



City of Westminster

# Committee Agenda

Title:

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

Meeting Date:

**Monday 20th June, 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  
Tim Roca  
Adnan Mohammed  
Peter Cuthbertson  
Nick Evans  
Robert Rigby

**Elected Voting Representatives**

Aki Turan, Parent Governor  
Annie Ee, Parent Governor

**Co-opted Voting Representative**

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 C of E High School  
Darren Guttridge, Headteacher,  
Edward Wilson Primary School



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

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



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

**Corporate Website: [www.westminster.gov.uk](http://www.westminster.gov.uk)**

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

## **AGENDA**

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

#### **1. MEMBERSHIP**

To report that Councillor Gotz Mohindra and Councillor Aicha Less have replaced Councillor Robert Rigby and Councillor Tim Roca respectively.

#### **2. DECLARATION 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 9 May 2016.

**(Pages 1 - 8)**

#### **4. TRACKERS AND WORK PROGRAMME**

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

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

**(Pages 9 - 16)**

#### **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 17 - 26)**

#### **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 27 - 32)**

**7. OVERVIEW OF PREVENT DELIVERY**

**(Pages 33 - 38)**

To examine the work that is undertaken to deliver the Prevent Strategy locally with a particular focus on how this is done to safeguard Westminster's children, young people and families.

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

**(Pages 39 - 56)**

To review the Practice Programme and funding opportunities for the continuation of the programme.

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

Verbal Update (if any)

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

**Charlie Parker  
Chief Executive  
10 June 2016**

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CITY OF WESTMINSTER

## MINUTES

**CHILDREN, SPORTS AND LEISURE  
POLICY & SCRUTINY COMMITTEE  
9 MAY 2016  
MINUTES OF PROCEEDINGS**

Minutes of a meeting of the **Children, Sports and Leisure Policy & Scrutiny Committee** held on Monday 9 May 2016 at 7pm at Westminster City Hall, 64 Victoria Street, London SW1E 6QP.

**Members Present:** Councillors Andrew Smith (Chairman), Rita Begum, Iain Bott, Peter Cuthbertson, Nick Evans, Robert Rigby and Tim Roca.

**Co-opted Members:** Annie Ee, Brenda Morrison, Louise McCullough and Eugene Moriarty.

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

**Apologies for Absence:** Councillor Danny Chalkley, Councillor Adnan Mohammed, Aki Turan and Darren Guttridge.

### 1. MEMBERSHIP

- 1.1 It was noted that there were no changes to the membership.
- 1.2 The Chairman welcomed Councillor David Harvey (Cabinet Member for Sports and Leisure) to the meeting and Councillor Paul Church (Cabinet Member for Children and Young People).
- 1.3 The Chairman advised that Councillor Danny Chalkley (Cabinet Member for Children and Young People) would not be attending the meeting. Any questions that Members had regarding his portfolio would be placed on the Committee's Action Tracker.

### 2. DECLARATION OF INTEREST

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

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

<b>Councillor/Member of the Children, Sports and Leisure P&amp;S Committee</b>	<b>Organisation</b>	<b>Nature of Interest</b>
Iain Bott	Paddington Academy	Governor
	One Westminster	Non-Voting Member of the Board
Annie Ee	Hampden Gurney Primary School	Parent Governor
Louise McCullough,	St Vincent de Paul Primary School	Governor
	St Matthews CE Primary School	Governor
	Renaissance Foundation, E2	Trustee
	Renaissance Foundation, EC4	Mentor for Young People
Eugene Moriarty	St Augustine's Church of England School	Headteacher
Robert Rigby	Our Lady's Secondary School, Hackney	Governor
	Local Authority Governor Appointment Panel	Member
Tim Roca	King's College London	Employer

### 3. MINUTES

3.1 **RESOLVED:** That the minutes of the meeting held on 14 March 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:**

1. That the actions regarding the future funding opportunities for Female Genital Mutilation (FGM) and the possibility of Members attending a future Corporate Parenting Board be reported back at the next Committee.
2. That the Action and Recommendation Trackers be noted.

##### **4.2 COMMITTEE WORK PROGRAMME**

###### **4.2.1 RESOLVED:**

1. That the Youth MP be invited to speak at a future Committee.
2. That the Committee agreed the Committee Work Programme for 2016/17.

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

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

- the procurement and re-let of the new sports and leisure facilities contract which included: the re-development of Seymour and Queen Mother Sports Centre, the support given to Champions of the Future, staff retention and the TUPE regulations which would automatically transfer staff to the new contractor in July.
- the importance of increasing the number of volunteers and the work of One Westminster in promoting volunteering and the Do-It Westminster website amongst the harder to reach groups.
- the success of the new 'Forest School' outreach programme.
- the public response to the new Open Forum website.
- the demographics, benchmarking, purpose and future function of libraries.
- the participation in and advertising of the Westminster Mile.

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

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

**7. PROMOTING AN ACTIVE WESTMINSTER: A REVIEW OF PE AND SCHOOL SPORT IN WESTMINSTER**

7.1 The Committee received a report reviewing the work coordinated by the Council's Sports Unit around PE and school sport (PESS) and detailed future plans to implement innovative programmes to further improve participation in sport and physical activities.

7.2 The Committee heard from Richard Barker, Director of Community Services and Andrew Durrant, Head of Sports and Wellbeing, how one of the key priorities within the Council's ActiveWestminster Sport and Physical Activity Strategy was to provide opportunities which led to increased participation in sport and physical activity by children and young people.

7.3 The Committee noted the wide range of services offered to schools by the Sports Unit through a 'buy-back' offer and the annual schools competition programme. The Committee then discussed how PE and school sport (PESS) fed into sports participation, fitted in with the health and anti-obesity agenda and how PESS added value in helping wider school performance in behaviour and concentration. The Committee further discussed the opportunities for children to take part in competitive sport in and outside of school.

7.4 A short film was played to the Committee entitled 'Vitality Westminster Mile' <https://youtu.be/w47jX75N5fY> which showed how Hallfield primary school was incorporating physical activity and the 'daily mile' into their school day as well as promoting the Westminster Mile event.

7.5 The Committee heard from Eugene Moriarty, Headteacher at St Augustine's CE High School, who advised that the Sports Unit was well managed and had provided his school with many sporting opportunities including links to professional sporting clubs, high quality coaches and work experience placements. He further advised of the need for good facilities and safe opportunities for young people to take part in sport in and outside of school and the need for them to be made aware of such opportunities. Eugene also echoed the need for a balanced curriculum and emphasised that physical activity was important for a young person's well-being and improved behaviour and concentration in the classroom.



