Forced Marriage and CSE.

Evaluation of the training courses is carried out by a pre and post workshop evaluation form, to show how much learning has taken place on the day. A selection of delegates was then asked to complete a further online evaluation some months later, once they had had a chance to put their learning into practice.

Our priorities for 2016-17 include improving the way we evaluate training workshops, by holding focus groups to further measure the impact of training. The specialist course offer will be reviewed and additional workshops on the toxic trio and parental mental health and e-safety will be explored. A learning event for schools on the Southbank International School serious case review is also being developed.

## **SHORT LIFE WORKING GROUPS**

### **Parental Mental Health Short Life Working Group**

Central North West London Mental Health Trust and West London Mental Health Trust have been meeting regularly with representatives from children's social care regularly and more recently have engaged primary care in this short life working group. Participation of other agencies has been more sporadic. The working group has reviewed the challenges that issues of parental mental health and safeguarding pose for the multi-agency network and have identified key themes for the LSCB to consider at its Board meeting when the working group's final report will be presented. Themes focus on:

- Challenges for primary care
- The role of specialist adult mental health services
- The development of perinatal mental health services
- Information sharing
- Training

The group has also contributed to the development and completion of two multi-agency audits which have provided assurance on joint working and compliance with safeguarding policies. Findings from the audits will also be addressed in the final report.

### **Neglect Short Life Working Group**

Neglect continues to be a key priority for the Board and in late 2014, a decision was taken to commence a short life working group (SLWG), tasked to consider:

- the needs of frontline professionals in the recognition of the signs of neglect
- how to increase understanding of the impact of neglect
- the identification of tools or guidance that might best increase professional capacity to work with families to address neglect and the harm to children.

The group has considered and reflected on a wide range of issues, including the needs of a wide range of stakeholders and the different nature of their relationships with families which impact upon their understanding of neglect.

First actions of the SLWG included:

- a review of a range of tools already used by other agencies nationally;
- development of the neglect pages on the LSCB website
- consideration of the National Society for the Prevention of Cruelty to Children (NSPCC) core programme on neglect, and development of in-house resources to aid the understanding of how a child or young people lives day to day when neglect may be an issue.

It was recognised that the family practitioners' access to the Focus on Practice programme within Children's Services has done much to assist frontline social workers to work more effectively with families, and that new sets of formal procedures or assessment models were not what was required.

The SLWG also concluded that schools and early years provisions are key to understanding the lived experience of children and their families' experience. Therefore more valid recognition needs to be placed on the information and understanding which such agencies bring to the wider professional understanding of this. These agencies are most likely to have a long term connection with a family and may also have a sibling group in attendance for many years. Some of these agencies have expressed difficulties at times in communicating their concerns when referring to statutory social work services. Locality social work teams acknowledge this, particularly in relation to the application of thresholds for interventions.

Recently published SCRs on the children Sofia and Leon recognised that such thresholds can be too high, and do not always evaluate the impact of chronic neglect, its "drip-drip" effect and its emotional impact which is difficult to measure. All agencies and practitioners recognised that this needs to be reviewed and improved where required.

Additional developments instigated by the SLWG include the development and piloting of two set of tools which have been developed and trialled across the three

Family Service Directorates and in a number of schools. The purpose of these tools is to improve understanding of neglect, communication of concerns, focusing more on the 'lived experience' of children.

In collaboration with the NSPCC the Board agreed to the initiation of a Neglect Campaign into 2016-2017, with the launch being delivered through a multi-agency conference in May 2016. The aim of the conference was to increase awareness and recognition of neglect, with presentations from a number of prominent researchers and highly qualified professionals.

The work of the SLWG has increased professional awareness of neglect, improved the environment for professional discussion and debate and ensured that all practitioners working with families have access to a variety of tools to inform their work, supported by enhanced information on the LSCB website.

## **ASSURANCE STATEMENT**

This year LSCB can take some assurance from the review by Ofsted that it is 'Good', as well as from the two 'Outstanding' and one 'Good' judgements from the inspections of the local authority children's services. Areas where the LSCB has to be assured of the range of services and their effectiveness - adoption, fostering, care leavers, early help, social work services - were inspected, as were areas where we share key responsibilities e.g. CSE, missing children. Some areas of joint work, FGM, were highlighted as particularly notable. Reviews of local health services' safeguarding arrangements, described in this report, also give a high level of assurance that services are good. In addition the strong relationships in the LSCB and across local partnerships enable challenge and problem-resolution and there is good 'working together'.

Children's services commit more resources and time to the LSCB than any other partner and in 2015/16 chaired all three partnership groups and all sub-groups with the exception of the Health sub-group. Whilst partners are committed to participation in sub-groups, it is notable that no sub-group or short life working group has been chaired by the Police. During 2016/17 the Police have agreed upon a SLWG that they wish to chair. This is welcomed as is the stronger leadership by the police at a local borough level and across the three boroughs. In relation to funding, the local authority input – both financial and 'in kind' for the LSCB – is way beyond what any other partner commits. All London LSCB Chairs have noted that the Metropolitan Police continues to choose to fund partnership safeguarding in London 45% less than all the other large urban Metropolitan Police Forces in England. Safeguarding is a complicated and demanding partnership arrangement that needs appropriate resourcing if it is to be effective.

However, the organisational arrangements for the LSCB, commented upon by Ofsted, have continued to be under pressure with the new Business Manager recently covering her previous role of training manager as well as her own work. A 'move' of the managerial arrangements of the small safeguarding 'team' to Children's Commissioning coincided with increasing demands on the remaining staff – and it has been through strong competence and willingness of staff that the arrangements have 'held' sufficiently for the Board's work to continue. The support for multi-agency work across the LSCB relies on the small business support team and the

LSCB will not be able to maintain its momentum without this. The LSCB has met its statutory responsibilities in 2015/16.

The LSCB comprises all the required statutory partners and has strong and effective relationships with other partnership bodies across the three boroughs. Lay persons are engaged with the Board's work. The Board works closely with the Adult Safeguarding Executive Board for the three boroughs. All leaders and professionals, as well as voluntary organisations, prioritise safeguarding children. There could be a stronger link with front-line staff so that information from them directly informs the Board's work: the current emphasis upon relationships between and developments led by senior, strategic managers could be improved by a more genuine engagement of frontline workers, children and their families and the wider community. A multi-agency focus on and improvement of multi-agency practice should be the key means through which better outcomes can be realised and impact measured.

The national review by Alan Wood of the role and functions of LSCBs published with a response from government at the end of May 2016 will lead to national changes (currently being debated in parliament) for LSCBs in future years. I will complete my term as Independent Chair in 2016/17. National changes, which will place safeguarding responsibilities (yet to be defined) on local authorities, health and the police – as the three 'local leaders' – will pave the way for the current roles and functions operating at a local level to be re-defined and the structures to be reshaped. Early work by the LSCB to anticipate these changes is underway. New legislation and statutory guidance will be published during 2017. In the meantime, holding onto key staff and partnership working is imperative.

### **LSCB PRIORITIES FOR 2016-17**

Following a review of progress with previous priorities by the Board and consideration of developing needs across the three areas, the following four priorities with associated outcomes and actions have been agreed through the LSCB's Safeguarding Plan for 2016/17:

**1. Build on partnerships to improve safeguarding practice with a particular focus on increasing the capacity of vulnerable parents to safeguard their children effectively**

**Outcome: More children are effectively safeguarded in families where parents have complex problems.**

The actions to achieve this priority and outcome are as follows:

- Maximise partnership arrangements to evaluate and increase their impact upon safeguarding children where parents are affected by domestic violence and abuse, mental health problems and substance misuse.

- Improve links and, where appropriate, hold to account key partnerships<sup>8</sup> to demonstrate that strategic work has a positive impact upon frontline practice and outcomes for children.