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

- the importance of rolling out the 'daily mile' to all Westminster schools.
- the link between increased physical activity and improved behaviour and concentration in children and young people at school.
- the possibility of linking in with the 'Active School Travel Plan' Programme.
- the importance of consuming a healthy diet and cutting out sugary foods.
- the importance of encouraging children and young people to take part in physical activity for at least 60 minutes a day (as recommended by the Chief Medical office) to reduce the risk of many chronic medical conditions.
- the accessibility of sports and the impact of inactivity on the health and wellbeing of children and young people living in areas of deprivation.

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

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

1. The Committee welcomed the overall approach and work coordinated by the Council's Sports Unit and the high quality of sports and physical activities provided by them to Westminster schools.
2. The Committee emphasised the need for the Council to continue working with a range of stakeholders, including Public Health, to tackle children and young people's physical inactivity and child obesity.
3. The Committee highlighted the importance for all schools to provide a balanced curriculum and the positive link between increased physical activity and improved behaviour and concentration in children and young people in school.
4. The Committee supported the Council working in partnership with the Daily Mile Team to roll out the 'Daily Mile' to all Westminster schools to increase the physical activity of children and young people throughout the school day.

## 8. **INSPECTION PERFORMANCE REPORT: OFSTED INSPECTION OF CHILDREN'S SERVICES AND PROBATION INSPECTORATE INSPECTION OF YOUTH OFFENDING**

8.1 The Committee received a report informing them that Westminster had achieved a highly effective rating for its youth offending work and 'Outstanding' for its 'Children's Services, making Westminster (alongside Kensington and Chelsea) the first Council to achieve this rating under the single inspection framework.

- 8.2 The Committee congratulated Andrew Christie, Tri-Borough Executive Director of Children Services and Melissa Caslake, Director of Family Services for all the hard work that they and their Leadership Team had put into the two Inspections.
- 8.3 The Committee also thanked Andrew Christie for his dedicated 40 year service in local government and for his significant contribution to the establishment of a very successful Tri-Borough Children's Service. The Committee wished him a very happy retirement.
- 8.4 The Committee heard that to ensure the continuation of the two high performance services work had already started on the few areas identified as needing improvement through Action Plans, Working Groups or reviewing practices. The Committee further heard that the training and retention of good staff as well as continuing to undertake rigorous self-assessment leading to continuous improvement without complacency was vital to maintaining high performance services. The Committee noted that officers considered that being part of Tri-Borough had contributed significantly to the positive outcome of the two inspections.
- 8.5 The Committee then discussed the possible reducing in the Early Help Service, the Working Group set up to review and enhance the work with Children in Need and care leavers in custody, the concern over the lack of partnership attendance at the Local Safeguarding Children's Board and the possible partnership working between the Voluntary Sector and Youth Offending Service.
- 8.6 The Chairman thanked everyone who had given up their time to attend the meeting and contribute to the discussion and congratulated and thanked all the officers again for their hard work.
- 8.7 **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 endorsed the work of the Youth Offending Service and Children's Services through the very positive outcome of the inspections.
  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.
  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.

4. The Council endorsed future partnership working between the Voluntary Sector and Youth Offending Service in order to improve outcomes for young people and reduce re-offending.

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

- 9.1 **RESOLVED:** The Committee noted that there were currently no serious case reviews taking place in Westminster.

**10. TERMINATION OF MEETING**

- 12 .1 The meeting ended at 8.48pm.

CHAIRMAN \_\_\_\_\_

DATE \_\_\_\_\_

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## 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>	Ongoing.

## 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</li> </ol>	Recommendations have been forwarded to the Cabinet Member for Children & Young People and a response is awaited.

	<p>sources.</p> <p>4. The Committee emphasised the 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>	
<p><b>Item 8. Child Sexual Exploitation (CSE)</b></p>	<p>The Committee made the following comments which would be forwarded to the Cabinet Member for Children and Young People for consideration:</p> <p>1. The Committee welcomed the report and the multi-agency approach to addressing the issue of CSE.</p> <p>2. The Committee highlighted the importance of protecting Westminster's Looked After Children (LAC) whether they were placed in or out of borough and the importance of sharing information and joint working with other local authorities.</p> <p>3. The Committee welcomed raising the awareness of Child Sexual Exploitation in Westminster Schools.</p> <p><b>Anne Pollock</b></p>	<p>Recommendations have been forwarded to the Cabinet Member for Children &amp; Young People and a response is awaited.</p>

<b>ROUNDSIX 2015/16 (9 May 2016)</b>		
<b>Agenda Item</b>	<b>Recommendation and responsible officer</b>	<b>Update</b>
Action and Recommendation Tracker	<p>That the following actions be reported back at the next Committee</p> <p>1. The future funding opportunities for FGM</p> <p>2. The possibility of Minority Party Members attending a future Corporate Parenting Board as they are currently not represented on it.</p>	<p>On-going</p> <p>An invite has been extended to the minority group who were unrepresented on</p>

	<b>Anne Pollock/Melissa Caslake</b>	Corporate Parenting
Committee Work Programme	<p>That the Youth MP be invited to attend and speak at a future Committee. <b>Anne Pollock</b></p> <p>The Committee received and agreed the Committee Work Programme for 2016/17.</p>	On-going
Promoting an Active Westminster: A review of PE and School Sport in Westminster	<p>The Committee made the following comments which would be forwarded to the Cabinet Member for Sport and Leisure for consideration:</p> <ol style="list-style-type: none"> <li>1. The Committee welcomed the overall approach and work coordinated by the Sport's Unit and the high quality of Sports and physical activities provided by them to Westminster Schools.</li> <li>2. The Committee emphasized the need for WCC to continue working with a range of stakeholders, including Public Health, to tackle children and young people's physical inactivity and child obesity.</li> <li>3. The Committee highlighted the importance for all schools to provide a balanced curriculum and the positive link between increased physical activity and improved behaviour and concentration in children and young people in school.</li> <li>4. The Committee supported the Council working in partnership with the Daily Mile Team to roll out the "Daily Mile" to all Westminster schools to increase the physical activity of children and young people throughout the school day.</li> </ol>	An update will be provided in the Cabinet Member's Report.
Inspection Performance Report: Ofsted Inspection of Children's Services and	The Committee made the following comments which would be forwarded to the Cabinet Member	Response awaited.

<p>Probation Inspectorate Inspection of Youth Offending</p>	<p>for Children and Young People for consideration:</p> <ol style="list-style-type: none"><li data-bbox="592 309 1015 477">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 data-bbox="592 521 1015 801">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 data-bbox="592 846 1015 1014">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 data-bbox="592 1059 1015 1261">4. The Committee endorsed future partnership working between the Voluntary Sector and Youth Offending Service to improve outcomes for young people and reduce re-offending.</li></ol>	
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# Work Programme



## Children, Sports and Customer Services 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 Children and Young People
<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.	Glen Peache Jean Daintith
<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.	Tri Borough Safeguarding Officers Board chair: Jean Daintith

# Work Programme



## Children, Sports and Customer Services 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
<b>Community Cohesion Commission (Report circulated for information)</b>	A report on the published report of the Community Cohesion Commission. The Commission will be examining evidence of any local barriers to community cohesion, which includes a review of approaches taken to address the risk of radicalisation in relation to all forms of extremism.	Charlotte Breen

### 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

# Work Programme



## Children, Sports and Customer Services Committee

### 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>SEN 6-Month Milestone Report</b>	To review the SEN Programme	Ian Heggs
<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

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>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

# Work Programme



## Children, Sports and Customer Services 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>Action for Change</b>	To examine the work with organisations from Italy/Romania/UK/Hungary on mothers affected by domestic violence and the impact on their children (see <a href="#">RBKC</a> ). (Natasha Bishopp)
<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 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 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
<b>Youth Mental Health</b>	Meeting dates tbc.	T/G



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

**Date:** Monday, 20<sup>th</sup> June 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 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 appointed contractor is progressing communications activities including the circulation of regular newsletters to ensure local residents and stakeholders are informed.
- 1.3 The works to deliver the new Moberly Centre are planned to complete in February 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**

- 1.4 '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.
- 1.5 A key objective for any re-development project will be to deliver an enhanced sports and leisure offer for the local community.
- 1.6 A full public consultation programme will be implemented to ensure stakeholders are engaged as part of the development of proposals for these sites.

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

- 1.7 Works to improve one of the residential blocks are progressing in response to feedback from customers.
- 1.8 The works will ensure that en-suite accommodation is provided within the block (which is the only accommodation block not to provide these facilities).

- 1.9 Improvements to the outdoor adventure facilities are also planned to further improve the attractiveness of facilities for visitors.

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

- 1.10 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 Rec. The extension will be developed in the space to the rear of the existing gym.
- 1.11 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.
- 1.12 The proposals will be subject to consultation with park users which will be progressed in the coming months.
- 1.13 I visited the team at Paddington Rec and had a tour of the facilities on 27<sup>th</sup> May. The staff do a fantastic job, are committed to the improved health of all residents and I would like to commend them for the work they do.

#### **Leisure Centre contract re-let**

- 1.14 Officers are progressing with the procurement of the contract which is due to commence from 1<sup>st</sup> July 2016. It is a 10 year management contract and includes the management of the Council's entire sports and leisure centre portfolio.
- 1.15 As part of the process, a number of new improvements have been secured which include:
- £9m capital investment in a number of improvements to facilities and new equipment across the centres
  - 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
- 1.16 The mobilisation of the new contract is progressing. All GLL staff who currently work in the Council's eight centres will be protected through the Transfer of Undertakings (Protection of Employment) or TUPE regulations and will automatically transfer to the new contractor in July.
- 1.17 Staff consultation meetings have taken place and the feedback from staff has been positive.

#### **Christ Church Bentinck and Greenhouse Sports**

- 1.18 Officers continue to work closely with Greenhouse Sports regarding the redevelopment of their new facility on the corner of Cosway and Bell St (Church St Ward).
- 1.19 The new facility will be used for table tennis, judo, multi sports and events and will also provide a variety of community based activities.

- 1.20 Planning permission for the new facility has now been approved and Officers continue to provide support to the club with funding submissions and operational considerations.

### **Westminster Mile**

- 1.21 The 2016 Vitality Westminster Mile took place 29<sup>th</sup> May 2016. This flagship event is now in its fourth year and officers are involved in planning for the event alongside the London Marathon (LM) Team.
- 1.22 Just under 7,000 registrations were achieved which is the highest number achieved to date.
- 1.23 The event included a variety of races which involved families, adult and elite races. Over 60 ex-Olympians will participate and elite athletes included David Weir who broke the 3 minute mile record in the wheelchair race.
- 1.24 Although a few Councillors came along to the Westminster Mile, only 4 Members took part. Next year it would be good to see more Members taking part and I hugely encourage them to do so.

### **Daily Mile**

- 1.25 Following the excellent progress that is being made with two pilots in Westminster at Hallfield and Ark Atwood Primary Schools, I attended a special briefing session on Monday, 6<sup>th</sup> June.
- 1.26 The event involved Elaine Wyllie (the founder of the Daily Mile from Sterling in Scotland) as well as Members, Head teachers from Westminster schools and Council Officers from across the Sports, Children's and Public Health departments.
- 1.27 As part of a launch event for the Daily Mile at Hallfield School on 17<sup>th</sup> March, a film has been produced to showcase the event and help promote the initiative to other schools. The film is available at <https://youtu.be/w47jX75N5fY>
- 1.28 The next step is to imbed and encourage a structured roll out of the Daily Mile across our schools, recognising the need to use pilot partners to provide the evidence to persuade our schools to join the Daily Mile across the City.

## **2 Libraries and Culture**

### **Usage of Libraries**

- 2.1 In response to Cllr Rigby's request at the last committee meeting regarding the usage of our libraries, the Library team has produced a briefing note to show the statistics we have available. This is attached in the appendix of this report for the Committee's reference.

### **Visits**

- 2.2 I am very keen to get a better understanding of the circumstances of our libraries, particularly to get to know the staff better and understand the strengths and weakness of the service. As part of this, on 27<sup>th</sup> May, I visited Church Street, Victoria and Westminster Music Libraries and I am very grateful to the staff at each site for being such wonderful and informative hosts, highly focused on the value added for both residents and other users beyond Westminster.

### **Victoria library**

- 2.3 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. November 2018 is therefore the estimated date and officers are awaiting a firm programme from Land Securities.

### **Westminster Reference library**

- 2.4 The remedial works to the damaged vaults below the library are at the planning and technical feasibility stages and it is expected an agreed programme and indicative timelines will be ready in June 2016. The council's costs will be met through the party wall agreement.
- 2.5 Most of St Martin's Street is blocked off as a result of this damage as the vaults lie under the street as well as the library. Since 24<sup>th</sup> March access from the south to the library (and to Leicester Square) is via Long's Court. This detour, along with the hoardings, are having an adverse effect on library visitor figures.
- 2.6 A further impact of this damage is the delay it has caused to the refurbishment works which were scheduled to start in April.