## 2. Improving communication and engagement

**Outcome: those who should benefit from the work of the LSCB are aware of and have an influence on what the Board is seeking to improve**

The actions to achieve this priority and outcome are as follows:

- Develop a comprehensive communications strategy for all Board activity.
- Listen to and review issues raised by multi-agency staff about safeguarding and confirm action taken by the LSCB in response.
- Listen to feedback from vulnerable children, young people and parents about the impact of safeguarding issues upon their lives (including issues such as radicalisation, CSE, missing children and FGM) and ensure the Board responds to this where required.
- Build upon progress and further develop an interactive LSCB website.

## 3. Demonstrating our impact and knowing where more effective practice is required

**Outcome: The Board is clear where improvements are required and can demonstrate actions which have made a positive difference to practice and children's lives.**

The actions to achieve this priority and outcome are as follows:

- Streamline and improve the use of multi-agency data to better measure our impact and progress as well as identifying where we need to improve.
- Ensure the work of sub-groups and short life working groups informs and delivers the LSCB's Safeguarding Plan
- Maximise impact and of learning from serious case reviews across the three boroughs by coordinating subsequent action plans.
- Review how the impact of the Focus on Practice programme is experienced by agencies responsible for safeguarding children and the opportunities for multi-agency learning from the programme.
- Promote the best outcomes for children who have experienced neglect.

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<sup>8</sup> To include Health and Wellbeing Boards, VAWG, Safeguarding Adults Board, Children's Trust Board, Crime and Disorder Partnerships, MARAC and MAPPA.

- Assess the effectiveness of multi-agency early help partnership work at a borough level in improving outcomes for children, ensuring the LSCB is sighted on service changes that may impact on safeguarding.
- Review multi-agency action and planning to improve outcomes for children and young people whose needs are difficult to meet, and who may pose risks to other children.
- Develop links with commissioners in all relevant agencies to be able to identify where improvements in safeguarding are needed.

#### **4. Improving the effectiveness of the Board**

**Outcome: All partners are consistently aware of and engage with the priorities of the Board**

The actions to achieve this priority and outcome are as follows:

- Continue to monitor attendance of partners at Board meetings taking effective action when attendance is infrequent or turnover of key members is anticipated.
- Develop a Forward Plan to include key Board activities and scheduling in other required reports.
- Develop a work plan for the LSCB business support team that coordinates activities arising from the Board and partnership groups and drives through the priorities for children.
- Ensure there is an analysis of the impact of multi-agency safeguarding training at a tri-borough level.

## LSCB BUDGET

|  | LBHF            | RBKC            | WCC             | FORECAST        |
|--|-----------------|-----------------|-----------------|-----------------|
| <b>Contributions received in 2015/16</b>                                   |                 |                 |                 |                 |
| Sovereign Borough general fund (BUDGET at Period 13)                       | -87,369         | -67,612         | -69,926         | <b>-224,907</b> |
| <b>Partner Contributions in 2015/16</b>                                    |                 |                 |                 |                 |
| Metropolitan Police  | -5,000          | -5,000          | -5,000          | <b>-15,000</b>  |
| Probation  | -2,000          | -2,000          | -2,000          | <b>-6,000</b>   |
| CAFCASS  | -550            | -550            | -550            | <b>-1,650</b>   |
| CCG (Health)   | -40,000         | -40,000         | -40,000         | <b>-120,000</b> |
| <b>Total Funding excluding reserves 2015/16</b>                            | <b>-134,919</b> | <b>-115,162</b> | <b>-117,476</b> | <b>-367,557</b> |
| <b>Forecast Expenditure in 2015/16</b>                                     | <b>LBHF</b>     | <b>RBKC</b>     | <b>WCC</b>      | <b>FORECAST</b> |
| Salary expenditure   | 83,200          | 83,145          | 82,527          | <b>248,872</b>  |
| Independent Chair  | 5,153           | 5,153           | 5,153           | <b>15,459</b>   |
| Training   | 3,016           | 3,016           | 3,016           | <b>9,048</b>    |
| Peer review/consultancy  | 1,625           | 1,625           | 1,625           | <b>4,875</b>    |
| Multi-agency Auditing  | 3,333           | 3,333           | 3,333           | <b>10,000</b>   |
| Other LSCB costs   | 409             | 109             | 109             | <b>627</b>      |
| <b>Total expenditure</b>   | <b>96,736</b>   | <b>96,381</b>   | <b>95,763</b>   | <b>288,881</b>  |
| Serious Case Review related expenditure in-year                            | 1,750           | 2,224           | 4,354           |                 |
| <b>Forecast variance 2015/16 excluding Serious Case Review expenditure</b> | <b>-36,433</b>  | <b>-16,557</b>  | <b>-17,358</b>  | <b>-78,676</b>  |
| <b>Moved to B/S for partner income</b>                                     | <b>36,433</b>   | <b>16,557</b>   | <b>17,358</b>   |                 |
| <b>Final outturn</b>   | <b>0</b>        | <b>0</b>        | <b>0</b>        |                 |
| <b>LSCB Reserves as at Period 1 2015/16</b>                                |                 |                 |                 |                 |
|  | <b>LBHF</b>     | <b>RBKC</b>     | <b>WCC</b>      | <b>FORECAST</b> |
| Reserves Brought Forward into 15/16  | -5,500          | -72,835         | -90,579         | <b>-168,914</b> |
| <b>Adjustment in year 2015/16</b>  | <b>5,500</b>    | <b>-16,557</b>  | <b>-17,358</b>  | <b>-28,415</b>  |
| Contribution to LSCB balance sheet accounts                                | -36,433         | 0               | 0               | <b>-36,433</b>  |
| <b>Reserves to take forward into 2016/17</b>                               | <b>-36,433</b>  | <b>-89,392</b>  | <b>-107,937</b> | <b>-233,762</b> |

## GLOSSARY OF TERMS

|         |   |
|---------|---|
| BAME    | Black, Asian and Minority Ethnic                              |
| CAFCASS | Children and Family Court Advisory and Support Service        |
| CAMHS   | Child and Adolescent Mental Health Services                   |
| CDOP    | Child Death Overview Panel                                    |
| CRC     | Community Rehabilitation Company                              |
| CCG     | Clinical Commissioning Group                                  |
| CQUIN   | Commissioning for Quality and Innovation (payments framework) |
| CP-IS   | Child Protection-Information Sharing project                  |
| CSE     | Child Sexual Exploitation                                     |
| FGM     | Female Genital Mutilation                                     |
| HPCP    | Health and Care Professions Council                           |
| HMRC    | Her Majesty's Revenue and Customs                             |
| IGU     | Integrated Gangs Unit   |
| MAPPA   | Multi-Agency Public Protection Arrangements                   |
| MARAC   | Multi-Agency Risk Assessment Conference                       |
| MASE    | Multi-Agency Sexual Exploitation meeting                      |
| MASH    | Multi-Agency Safeguarding Hub                                 |
| NHSE    | National Health Service England                               |
| NPS     | National Probation Service                                    |
| NSPCC   | National Society for Prevention of Cruelty to Children        |
| PHSE    | Personal, Health and Social Education                         |
| Ofsted  | Office for Standards in Education                             |
| SCR     | Serious Case Review   |
| SLWG    | Short Life Working Group                                      |
| VAWG    | Violence Against Women and Girls (partnership)                |

## CONTACT DETAILS

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## APPENDIX A: LEGISLATIVE AND STATUTORY CONTEXT FOR LSCBS

Section 14 of the Children Act 2004 and Working Together to Safeguard Children 2015 outlines the statutory obligations and functions of the LSCB as below:

- (a) to coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and
- (b) to ensure the effectiveness of what is done by each such person or body for those purposes.