### **Marylebone Library**

- 2.7 I continue to be in regular contact with Ward Members to brief them about the Marylebone Library development.

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

### **Park Events**

- 3.1 A major film premier, "Alice through the looking glass", took place on 16<sup>th</sup> May. This involved a large area of Leicester Square and the gardens.

### **Rough Sleeping**

- 3.2 The number of rough sleepers using the parks and gardens has continued to increase with warmer weather conditions, mainly in the south of the City. The parks team are working with a number of agencies to try to resolve the problems and offer support to the homeless groups.

### **Hanging Baskets**

- 3.3 The hanging basket contractor has completed the change over from winter to summer hanging baskets; 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.

### **Re-turfing**

- 3.4 The large dog run area at St George's Garden in Pimlico has been re-turfed. Areas in Soho Square and Victoria Embankment Gardens have also been re-turfed.



## **St Johns Gardens, Horseferry Road**

- 3.5 The boundary wall on the Page Street side of the gardens which was in a very poor condition due to root growth from a large London plane tree has been rebuilt and the railing on the top put back. A further section of wall on Page Street is also being pushed over the pavement by tree roots and this will be addressed next.

## **4 Volunteering and Voluntary Sector**

### **Do-It local website**

- 4.1 The Do-It Westminster site has now been now running successfully for 3 months. As at 17<sup>th</sup> May, there were 383 live opportunities in Westminster. In the week prior to that, 7 people registered their interest, 19 opportunities and 168 organisations were added. Overall, 943 hours have now been logged by volunteers for opportunities in Westminster.

### **Time Credits**

- 4.2 The last quarter reporting demonstrates that Spice continues to maintain high performance levels against its annual targets, in particular;
- 174% target for individuals engaging with time credits;
  - 99% of target for hours given (total time credits earned) for the year;
  - 163% of target for local corporate spend partners.
- 4.3 All targets have been met or exceeded, with the exception of the percentage of those new to volunteering which is currently at 60% against the annual target. However, this is not of great concern – the KPI target is ambitious, quarter by quarter trend shows a progressive increase and it was expected that current volunteers would be the initial focus for engagement.

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

- 4.4 The WASP contract has been extended, in accordance to contract terms, for the period to the end of September 2017. This includes the provision of a part-time advisor at the Housing Options Service and reduction of provision across other areas, in line with demand.
- 4.5 WASP latest report for January – March 2016 indicates that performance during this period has remained largely strong, although low use of the drop-in service at children centres has resulted in a failed KPI during this period. This is the first time the KPI has not been met although officers have been aware of reducing numbers over the last few quarters. Officers and Westminster Citizens Advice are continuing to work to ensure the advice service meets the needs of this group.

## **5 Community Engagement**

### **Open Forum Website**

- 5.1 Response to the new Open Forum website continues to be positive. Over 3,000 people have now visited the Open Forum website and nearly 900 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 and Children Centres.
- 5.3 Further activities planned include supporting Community Cohesion Commission, Oxford Street West and Building Height Policy review.

### **Open Forum Meetings**

- 5.4 We are at the early stages of planning three public meetings where the Leader, Councillors and officers from departments across the council will be available to talk with residents about the services that they provide and discuss ideas and issues that affect the whole community.
- Tuesday, 22nd September, 6:30pm – 8:30pm at Church House, Dean's Yard, SW1P 3NZ
  - Monday, 23rd January 2017, 6:30pm – 8:30pm at Porchester Hall, Porchester Road, W2 5HS
  - Monday, 20th March 2017, 6:30pm – 8:30pm at Lords Cricket Ground, St John's Wood Rd, NW8 8QN
- 5.5 These will be part of a series of 10 - 15 meetings that we are hoping to hold over the course of the year to bring the Council closer to the community and ensure residents can feedback to us on issues that are important to them.

## **6 Community Awards**

- 6.1 On 1<sup>st</sup> June, the Council hosted the Community Awards in partnership with Groundwork London and One Westminster. The Community Awards is an opportunity to recognise the commitment to volunteering and the benefits it brings to the local area and the people who live there. We received over 100 nominations and were particularly pleased to see new names and organisations taking part for the first time. I am grateful to Jackie Rosenberg from One Westminster and Ben Coles from Groundwork London for acting as awards hosts for the evening and to the Lord Mayor for introducing the evening.
- 6.2 We are investing an additional £32,000 in volunteering compared to previous years highlighting the importance we believe it has in building communities.

**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)

# APPENDIX

## Libraries and archives usage

### 1 Overview

- 1.1 Measuring library performance has been done in a number of ways over the years and a baseline set of performance information is monitored council by council by the Chartered Institute of Public Finance and Accountancy (CIPFA).
- 1.2 Traditionally, the number of issues (i.e. the total of books and other items borrowed) was the most significant indicator of library usage, but this has been supplemented and arguably supplanted by other measures (notably physical visits) as the use of libraries for other purposes has grown and analogue materials have been augmented by the digital and e-lending offers. Measuring virtual use has proved a challenge: for example, there is still no authoritative way of counting wifi logins.
- 1.3 CIPFA collects information borough by borough including issues, visits, computer usage, volunteer hours, number of staff, expenditure and income to name various but not all information collected. This provides a basis for comparison but since local authority accounting and performance regimes are so varied, there are caveats as every authority is distinct in terms of the exact range of services it provides and what costs are apportioned to the service.

### 2 Examples of performance measurement

#### Visits

- 2.1 Visits are a key measure of the health of the service. Physical visits to library premises are counted by automatic counter at the entry gate. The advantage of visitor counts is that they record both registered library members and non-members and also count activity even when a customer is not borrowing an item but rather using the library to attend an event or study etc. In terms of visits, Westminster ranks 3<sup>rd</sup> out of 12 in comparison to Inner London Authorities and 27<sup>th</sup> when compared to the 151 English public library authorities. The number of visits per 1000 population (perhaps a better indicator since it takes account of population differences) is nearly double the national average.
- 2.2 However, Westminster has seen a downward trend in visits to libraries starting from a high baseline in 2011/12. Its decline is steeper than the national average (which has also been downwards) and this may be due to some specific local factors such as the relocation of Marylebone library to a smaller, temporary site and the building works around Westminster reference library restricting access or sight of the building, and other building works. Nevertheless, some sites – such as Queen’s Park, Church Street and the archives have seen solid growth in use.

Library	2014-2015	2015-2016	% diff
<b>Total</b>	<b>2,095,523</b>	<b>2,045,023</b>	<b>-2.4</b>
Charing Cross	166,051	164,688	-0.8
Church Street	202,224	214,817	6.2
Maida Vale	109,872	110,586	0.6
Marylebone	140,700	134,995	-4.1

Mayfair	156,851	150,278	-4.2
Paddington	296,777	279,932	-5.7
Pimlico	335,176	298,012	-11.1*
Queen's Park	145,881	157,085	7.7
St.John's Wood	147,753	147,825	0.0
Victoria	169,485	171,024	0.9
Westminster Reference	224,753	215,782	-4.0

\* The drop in the number of visitors to Pimlico Library can be attributed to two reasons. Firstly, the new lift which has recently been installed does not currently have a visit counter so the number of people entering and leaving the library has not recently been counted. A visit counter will be installed in the lift imminently to ensure that visits can be properly monitored. We are expecting the number of visitors rise back to normal levels once these issues have been resolved. Secondly, a café on the ground floor, run by the Westminster Adult Education Service, has recently closed meaning that the library is not getting the benefit of the footfall from café visitors. Officers will engage with WAES to investigate whether more positive uses for this space can be found with a view to restoring some of the lost footfall.

- 2.3** The table below shows the visits for the service areas not included in the total above. The Home Library Service (HLS) and the Archive Service (ARC) fall outside the Chartered Institute of Public Finance and Accountancy (CIPFA) definition of a visit to a library. The CIPFA definition is used to enable comparisons between local authorities. Visits to Westminster Music Library are shown below because their figures are already included in the visits to Victoria Library above (they are based in the same building) and visits to Paddington Children's Library shown below are also included in the visits to Paddington Library shown above.

Library	2014-2015	2015-2016	% diff
Home Library Service	4,887	4,657	-4.7
Archives	29,215	30,552	4.6
Westminster Music Library	54,093	60,215	11.3
Paddington Children's	54,634	50,301	-7.9

### Items borrowed

- 2.4** Items borrowed or issue includes a count of all books, recorded and printed music, DVDs, and other physical formats, with electronic loans and downloads also counted. Reissues (renewals) are also recorded as loans. The system used is the library management system shared across tri-borough, which acts as both a customer database and catalogue and is accessible online as a self-service system to customers. As can be seen, there is a sharp decline in analogue formats but not yet a corresponding uplift in digital. This is an area for further promotion as it may be that, nationally, the public awareness of the library digital offer is low, as traditionally libraries are associated in people's minds with borrowing printed books. There is also a continuing challenge with publishers' reluctance to make up-to-date content available for lending in e-formats, and placing restrictions on the number of licences and geographical location of borrowers.
- 2.5** As with visits to libraries, Westminster has for many years been one of the top performing authorities. The decline in items borrowed mirrors national trends and the service continues to be one of the best used albeit with a downward trend. However, the latest figures available for comparison with other Inner London authorities (2014/15) show that Westminster has the highest number of items borrowed compared to the other Inner London authorities.

	2014-15	2015-16	% diff 15/16 compared to 14/15
<b>ALL</b>	<b>1,667,695</b>	<b>1,602,189</b>	<b>-3.9</b>
Archives	1,729	1,853	7.2
Charing Cross	247,518	228,420	-7.7

Church Street	97,178	94,246	-3.0
Home Library Service	94,782	90,964	-4.0
Maida Vale	135,653	139,095	2.5
Marylebone	142,526	146,983	3.1
Paddington	175,269	167,035	-4.7
Pimlico	223,386	203,319	-9.0
Queen's Park	64,259	63,491	-1.2
St.John's Wood	134,376	138,342	3.0
Victoria	156,165	154,226	-1.2
Westminster Music Library	27,876	27,703	-0.6
Westminster Reference Library	6,542	8,679	32.7
Contact centre	66,594	12,193	-81.7
Telephone renewals	24,783	55,603	308.0
E-audio	3,276	3,610	10.2
E-books	4,150	3,762	-9.3
E-Magazines	18,191	21,941	20.6
Little Venice SC express lib	96	32	-66.7

**2.6** The breakdowns in the table below are shown separately as they are already included in figures provided above.

.	2014-15	2015-16	% diff 15/16 compared to 14/15
Paddington children's library	50,042	42,750	-14.6
Online Renewals	305,123	338,767	11.0
Children's	562,978	526,344	-6.5
Health	47,484	42,948	-9.6
Business	40,968	37,938	-7.4
Bengali	1,167	1,006	-13.8
Chinese	153,498	127,428	-17.0
Books on prescription	1,013	1,007	-0.6

### Attendance at library events

**2.7** Events and activities comprise a significant and growing part of the library offer. Attendance is recorded manually though officers are experimenting with Eventbrite and other similar agencies for booked and ticketed events, which, as well as being easier to manage may give better marketing information. Events may be free or charged and include regular sessions such as under 5s rhymetimes, IT learning sessions, classes in English and literacy, author visits, concerts, performances and specialised activities associated with the archives or collections in the reference library. Tri-borough public health funds preventative and information work in libraries; health events and activities are a key strand of this and are well-attended. Visits by classes from local schools are also a popular feature.

	No. of Sessions			No. attending		
	2014-2015	2015-16	2014-2015	2014-2015	2015-16	%diff
<b>WCC</b>						
<b>All Libraries</b>	<b>7,270</b>	<b>7,885</b>	<b>8.5</b>	<b>165,793</b>	<b>169,573</b>	<b>2.3</b>
Charing Cross	183	255	39.3	3,705	4,920	32.8
Church Street	1,068	1,445	35.3	14,466	20,033	38.5
Maida Vale	802	1,022	27.4	24,717	26,405	6.8

Marylebone	419	412	-1.7	11,316	10,083	-10.9
Mayfair	248	303	22.2	6,645	8,107	22.0
Paddington	518	448	-13.5	4,008	3,372	-15.9
Paddington Children's	420	500	19.0	14,014	14,933	6.6
Pimlico	820	646	-21.2	30,820	25,069	-18.7
Queen's Park	625	760	21.6	10,496	11,224	6.9
St.John's Wood	748	823	10.0	19,232	19,963	3.8
Victoria	634	610	-3.8	12,595	9,808	-22.1
Westminster Reference Library	151	176	16.6	4,282	4,041	-5.6
Archives	328	273	-16.8	6,983	8,849	26.7
Marylebone Information Service	78	33	-57.7	320	240	-25.0
Westminster Music Library	209	154	-26.3	1,836	2,069	12.7
Health Information Officer	19	25	31.6	358	457	27.7

## Local Demographics

- 2.8** The service collects a range of information on ethnicity, disability, sex and age of customers, although there are limitations due to willingness of customers to provide this data and that many library customers do not register. Further details and samples/data sets can be provided on request.