**Regulation 5 of the Local Safeguarding Children Boards Regulations 2006** sets out that the functions of the LSCB, in relation to the above objectives under section 14 of the Children Act 2004, are as follows:

- 1(a) developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to:
  - (i) the action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;
  - (ii) training of persons who work with children or in services affecting the safety and welfare of children;
  - (iii) recruitment and supervision of persons who work with children;
  - (iv) investigation of allegations concerning persons who work with children;
  - (v) safety and welfare of children who are privately fostered;
  - (vi) cooperation with neighbouring children's services authorities and their Board partners;
- (b) communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so;
- (c) monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve;
- (d) participating in the planning of services for children in the area of the authority; and
- (e) undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.

APPENDIX B: LSCB BOARD ATTENDANCE 2015-2016

**LSCB Main Board  
Attendance 2015-16**

| Role  | 21st April 2015 | 14th July 2015 | 13th October 2015 | 24th November 2015 | 19th January 2015 |
|---|-----------------|----------------|-------------------|--------------------|-------------------|
| LSCB Chair  | y               | y              | y                 | y                  | y                 |
| Executive Director of Children's Services (Tri-borough) | y               | y              | y                 | y                  | y                 |
| Director of Family Services (H&F)                       | y               | y              | y                 | y                  | y                 |
| Director of Family Services (RBKC)                      | y               | x              | y                 | y                  | y                 |
| Director of Children's Services (WCC)                   | y               | y              | y                 | y                  | x                 |
| Director of Schools                                     | y               | y              | y                 | x                  | y                 |
| Head of Combined Safeguarding & Quality Assurance       | y               | y              | y                 | y                  | y                 |
| LSCB Business Manager                                   | y               | y              | x                 | y                  | y                 |
| Director of Adults Safeguarding                         | y               | y              | y                 | x                  | y                 |
| Housing   | y               | y              | y                 | y                  | x                 |
| Borough Command   | y               | y              | y                 | y                  | y                 |
| CAIT  | y               | y              | y                 | y                  | x                 |
| Probation   | y               | x              | y                 | x                  | y                 |
| Community Rehabilitation Company                        | y               | y              | o                 | o                  | o                 |
| CAFCASS   | x               | x              | x                 | y                  | y                 |
| Prisons   | y               | x              | y                 | x                  | y                 |
| Ambulance Service                                       | y               | y              | y                 | x                  | x                 |
| Voluntary Sector  | y               | y              | y                 | y                  | y                 |
| Lay member  | y               | y              | y                 | y                  | y                 |

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| NHS England   | x | x | x | x | x |
| Health CCGs   | y | y | y | y | y |
| Designated Doctor                                       | x | y | y | y | y |
| Designated Nurse  | y | y | y | y | y |
| Head of Safeguarding, CLCH                              | y | y | y | y | o |
| CLCH Director of Nursing                                | x | y | y | x | y |
| Imperial Director of Nursing                            | y | x | x | x | x |
| Chelwest Director of Nursing                            | x | y | y | x | y |
| WLMHT   | y | y | y | x | x |
| CNWL  | y | y | y | y | y |
| Public Health   | x | y | y | x | x |
| Community Safety Team (Commissioning)                   | y | y | y | x | y |
| Policy Team (Commissioning)                             | y | y | y | y | y |
| Head Teachers   | x | x | x | y | y |
| Cabinet Member for Children's services, H&F             | x | x | y | x | x |
| Cabinet Member for Family and Children's Services, RBKC | y | y | x | y | y |
| Cabinet Member for Children's Services, WCC             | x | x | x | y | y |

Please note for the purpose of this table 'y' means attendance of the LSCB Member of a representative, 'o' means a representative was not expected and 'x' that no representative attended. Please see the minutes of individual meetings for more in depth information.

This report was prepared by the LSCB Independent Chair, Jean Daintith, with support from Emma Biskupski (Interim LSCB Business Development Manager) and Steve Bywater (Service Manager, Strategy, Partnerships and Organisational Development).

We would like to thank the many members of the LSCB who also made contributions to the report.

**Draft Reviewed by LSCB:** 11 October 2016

**Published on** (tbc) 2016

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## Children, Sports and Leisure Policy and Scrutiny Committee

|   |   |
|---|---|
| <b>Date:</b>                              | 17 <sup>th</sup> October 2016   |
| <b>Classification:</b>                    | General Release   |
| <b>Title:</b>                             | <b>Annual Looked After Children and Care Leavers Report 2015-16</b>   |
| <b>Report of:</b>                         | Helen Farrell   |
| <b>Cabinet Member Portfolio</b>           | Councillor Danny Chalkley, Cabinet Member for Children and Young People   |
| <b>Wards Involved:</b>                    | All   |
| <b>Policy Context:</b>                    | City for Choice / Heritage / Aspiration   |
| <b>Report Author and Contact Details:</b> | Helen Farrell, Assistant Director for Looked After Children and Care Leavers<br><a href="mailto:hfarrell@westminster.gov.uk"><u>hfarrell@westminster.gov.uk</u></a> |

### 1. Executive Summary

- 1.1 This report highlights the significant responsibilities the local authority has in relation to Looked After Children and Care Leavers, and how it discharges these.
- 1.2 Generally, outcomes for looked after children are poorer than those who have not been in the care system. Despite the good work and dedication of professionals and carers, challenges still remain in improving the experiences and outcomes for looked after children. Locally, we closely monitor the profile and outcomes of our care population in order to effectively plan services. Section 4 outlines the profile of our current care population, Section 5 focuses specifically on Unaccompanied Asylum Seeking Children (UASCs) and the following sections highlight outcomes for looked after children and care leavers.

1.3 Section 6 highlights Westminster's strategic priorities for looked after children services and future developments in services.

1.4 This report is for information.

## **2. Introduction**

2.1 In this report, the term Looked After Children refers to those children for whom Westminster City Council has assumed Parental Responsibility through a care order, by an agreement with their parent(s) or for UASCs.

2.2 Westminster also has a duty and responsibility to those young people who leave care after the age of 18 years until they reach the age of 21 years, or 25 if they are in higher education.

2.3 The majority of looked after children need alternative care and accommodation due to the inability of their primary care giver to offer safe and effective care within the family home. Many looked after children are able to return to their parent(s) or extended family members speedily and do not require long term services or interventions. Many who remain in care are likely to have suffered neglect or abuse, prior to coming into our care, and are likely to require support from a range of services.

## **3. Corporate Parenting**

3.1 Corporate Parenting is the term used to refer to the collective responsibility of the Council to provide the best care and protection for children and young people who are 'looked after', that is, who are in public care. Effective corporate parenting will need the commitment from all Council employees and elected Members and an authority wide approach. These responsibilities for Local Authorities were first laid out in the Children Act 1989, the Children Act 2004 and reinforced in the Children and Young People's Act 2008.

3.2 The Corporate Parenting Board has a key role in monitoring how the Council discharges its corporate parenting responsibilities. Over the past year the Board has continued to meet with looked after children and care leavers on a quarterly basis. Topics are highlighted in Section 11. The membership and structure of the Board has also been reviewed to improve the ability of young people to recommend topics and ask questions of the Board.

## **4. Numbers of Looked After Children**

4.1 Nationally, there were 69, 540 children and young people in care on 31 March 2015, a slight increase on the previous year of approximately 1%. This national figure is the highest figure of children in care since the implementation

of the 1989 Children Act. The national year-end figures for 2016 are scheduled to be published by DfE on 29 September 2016.

- 4.2 Within Westminster City Council the number of looked after children has steadily declined over the last seven years, from 247 in March 2009 to 166 children in March 2016. Numbers at March 2016 represent a 7% decrease when compared with the same point in 2015. The number of children looked after as a proportion of the population in Westminster City Council is around 41 LAC per 10,000 population. This is lower when compared to our statistical neighbours and nationally (60).