City of Westminster

## June 2016 Cabinet Member Update

**Meeting:** *Children Sport & Leisure Policy and Scrutiny Committee*  
**Date:** *Prepared in May 2016 based on information as at 30<sup>th</sup> April 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] by ensuring 100% of referrals in relation to CSE are jointly investigated by Westminster and Police.

- At 30<sup>th</sup> April 2016, nine cases remained open in Westminster and all of these have had a joint investigation with police. The Multi-Agency Sexual Exploitation (MASE) panel has revised its terms of reference to improve case monitoring and focus on perpetrators.

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

- At 30<sup>th</sup> April 2016, 65 cases have been referred for early intervention, statutory assessment or child protection intervention in relation to FGM. This includes women who are seen at clinic and being tracked to see if social work intervention is needed. The project has been able to demonstrate its effectiveness in safeguarding girls from FGM and has therefore received a further six months funding from the DfE.

#### 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.

- This will be achieved by increasing support to 10 Westminster young people identified victims or witnesses of crime who are being educated at Tri-borough alternative provision schools (Beechcroft, Latimer or The Bridge).

#### 1.4 Ensuring that 80% of the identified young people engaging in one to one and/or group work sessions increasing their positive questionnaire responses to self-esteem, confidence and feeling safe to 50%.

- This is a new City for All Pledge for 2016-17 and the first progress update on the measures will be reported at the end of July.

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

- For 2015 the Primary school Key Stage 2 L4+ final results were 84%, down slightly from 86% in 2014, but still above the national average of 80%.

	2013	2014	2015
<b>Westminster LA</b>	79%	86%	84%
<b>National</b>	76%	79%	80%

- Following the introduction of the new national method of reporting Standard Attainment Tests and Assessments [SATs], Westminster's target is to be above the national percentage of pupils at the new expected standard and above in reading, writing and mathematics at Key Stage 2 results. An update on this pledge will be reported at the end of August.

**1.6 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.**

- For 2015 the GCSE pass rates showed that 68% of Westminster pupils achieved 5 grade A\*-C GCSEs, including English and Mathematics. Westminster's results place it as the tenth highest performing local authority nationally and the highest in inner London.

	2013	2014	2015
<b>Westminster LA</b>	70%	68%	68%
<b>National</b>	59%	53%	54%
<b>Inner London</b>	63%	60%	60%

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

- The most recently published Public Health data for 2015-16 quarter three indicates that 70% of eligible 2 year olds in Westminster received a developmental review. This is below the 75% target for the year and just below the 2014/15 outturn of 73.8%. The 2015-16 Annual statistics are due to be published in October 2016 alongside 2016-17 quarter one.

**1.8 We will ensure there are sufficient and flexible two year old places to meet demand from eligible families. To increase availability of childcare places by 10% to 550 places by March 2017. We will actively market the targeted 2 year offer to increase take up of places against the national expectation of 70% take-up. We will ensure 95% of Children in childcare settings at age 2 years old have an integrated review.**

- Take-up of targeted 2 year old places decreased to 37% as of February 2016, this is due to larger numbers of children blocking current capacity and a large number of pending applications at the time the data was submitted. During 2015-16, 32 places have become available at Essendine and Paddington Green Children's Centre and 24 places at Micky Star Children's Centre.



New places have also been provided through private nursery provision during spring 2016. The completion of the remaining capital works will see an increase in the available places at Bayswater Children’s Centre. As part of the wider drive to increase the availability of childcare places the Early Help Service are exploring options at Westbourne and Queensway Children’s Centres, as well as looking at potential opportunities with schools. A comprehensive marketing campaign is now in place and is being delivered through Family Lives in conjunction with children’s centres.

**1.9 We will strengthen preventative support within the universal offer by increasing access in the antenatal period with 50% attendance of those invited to baby steps and the universal offer.**

- Further to the pilot provision of Antenatal classes in March and April 2016 classes are being rolled out across Westminster from June 2016. It is hoped that the provision of Antenatal classes throughout Westminster will increase the number of people attending the universal offer. An update on attendance will be available in July 2016.

**1.10 We will reduce the numbers of young people resident in Westminster in school years 12, 13 and 14 whose education status is 'not known' to 10% (375 young people) or below.**

- There has been an average reduction of 2% from February – April 2016 when comparing the rate of young people whose education status was ‘not known to the same period in 2015. The most recently published rates indicate that Westminster continues to experience higher rates than the London and national average, although the gap has reduced.

<b>Not known</b>	<b>Feb-15</b>	<b>Mar-15</b>	<b>Apr-15</b>	<b>Feb-16</b>	<b>Mar-16</b>	<b>Apr-16</b>
Westminster	13.5%	13.1%	12.6%	11.0%	10.3%	10.6%
Number of young people	498	484	462	407	380	394
LONDON	<b>7.4%</b>	<b>6.9%</b>	<b>7.0%</b>	<b>7.4%</b>	<b>7.1%</b>	<b>Awaiting publication</b>
ENGLAND	<b>6.9%</b>	<b>6.5%</b>	<b>6.7%</b>	<b>6%</b>	<b>6.0%</b>	<b>Awaiting publication</b>

- Further work is being commissioned to tackle and reduce the number of 16-18 year old ‘not knowns’. Once identified, it is likely that a high proportion of them will in fact be NEET, thus increasing the NEET figure shown in the table below.
- Comparing the rates of NEET at April 2015 (2.95%) and April 2016 (2%), there has been a reduction of 29 young people and the 2016 rate is below both the London and national rates.

<b>NEET</b>	<b>Feb-15</b>	<b>Mar-15</b>	<b>Apr-15</b>	<b>Feb-16</b>	<b>Mar-16</b>	<b>Apr-16</b>
Westminster	2.95%	2.89%	2.95%	1.87%	1.93%	2.0%
Number of young people	95	93	95	62	64	66
LONDON	<b>1.6%</b>	<b>1.7%</b>	<b>1.8%</b>	<b>3.20%</b>	<b>3.3%</b>	<b>Awaiting publication</b>
ENGLAND	<b>2.5%</b>	<b>2.6%</b>	<b>2.7%</b>	<b>4.3%</b>	<b>4.3%</b>	<b>Awaiting publication</b>

- 1.11 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.**
- The YWF will be established as an independent charity. The founding trustees were confirmed in May 2016 and recruitment of a CEO is underway with an anticipated start date of October 2016. Financial support has been secured from the John Lyon's Charity and additional support is being provided by businesses and other stakeholders. Targets and leads for business engagement will be agreed and identified with the WCC Economy Team.
- 1.12 Phase 2 TF programme: 17% (385) of families achieve significant and sustained improvement against their qualifying criteria.**
- WCC has identified and commenced work with 1,535 families as part of the second phase of the Troubled Families programme. The families identified represent 68% of the total number of families WCC expect to work with during the first five years of the programme. The first opportunity to claim Payments by Results will close in October 2016.
- 1.13 Young Carers: Number of newly identified young carers referred to the Westminster Access team for assessment.**
- From 1 February 2016, all newly identified young carers are referred to the Access Team for assessment. The first update on the number of newly identified young carers receiving an early help assessment will be available at the end of June 2016.
- 1.14 We will reduce the number of resident adolescents needing to come into care**
- 23 adolescents aged 14 to 17 were taken into care in 2015 -16 (excluding UASC status or remand) which was a reduction from 2014-15 which saw 28 adolescents taken into care. Since April 2016 there have been no 14 to 17 year olds taken into care. This reduction has been achieved by considering alternatives to remand for young offenders; developing a range of interventions linked to the 'Focus On Practice' initiative to support families and providing robust rehabilitation home support packages.
- 1.15 Parental Employability Programme: We will encourage parents to attend all sessions and encourage 80% of the original cohort to complete the course.**
- In addition to the overall programme, extra support is being provided to twenty-four parents from each group, twelve from Queens Park Children Centre and twelve from Church Street Children Centre. This additional support is to ensure that at least 80% of participants are successful in accessing employment, apprenticeship, volunteering or further training.
- 1.16 We will support looked after children, of working age where the council is the corporate parent, into stable economic secure adult life. We will ensure 75% of Care Leavers are in Education, Employment and Training [EET], 50% more care leavers participate in Apprenticeships and at least 95% of care leavers are in suitable accommodation.**
- A monthly Transitions Panel tracks and monitors young people who are Not in Education, Employment or Training (NEET). Each young person is referred to an EET Advisor who works with them to develop an Action Plan. The Virtual School provides a number of specific EET programmes including weekly support sessions designed to help young people into Education, Employment or Training. A Tri-borough work experience programme has been developed by the Virtual School and Education Business Partnership and was launched in January 2016.

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

- To date nine young people have received training and now travel to and from school independently. This progress means that the service is on track to meet this year's target of 15 and exceed last year's total of 10.

**1.18 Twenty-five young people with special educational needs statements will transfer to EHC plans.**

- The Department for Education has produced a revised transfer review plan for local authorities to deliver between 2016 and 2018. The revised plan has been produced in response to difficulties had by Local Authorities in delivering the original programme. SEN practices and processes continue to be developed in order to achieve continued improvement. It is expected that the target of 25 young people will be met this year.

**1.19 We will ensure that children continue to have a choice of nutritious school meals which achieve and maintain all legislative and contract standards. Managing and monitoring meal take up for free, paid and Universal free school meals initiative.**

- 2016-17 targets are as follows:
  - Free school meals - 88% of eligible children in Nursery and KS2
  - Paid school meals – 55% of children in Nursery and KS2
  - Overall take up of the school lunch within the WCC central contract – 70%
  - Overall take up of universal infant free school meals – 87%

**1.20 New approaches to foster carer recruitment to increase numbers of foster carers recruited to 25 by September 2016.**

- Cornerstone, a social enterprise organisation, has been commissioned to undertake marketing and recruitment for foster carers. A new website was launched in October 2015 and Cornerstone is working with the Fostering Service to develop new approaches to fostering for sibling groups and children with complex needs. To date six households have been approved and twelve are currently under assessment. In total there has been 236 enquires compared to 153 in 2014/15.

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## Children, Sport and Leisure Policy and Scrutiny Committee

<b>Date:</b>	20 June 2016
<b>Classification:</b>	General Release
<b>Title:</b>	Overview of Prevent Delivery
<b>Report of:</b>	Senior Accountable Officer
<b>Cabinet Member Portfolio</b>	Public Protection
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	City for Choice
<b>Report Author and Contact Details:</b>	<b>Mark Chalmers x6032</b> <a href="mailto:mchalmers@westminster.gov.uk">mchalmers@westminster.gov.uk</a>

### 1. Executive Summary

- 1.1. The purpose of this report is to outline the work that is undertaken to deliver the Prevent Strategy locally, with a particular focus on how this is done to safeguard Westminster's children, young people and families.
- 1.2. Updates on Prevent are also regularly provided to the Public Protection Policy and Scrutiny committee.

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

- 2.1. Consider whether the current work programme is sufficient.
- 2.2. Consider gaps in delivery and areas for future activity.

### **3. Background**

#### **3.1. Introduction**

- 3.1.1. Prevent forms one part of CONTEST, the Government's counter-terrorism strategy. CONTEST is based on 4 areas of work:
- Pursue: to stop terrorist attacks
  - Protect: to strengthen our protection against a terrorist attack
  - Prepare: to mitigate the impact of a terrorist attack
  - Prevent: to stop people becoming terrorists or supporting terrorism
- 3.1.2. Prevent aims to stop people becoming terrorists or supporting terrorism, in all its forms. Prevent works at the pre-criminal stage, using early intervention to encourage and empower individuals and communities to challenge extremist and terrorist ideology and behaviour.
- 3.1.3. Extremism takes many forms including: animal rights extremism, right-wing extremism, Northern Ireland related extremism and Islamic extremism. Whilst Prevent is concerned with all types of extremism, Prevent work is prioritised according to the risks that we face. This means that the work delivered in Westminster is to address the local needs and vulnerabilities and may be different to what is being done elsewhere in London or the UK.
- 3.1.4. From the 1<sup>st</sup> July the Counter-terrorism and Security Act 2015 placed a statutory duty on local authorities and other bodies to have "due regard for the need to prevent people from being drawn into terrorism" in the exercise of their functions.
- 3.1.5. Westminster's Prevent Team and the projects that its commissions are funded through a grant agreement with the Office for Security and Counter-terrorism within the Home Office.