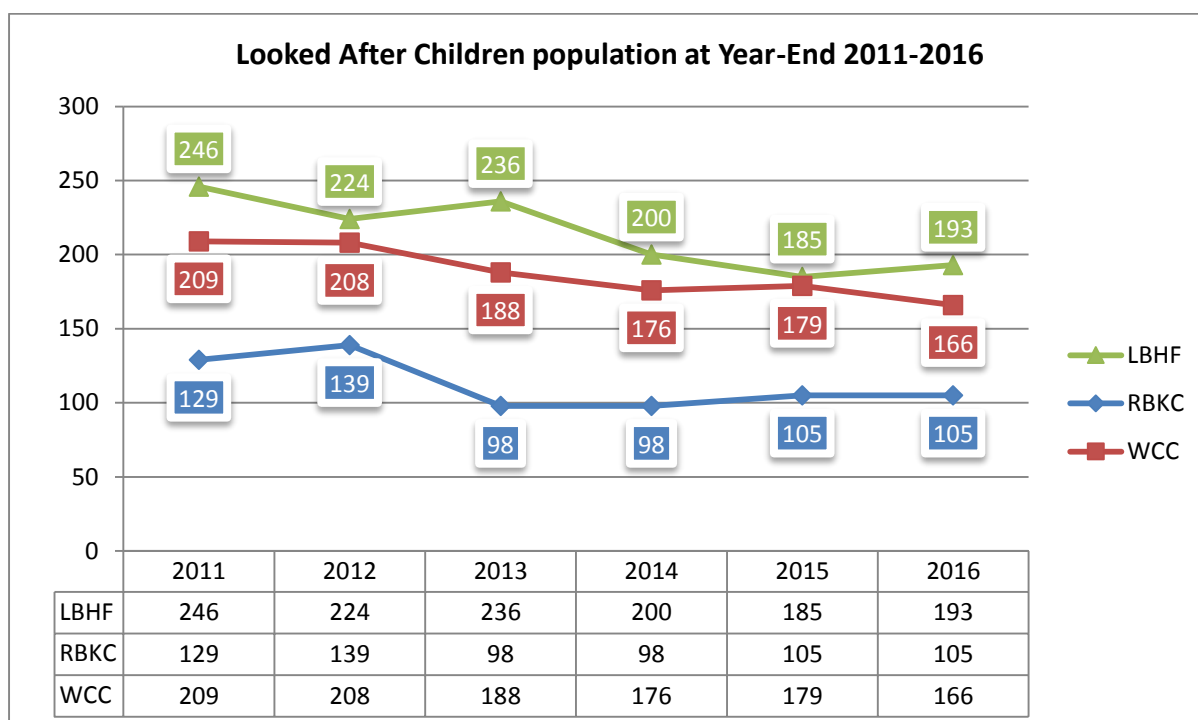
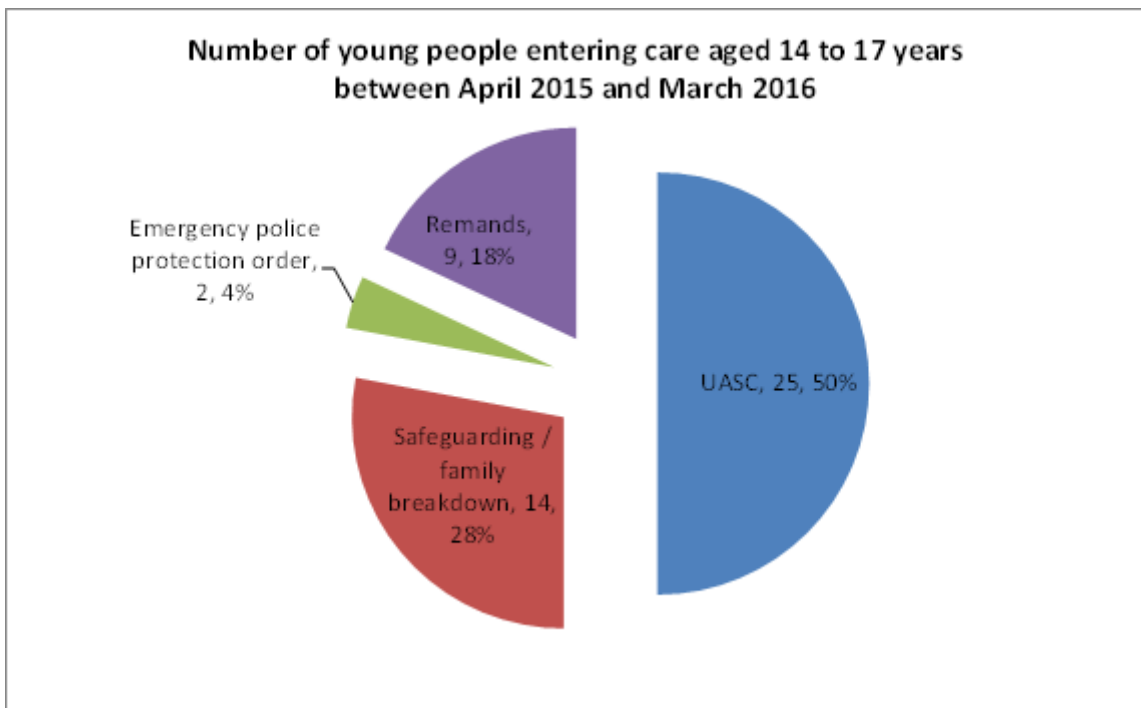


Table 1: Looked After Children population (year-end): 2010/11-2015/16

- 4.3 The majority (127, 77%) of looked after children at the 31 March 2016 were aged 10 and over, with 58 (35%) children aged 16 and above and 69 aged 10 to 15 (42%). Only 20 looked after children were aged under 5 years (12 aged under one and 8 aged between one and four). The low numbers for children aged under 5 years is attributed to care proceedings reaching timely permanence decisions and those with an adoption care plan being placed in adoptive families without delay.
- 4.4 The overall decrease in Westminster children in care numbers at 31 March 2016 is attributed to a number of factors, including the impact of the range of interventions linked to our Focus on Practice programme, the range of services provided to support families and avoid adolescent care entry, robust rehabilitation home support packages when it is assessed that it is safe for

children to return to live at home, robust age assessments of UASC young people to prevent those assessed to be over 18 years of age entering care, alternatives to remand being implemented and a decrease in young offenders remanded by the Youth Courts and significantly improved timescales for care proceedings resulting in permanency plans or children being placed with extended family members. Between April 2015 and March 2016, 25 Unaccompanied Asylum Seeking Children became looked after by Westminster. This represented 26% of the new care entrants in this year and contributes to the number of looked after children being aged 10 and over. Section 5 considers the UASC population in greater detail.

- 4.5 The chart below provides a breakdown of the reasons for new care episodes for 14-17 year olds during 2015-16. This cohort represents 49 children, of which the highest proportion (50%) were classified as UASC (25 children). Safeguarding/Family breakdown represented 14 children (28%) of which eleven were 16 and 17 years old. A significant proportion of this cohort do not remain looked after longer term and return to live again with their families following interventions being provided to address the conflict and dynamics.

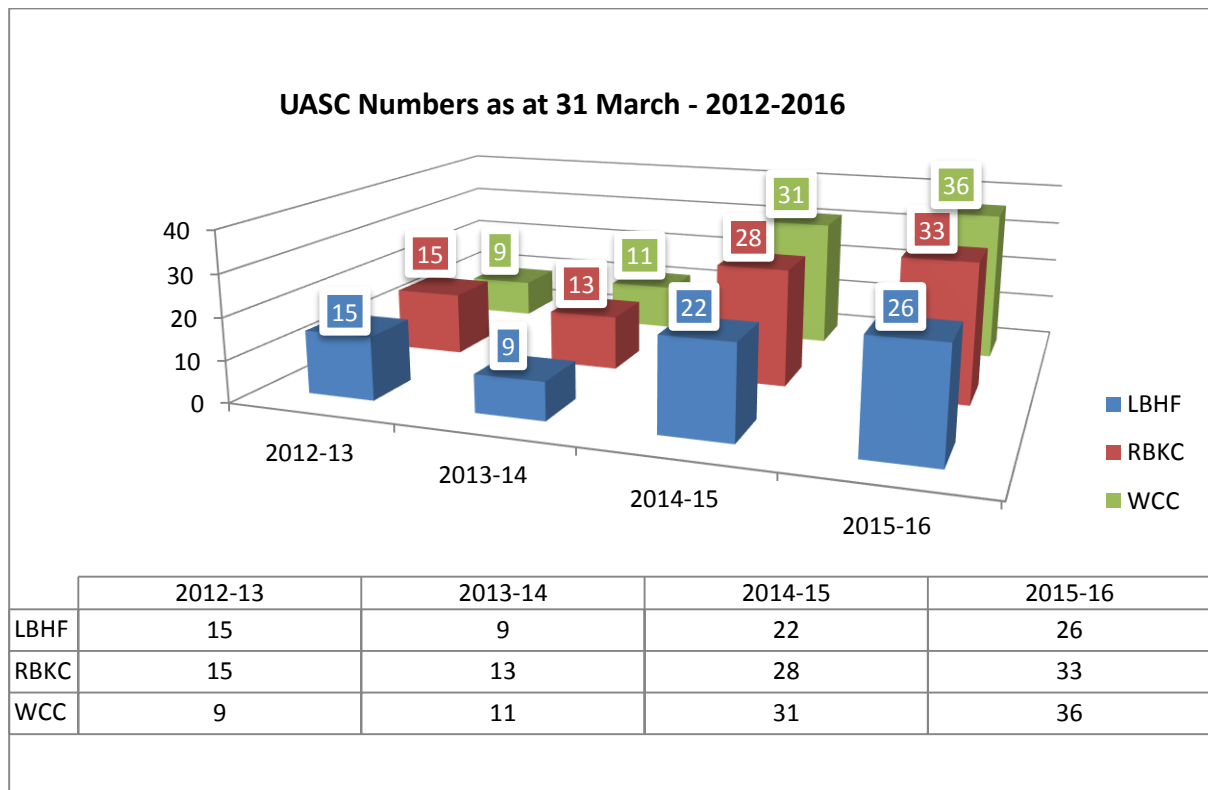


## 5. Unaccompanied Asylum Seeking Children

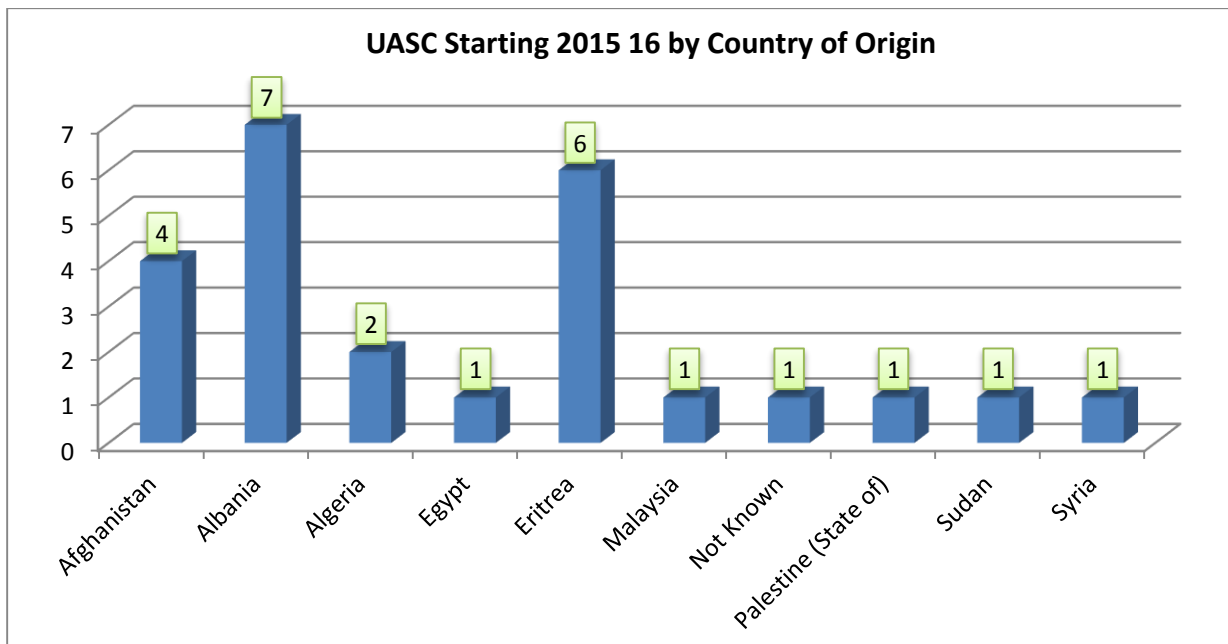
- 5.1 Within Westminster there has been a significant increase in the number of UASC LAC entries during 2014-15 (33 young people) and 2015-16 (25 young people). Nearly half of the current UASC and former UASC care leaver population have arrived within the last two years. The majority (77%) of the



referrals over the last two years have come via the rota referral scheme that LB Croydon manages, whereby UASCs making asylum claims in Croydon are distributed amongst the local authorities within London. However, given Westminster’s central location 20% have also been referred via the police, with three young people being arrested for criminal activity, being identified as UASC during interview and then released into local authority care.



5.2 Mirroring the experiences of other London boroughs, most new UASC were from Albania (7/25), followed closely by Eritrea (6/25). Others arrived from Afghanistan (4), Algeria (2), Egypt (1), Malaysia (1), Palestine (1), Sudan (1) and Syria (1). One young person’s country of origin is still awaiting confirmation.



5.3 There is notable consistency in the age of UASC on arrival with the vast majority (92%) aged between 15-17 years. However, we do occasionally experience much younger children such as a 9 year old. Given the age trends the UASC population have a significant bearing on Westminster's care leaver numbers. In 2015-16 42 (25%) of Westminster's care leavers were former UASCs. A significant number of UASCs are ultimately unsuccessful in their claims for asylum into adulthood and in some cases (5 currently) this has a bearing on UASCs going missing as a means of avoiding deportation. Negative asylum claims relate to the majority of UASCs originating from Albania and the Home Office concluding that they have not proven genuine persecution. The largest number exit care by receiving their permanent leave to remain (11 young people in 2015-16) and exiting the service in the same way as indigenous children. Former UASC care leavers continue to be supported by the Leaving Care Service whilst they await a decision by the Home Office in line with our statutory obligations. The age of those awaiting a decision ranges from 18 to 24 years old.

5.4 UASCs experience a range of physical and emotional difficulties as a result of prolonged journeys in insanitary conditions with inadequate supplies of food and water and/or what they might have been subjected to in their home countries prior to leaving. The effects of separation, bereavement and uncertainty about their families' wellbeing and own immigration status can have a negative emotional impact on UASCs. These range of needs are addressed through their LAC Health Assessments and involving LAC CAMHS.

5.5 In May 2016 the Immigration Act, 2016 was introduced from which the UASC National Transfer Scheme launched in July 2016. This introduction means that any new UASCs entering England and Wales will be distributed evenly between the local authorities rather than primarily London and the South East by virtue of where they enter the country and seek asylum. How many UASCs each local authority will have a duty to look after is based on calculating 0.07% of their indigenous child population. As such Westminster needs to have a maximum of 28 UASCs and only if we fall below that threshold would any new UASCs be referred via the transfer scheme. We are currently reaching that threshold and will become eligible to take any new UASCs when any of our current UASC population reaches 18 years. Westminster will therefore not experience the surge in UASCs as seen in 2014-16 in future years. Across Tri-Borough work is underway to scope the development of a joint accommodation provision for UASC care leavers who can live independently in order to free up supported accommodation for care leavers, including some UASCs, who need a higher level of daily support. A Tri-Borough post is also being created to maximise funding streams and Home Office claims for UASCs.

**6 Ofsted Inspection**

6.1 Children’s Services in Westminster was subject to an inspection under the Ofsted Single Inspection Framework between 11 January and 4 February 2016. Simultaneous inspections took place in Hammersmith and Fulham and Kensington and Chelsea, and services shared between the three boroughs were also inspected. Westminster received an overall single judgement of ‘Outstanding’, making us the first Council in the country to receive this rating under the single inspection framework (alongside Kensington and Chelsea). This is the highest possible judgement under the Single Inspection Framework and to date no other local authority has achieved an ‘Outstanding’ judgement. Approximately 114 Councils have been inspected under this framework to date, with over 50% receiving an overall judgement of ‘Requiring Improvement’. These inspections mean that Westminster (and Kensington) has been judged to be the highest performing Children’s Service in the country. The report highlights that significant and sustained improvements have been made since the last inspection in October 2011, when services were judged to be ‘Good’.

6.2 Relevant to this report Ofsted made a number of sub-judgements as follows:

|   |             |
|---|-------------|
| Children looked after and achieving permanence: | Outstanding |
| Adoption Performance:                           | Outstanding |
| Experiences and progress of care leavers:       | Good        |
| Leadership, management and governance:          | Outstanding |

- 6.3 The report found that Children’s Services in Westminster are made up of “*well-trained and impressive social workers*” who are “*patient, tenacious and respectful*” and make a “*vast difference*” in keeping children safe from harm. The Council is a “*highly ambitious corporate parent*” and Looked After Children in Westminster see “*exceptionally good outcomes*”. Ofsted found that our children in care had “*enduring relationships with committed, skilled and determined social workers*”, resulting in children and young people doing well in education and feeling stable and safe. Adoption services in particular were found to be Outstanding.
- 6.4 Furthermore, the report outlined that Westminster’s leaders and managers demonstrate “*a strong track record of effective, high quality service delivery...within a mature culture of appropriate challenge...(and services) benefit from outstanding, highly ambitious and confident operational and political leadership*”. The report further highlighted that “*senior leaders and elected members demonstrate care and compassion, and a rigorous approach to achieving excellence at all levels*”.
- 6.5 One of our identified strengths was our ability to undertake rigorous self-assessment leading to continuous improvements without complacency. Therefore, whilst this is an excellent result that we are proud of plans are in place and being implemented to address the areas for improvement to achieve continuous progress. This includes engaging young people and care leavers placed in custody through consultation work as part of the Service Development Group for Children in Care and the Corporate Parenting Board and ensuring that all young people who go missing are offered a high quality interview when they return to better understand their reasons for absconding, trends, and what services are required to further support them.

## **7 Strategic Planning**

- 7.1 A Tri-borough strategy for Looked After Children continues to be implemented and sets out the vision and intended outcomes for Looked After Children and Care Leavers in the three boroughs in the period 2014 to 2017. A new strategy for 2017-20 will be launched in 2017.
- 7.2 The strategy has six strategic objectives:
- Children on the edge of care are better supported to remain within their families and community
  - Looked After Children and Care Leavers are provided with security, stability and are cared for
  - Looked After Children and Care Leavers are safe from harm and neglect

- Looked After Children and Care Leavers are supported in reaching a good standard of education
- Looked After Children and Care Leavers health needs are promoted and supported
- All Looked After Children and Care Leavers have a voice in decisions which affect their lives.

7.3 To support the delivery of the strategic priorities, and progress towards shared outcomes, an annual borough specific Looked After Children and Care Leavers improvement plan is developed and delivered with partners. The plan is monitored and further developed through Tri-borough multi-agency service improvement groups, which link directly with the Children in Care Councils and are able to respond to the issues that these councils raise.

7.4 The Tri-borough Local Safeguarding Children Board (LSCB) has a significant role in ensuring effective multi-agency work and safeguarding for Looked After Children. The LSCB has requested an annual report on progress made with achieving outcomes outlined in the Tri-borough Looked after Children's Strategy.

7.5 The Children, Sport & Leisure Policy and Scrutiny Committee is also involved in monitoring the quality and effectiveness of services, via the scrutiny of this annual report on services and outcomes for Looked After Children and Care Leavers. A report on the work of the Tri-borough Fostering and Adoption Team is also presented annually with a focus on the range, quality and choice of available placements.

7.6 Other relevant performance indicators are reported quarterly through the Family Services Management Group and then to the Cabinet Member via their weekly Cabinet Briefings.

## **8 Safeguarding Outcomes for Looked After Children and Care Leavers**

8.1 Children who are subject to frequent placement moves are less able to form positive attachments with carers which makes them more vulnerable to forming unsafe relationships with other adults or their peer group and disengagement from education and positive activities. The number of placement moves that children have is carefully monitored to ensure plans are adapted and additional services introduced to make placements more resilient where required. In 2015-16, 11% (18 children) of looked after children experienced three or more placement moves, a slight increase on the previous year where there were 10% (17 children) of children with three or more placements (with performance remaining in line with the national average of 11%).

- 8.2 As a geographically small borough, not all looked after children are able to live within Westminster when they are in care. Of the children and young people Looked After at 31 March 2016, just under 80% were placed in London boroughs, including within Westminster, and 46% were placed with Tri-Borough in-house foster carers within Tri-Borough and surrounding London boroughs. There are currently 162 in-house fostering households offering placements across Tri-Borough. Additionally, there are currently 14 care leavers who continue to live with foster carers under a “Staying Put” arrangement, an initiative which enables care leavers to continue to live in their foster placement when they become young adults. We also have 19 (11%) looked after children placed with relatives who have been assessed as kinship foster carers, thus enabling these children to reside with extended family. A proportion of these children will become subject to Special Guardianship Orders (SGOs) within these placements rather than remain looked after by the local authority in the coming months.
- 8.3 Looked after children are at greater risk of going missing than their peers, and therefore vulnerable to child sexual exploitation (CSE). Children with frequent placement changes are more likely to go missing and this behaviour also impacts upon the stability of their current placement. There were a total of 56 episodes of missing children in care in 2015-16, which included a small number of individual young people who had frequent repeat missing episodes. A robust process is in place that ensures missing children are visited and interviewed in order to address any potential safeguarding issues that the child may be encountering.
- 8.4 With specific reference to children at risk of CSE there have been a number of developments to identify those assessed to be at risk and to provide a comprehensive support package to ensure that risks are reduced. The Local Safeguarding Children’s Board (LSCB) oversees this work. Local developments have been informed by the publication of London Child Sexual Exploitation Operation Protocols. These include:
- a. Agreement of a CSE Strategy by the LSCB.
  - b. The implementation of a monthly Multi-Agency Sexual Exploitation meeting chaired by the Police and Children’s Services.
  - c. A shared risk assessment tool.
  - d. A common pathway to services coordinated through the Multi-Agency Safeguarding Hub (MASH).
  - e. Development of data sets and problem profiles
  - f. A range of training and awareness-raising initiatives.
  - g. Trialling a specific CSE screening tool.
  - h. The creation of a Tri-Borough strategic lead role

8.5 Currently Westminster has a total of 27 children identified at risk of CSE and these children are categorised from the assessment on how serious the risk is. The majority of children in Westminster are within the blue category, which following an assessment has identified them as potentially vulnerable to CSE but with no actual evidence of CSE taking place. With specific reference to looked after children there are currently four children assessed to be in Category 1 and two assessed to be in the Blue Category. Whilst the number of looked after children assessed to be in Category 1 has increased from last year this relates to improved identification of risks, assessment and clearer CSE mapping. There was one child in 2015-16 who was brought into local authority care and care proceedings commenced due to CSE and missing concerns and her family's ability to keep her safe.

| <b>CSE Concern</b> | <b>LBHF</b> | <b>RBKC</b> | <b>WCC</b> | <b>Grand Total</b> |
|--------------------|-------------|-------------|------------|--------------------|
| <b>CSE Blue</b>    | <b>27</b>   | <b>13</b>   | <b>15</b>  | <b>55</b>          |
| <b>CAT 1</b>       | <b>19</b>   | <b>7</b>    | <b>12</b>  | <b>38</b>          |
| <b>CAT 2</b>       | <b>6</b>    | <b>2</b>    | <b>0</b>   | <b>8</b>           |
| <b>CAT 3</b>       | <b>0</b>    | <b>0</b>    | <b>0</b>   | <b>0</b>           |
| <b>Grand Total</b> | <b>52</b>   | <b>22</b>   | <b>27</b>  | <b>101</b>         |

8.6 In 2014-15 the legal framework supporting and protecting care leavers aged 18 and above changed. Children aged 16–18 who leave care continue to be supported and safeguarded through the application of child care legislation. Under the Care Act 2014, implemented in April 2015, local authorities now have a duty to conduct transition assessments. This is where there is a likely need for care and support when the young person turns 18 and when that assessment would be of significant benefit. Statutory guidance cites some examples relevant to the care leaving population for those young people:

- whose needs have been largely met by their educational institution, but who, once they leave, will require their needs to be met in some other way (e.g. those with autism, learning disabilities);
- detained in the youth justice system who will move to adult custodial services and
- receiving child and adolescent mental health services (CAMHS) who may also require care and support as adults even if they did not receive children's services from their local authority.

The Act also makes enquiries to safeguard adults a statutory duty, if they are thought to be at risk.

## **9 Health Outcomes for Looked After Children**

- 9.1 Looked after children and young people share the same health risks and problems as their peers but often to a greater degree. They often enter care with a worse level of health than their peers in part due to the impact of poverty, abuse, neglect and chaotic parenting.
- 9.2 Local authorities have a statutory duty to ensure that health assessments are carried out for every looked after child in their care. Of the 106 Annual Health Assessments (for children who have been in care for a year) 100% were carried out on time.
- 9.3 The Local Authority should act as a 'good parent' in relation to the health of looked after children. Within that role it has the right to approve the immunisation of children within its care against vaccine preventable diseases as per the national immunisation schedule. The proportion of children with up to date immunisations continues to rise: 99% in 2015-16 compared with 91% in 2014-15. The continued improvement is related to a drive to ensure that young people receive their school leaver booster (diphtheria tetanus and polio) and to ensure that eligible girls are receiving the human papilloma vaccination (HPV).
- 9.4 Dental health is an integral part of the Health Assessment. The Local Authority and NHS Trust are required to ensure that looked after children receive regular check-ups with a dentist. 97% of all children in care for twelve months at 31 March 2016 had their teeth checked by a dentist.
- 9.5 Due to the nature of their experiences prior to and during being looked after, many looked after children will have poor mental health. This may be in the form of significant emotional, psychological or behavioural difficulties. A total of 71 looked after children received a service from the specialist LAC Child and Adolescent Mental Health Service (CAMHS) during 2015-16.
- 9.6 89% of children in care for twelve months aged 4 to 16 years had a strengths and difficulties questionnaire completed, this represents an improvement from 73% in 2014-15, although an area in which we wish to achieve continued improvements.

## **10 Educational Outcomes for Looked After Children**

- 10.1 Firstly, it is important to note the significant changes in the assessment, marking and reporting procedures used by schools and Local Authorities that were introduced in 2015/16. The expected standard has been raised and the accountability framework for schools has also changed. Therefore, the DfE



has advised schools and Local Authorities that it would be incorrect and misleading to make direct comparisons showing changes over time.

10.2 Detailed analysis of each cohort of pupils in 2016 indicates Westminster looked after children and care leavers continue to make good progress in most areas and have obtained their predicted levels and grades. In light of the above context attention should be paid to individual stories and progress each child/young person rather looking at the headline outcomes.

**10.3 Progress and attainment at Key Stage 1**

There were 2 pupils in the reporting cohort. One of these pupils has a statement of SEN/EHCP and attends a Special Day School. The other pupil attends an out of authority mainstream school. Neither pupil met the “expected standard” This was as expected. The pupil in a mainstream primary school has a complex care history, with number of placement and school changes. Nevertheless, there is evidence over time both pupils are making good progress.

**10.4 Progress and attainment at Key Stage 2**

There were 12 pupils in the reporting cohort. Analysis of national tests results reveals a mixed and complicated picture.

|            | New expected standard reading | New expected standard grammar, punctuation and spelling | New expected standard Maths | New expected standard in all areas |
|------------|-------------------------------|---|-----------------------------|------------------------------------|
| WCC<br>LAC | 33.3%                         | 58.3%   | 25%                         | 25%                                |
| All pupils | 66%                           | 72%   | 70%                         | 53%                                |

10.5 Initial analysis of this year’s results would appear to show a widening of the gap between looked after children and all pupils. However, it is important to note the likely impact of the new assessment arrangements on looked after children. Analysis of attainment for these pupils at KS1 would seem to have indicated that the majority would have achieved higher results; 70% of this cohort achieved at least a level 2 in all areas as KS1. Despite not achieving the expected standard in some areas many pupils achieved a scaled score in reading and Maths of only a few marks below the expected standard scaled score of 100.

10.6 It is also significant that many of the pupils experienced considerable disruption and difficulties over the previous two years; 7 of the 13 had one or more placement move in the last two years. Two pupils were assessed as having significant Special Education Needs and now attend residential Special Schools. Ten of the pupils are educated in out of borough primary schools.

#### 10.7 Progress and attainment at Key Stage 4

It is difficult to compare this year's grades to previous years due to the introduction of Attainment 8 and Progress 8 measures brought in by DfE to replace the five A\* to C grades including English and maths, which was the previous method of reporting results.

10.8 There were 16 pupils in the reporting cohort.

|         | <b>5 A-C including English and Maths</b> | <b>5 A-C</b> | <b>5 A-G</b> | <b>1 A-G</b> |
|---------|--|--------------|--------------|--------------|
| WCC LAC | 18.75%                                   | 25           | 50           | 100          |

10.9 Initial analysis of the statistics indicates a decrease in the percentage who achieved 5 GCSE grades A\* to C including English and Maths. However, changes in the nature of GCSEs means any comparison with previous years should be treated with caution. 2015-16's Year 11 cohort included a range of pupils. It included a number of highly motivated and able pupils, who achieved excellent results (one child obtained 11 A\*-As and another 12 A-Bs), but it also included 4 pupils with Statements/EHCP who were not expected to achieve as highly. There were also 5 UASCs who entered care in KS4, whose level of English meant they were unable to achieve the higher GCSE grades.

#### 10.10 Post 16 and Care Leavers: End of academic year performance

|  | Westminster |
|--|-------------|
| % of 16 and 17 year olds who are EET   | 76%         |
| % of 18-25 year olds who are EET (breakdown below)                             | 69%         |
| % and number attending university  | 16% - 26    |
| % and number attending education and further education                         | 37% - 55    |
| % and number in training, employment or apprenticeships (6 on apprenticeships) | 16% - 26    |

10.11 Steady progress has been made in addressing the issues and barriers around sustaining education, training and employment for post 16 looked after children and care leavers. NEET/EET levels fluctuate but analysis of EET performance at the end of the 2016 academic year shows performance is better than for care leavers nationally (58% EET). The Virtual School

continues to provide a lot of input to young people to address when they are NEET or at risk of becoming NEET.

## 10.12 Attendance and Exclusions

|   | Westminster |      |      |      |
|---|-------------|------|------|------|
|   | 2013        | 2014 | 2015 | 2016 |
| <b>Average attendance R-11</b>                      |             | 91%  | 88%  | 92%  |
| <b>Number with one or more fixed term exclusion</b> | 16          | 14   | 11   | 14   |
| <b>Number with permanent exclusion</b>              | 1           | 1    | 0    | 0    |

The attendance figures for 2016 show increase in performance over the past year. There were no permanent exclusions in 2015/16. This reflects the work the Virtual School undertakes directly with schools, social workers and carers in developing strategies to avoid permanent exclusion. There were 14 pupils with one or more fixed term exclusion in 2015/16, this is roughly the same proportion as previous years.

## 11 Engagement and Participation

- 11.1 Westminster offers an extensive programme of participation for both looked after children and care leavers, providing them with opportunities to participate and engage within the service. This programme includes a variety of groups, consultation events, projects as well as recreational and enrichment activities. In doing so, it is recognised that the children and young people we work with want to participate in different ways and in varying degrees. Some young people want direct involvement in consultation and decision making whilst others might want to attend a group or activity. This means that we have a core group of looked after children and care leavers that frequently participate within all aspects of the programme and more specific opportunities that attract many of the wider population. This includes reaching those not living in London and 23% of looked after children and care leavers that participated in consultations during 2015-16 did not live in London.
- 11.2 Part of the core group of looked after children and care leavers that frequently participate are members of the Children and Young People's Panel (CYPP). It has eleven members ranging from the ages of 14-19 years old who meet every six weeks, whereby sessions are a mixture of consultation and recreational activities. In January 2016, the CYPP met with Ofsted Inspectors as part of Children's Services' inspection. The feedback from the inspectors about the CYPP was extremely positive referring to the group in its report as '*reflective, committed and proactive*'. More generally they also referred to consultation and participation as '*outstanding*' recognising the collaborative

efforts of the whole department in supporting the delivery of the participation programme.

- 11.3 Over the past year the CYPP, have been involved in attending the Corporate Parenting Board, where they present the findings of consultations carried out with looked after children and care leavers. They have taken part in delivering training to foster carers as well as planning and delivering LAC events. Overall, the CYPP have a significant profile throughout Children Services, whereby they are well known by corporate parenting members, other professionals and by a number of the Tri-borough departments.
- 11.4 Westminster's family therapy clinical team is increasingly involving the CYPP, where members have been involved in 'The Going Home Project', which is focusing on developing reunification plans for some looked after children to return to the care of their birth families. The CYPP have been consulted around how professionals can engage with and support families to improve outcomes for looked after children who may return home, as well as in developing more collaborative ways of working.
- 11.5 There has also been a significant increase over the past 12 months of looked after children and care leavers participating in recruitment interview panels including for the Tri-borough Executive Director, Deputy Service Managers, Social Workers, Family Therapists and Family Practitioners. It is recognised that their involvement helps with recruiting a more child focussed workforce that values the participation of young people.
- 11.6 There has also been an increase in the number of consultations that have been completed with looked after children and care leavers. A thematic approach has been adopted whereby they are consulted quarterly based the 6 strands of the Looked After Children and Care Leavers Strategy. Over the past 18 months looked after children and care leavers have been consulted on
- Placement Stability
  - Staying Safe
  - Young people having a voice in decisions made in care planning
  - Education Support
  - Health
  - Care Leavers' experience of custody
  - Training and Employment
- 11.7 The findings of these consultations are presented at the Corporate Parenting Board by the CYPP Panel and influence the development of various work streams within the Service Development Group.

- 11.8 Other groups, activities and events which are part of the participation programme include a Tuesday cooking group, Winter Festivities Party, annual Sayers Croft Residential trip, holiday activities programme and an annual Education Awards Ceremony.

## **12 Outcomes for Care Leavers**

- 12.1 The Leaving Care Service assists, befriends and advises young people to make a successful transition from the Council's care to independent living in the community.
- 12.2 Care leavers move into the service at the age of 18 when they officially leave care and become an adult. At this point, they are allocated a Personal Advisor who takes full case responsibility. The Pathway Plan sets out the support available for all aspects of their life, with a particular emphasis on securing settled accommodation and appropriate education, employment and training (EET). The Plan is reviewed every six months until the young person is 21, or later if they are completing an agreed course of education, training and employment. If, however, a young person wishes to remain allocated to their Social Worker post 18 years and this is assessed to be in their interests a flexible approach is adopted.
- 12.3 The Leaving Care Service supported up to 168 young people in the current year, including a rise in care leavers who came into care as Unaccompanied Minors seeking asylum and in high need, complex cases where the young person came into care over the age of 14 from the indigenous population.
- 12.4 From April 2011 a former care leaver over the age of 21, but under 25, will be able to return to ask for their case to be reopened in order to complete a course of EET up to the level of a first degree. At the end of March 2016, 69% of care leavers were in education, employment or training (those not included young parents and those in custody). This includes 26 care leavers that are attending university and 5 that are off to university in Autumn 2016. This is above the national average for care leavers. Five care leavers obtained university degrees in Summer 2016, including one who is now travelling to teach English in South Korea and one who has secured employment in a bank following the completion of a business and finance degree.
- 12.5 A key priority is improving the availability, choice and promotion of apprenticeships and employment for care leavers. Westminster's Virtual School publicises vacancies on a weekly basis to care leavers, provides drop in sessions and individualised packages to support care leavers in accessing and sustaining employment and training. This includes support with writing CVs, interview preparation and accompanying young people to interviews.

They are also involved in a Council wide initiative to promote and develop apprenticeships and work closely with employers outside the Council to access apprenticeships for care leavers. Current apprenticeships include within Westminster Council, the NHS, as a sous chef and car manufacturing.

- 12.6 All but 2 care leavers are in suitable accommodation (this excludes those care leavers that are in custody or missing UASCs) and no care leavers were evicted from their final stage accommodation. Westminster's Housing Service has recently confirmed that the supply of final stage local authority social rented accommodation for eligible care leavers will increase from 12 to 24 properties for 2016-17 thus enabling more care leavers to access suitable accommodation. Additionally, a collaborative initiative between Children's, Housing and Economy Services has resulted in the creation of a joint funded Care Leaver Housing and Employment Coach. This post will support care leavers to access and sustain employment and affordable and suitable accommodation and support them to become economically active and financially self-reliant via sustainable employment. It is also planned that during 2016 the Virtual School will develop a coaching programme and recruit employment coaches from local businesses to work with care leavers that are in employment, apprenticeships and training with the aim of achieving and sustaining their employment.
- 12.7 In June 2016 the government introduced a new strategy, "Keep on Caring", which sets out their plans and aspirations for improvements in the support provided to care leavers. These plans are ambitious and wide ranging and encompass legislative changes, innovation in the way leaving care services are delivered and a vision for a Care Leaver Covenant which encourages private sector and voluntary organisations to make commitments to supporting care leavers in the same way local authorities and central government do now. Included in the strategy is the government's intention to legislate that all care leavers will be supported by a Personal Adviser up to the age of 25 (currently this is 21 for all care leavers and 25 for those who continue in higher education) which will require Leaving Care Services, including within Westminster, to extend their offer to a wider cohort.

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**ASSISTANT DIRECTOR FOR LOOKED AFTER CHILDREN AND CARE LEAVERS**

**If you have any queries about this Report or wish to inspect any of the  
Background Papers please contact Report Author x5341  
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**APPENDICES:**

For any supplementary documentation; especially from external stakeholders or documents which do not fit this template.

**BACKGROUND PAPERS**

This section is for any background papers used to formulate the report or referred to in the body of the report.

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