#### **3.2. Prevent work in Westminster**

- 3.2.1. The objectives of the Prevent Strategy are to:
- Respond to the ideological challenge we face from terrorism and aspects of extremism, and the threat that we face from those who promote these views.
  - Work with institutions where there are risks of radicalisation to be addressed.
  - Provide practical help in order to safeguard vulnerable people from being drawn into terrorism and ensure that they are given appropriate advice and support.
- 3.2.2. The delivery of Prevent is led by local authorities. In delivering the strategy in Westminster, staff work closely with a wide range of sectors and institutions; these include but are not limited to: education, criminal justice, faith, charities and government departments, in addition to community organisations.

- 3.2.3. Westminster's Prevent Team currently consists of a Prevent Programme Manager and a Prevent Officer: Engagement. The team sit within Community Safety in Public Protection and Licensing.
- 3.2.4. Local delivery of the Prevent Strategy is focused on the threat picture and on local needs and vulnerabilities. As is evident from recent media reporting, it is important to consider that vulnerability to radicalisation and extremism is not limited to any particular part of Westminster's diverse communities. As such, much of the work of the Prevent Team covers the whole of the City, for example projects that are available to all educational institutions. Vulnerability to radicalisation and extremism is very rarely seen in isolation and those individuals are often vulnerable to other harms, such as involvement with gangs or forms of exploitation. In terms of specific projects, every effort is made that these are made available to individuals and communities that will most benefit from that intervention.
- 3.2.5. Westminster's Prevent Team works with institutions, communities and individuals that include people of all ages. This report is limited to those areas of work that are relevant to the remit of this Committee.

### 3.3. **Delivering Prevent in Westminster's Communities**

- 3.3.1. Engaging with Westminster's communities and also the voluntary and community sector forms a key part of the Prevent Team's work. Many of the individuals or families who would benefit most from Prevent projects are from our hardest to reach communities. Furthermore, in order to effectively deliver these projects, it is necessary to partner with local community organisations and groups.
- 3.3.2. Westminster Prevent Team commission a range of projects in order to support and empower Westminster's communities. These projects are designed to address the Prevent Strategy objectives (above) but often also address wider needs and vulnerabilities.
- 3.3.3. A Prevent parenting programme has been commissioned over the last two years. In addition to self-referring to the parenting programme, parents can be put forward for participation by support services. Furthermore, the Prevent Team conduct community engagement visits and attend parent coffee mornings in schools to raise awareness of the parenting programme and invite interested parents to sign up to take part.
- 3.3.4. The programme is an adapted version of the Race Equality Foundation's 'Strengthening Families, Strengthening Communities' course. Over the past year, we have delivered 4 series of this programme to 57 parents across Westminster. The programme seeks to aid parents in building stronger relationships with their children by developing their current parenting approaches and equipping them with new skills, tools and techniques to use within their homes. In addition to exploring issues around radicalisation the programme considers a range of challenges of concern to Westminster's parents and families, including: gangs, internet safety, hate crime, balancing

competing cultural expectations and British Values. The programme also works to raise parents' awareness of behavioural changes that may indicate that young people are in need of support, and of the availability of local support services and how to access them.

- 3.3.5. Feedback from parents has been overwhelmingly positive. In a focus group following completion of the programme, one participant stated that *'This course is changing me and making me a better mother, my kids are happier and their behaviour is improved in school. I hope everyone in our communities has the chance to take part in this'*.
- 3.3.6. The Prevent Team have also delivered a 'Creating Stronger Communities' project, in response to the outcome of a consultation from some of the City's hard to reach communities. This is a project that responds to the social needs of Muslim women. In addition to radicalisation, the women identified issues including gangs, substance misuse and domestic abuse as ones that they were concerned about and wanted more information on. The project aimed to raise participants' awareness and understanding of those issues, so they felt better equipped to respond to them. CSC was delivered in partnership with a range of local agencies and service providers, who the Team worked with to develop half day workshops exploring each of the themes. Throughout the project, participants' confidence to discuss and consider challenging and sensitive topics was built upon; so that upon its completion, they not only felt able to apply the information and knowledge they had obtained through participating in the project within their own homes and families, but also to disseminate it within their communities and social networks. Some attendees are now being supported by services in light of disclosures they made in sessions. Feedback from participants and practitioners alike has been excellent and further workshops have been requested by those who participated in the project.
- 3.3.7. Youth engagement, outside educational settings, has been identified as a current gap within the Prevent programme and will be a key area of focus for the team over the next year. The team have applied for funding to commission a number of projects that will be focused on safeguarding and empowering Westminster's young people. It is hoped that these will be delivered in partnership with the Integrated Gangs Unit and also local third sector providers of youth activities.

#### **3.4. Delivering Prevent in Westminster's Educational Institutions**

- 3.4.1. A set of training packages for Westminster's educational institutions have been developed and delivered over the last 15 months. This training includes an overview of Prevent and the safeguarding measures available to help support individuals at risk of radicalisation or extremism. There are versions for primary, secondary and early years settings.
- 3.4.2. In the last financial year the Prevent Team delivered training to over 1500 staff in 51 institutions. The product has been adapted a number of times



based on changes in legislation and on feedback. Overall, the feedback throughout the year has been very positive.

- 3.4.3. Much of the support and training provided to the Higher and Further Education Institutions in Westminster is delivered by the two pan-London HE/FE Prevent Co-ordinators. The Prevent Team locally have worked closely with them and assisted with providing support, advice and training to this sector.
- 3.4.4. A series of pages on the Council website have been built in order to provide information on Prevent. This includes a suite of projects, lesson plans and guidance documents that have been put together for educational institutions.
- 3.4.5. A range of projects were also commissioned to support schools in the delivery of Prevent locally. One of these projects is a workshop that seeks to challenge prejudice and build critical thinking skills in an age appropriate way. These workshops have been delivered to 891 pupils in 7 local primary and secondary schools. The secondary workshops also give an opportunity for open discussion of potentially controversial topics. In feedback, one teacher said *“They will be less likely to judge. Brilliant workshop, thank you! All the children were engaged.”*

### **3.5. Safeguarding vulnerable individuals**

- 3.5.1. Through the Channel and wider Prevent safeguarding processes, we continue to work closely with different Council departments and agencies to support and safeguard individuals potentially vulnerable to extremism or radicalisation.
- 3.5.2. When delivering training on Prevent, whether to frontline staff or teachers in institutions, an emphasis is placed on the importance of a proportionate response to something that gives cause for concern; encouraging staff to use their professional judgment and to follow their existing safeguarding referral processes. In the case of children or young people, this is through their designated safeguarding lead and in to Access to Children’s Services.
- 3.5.3. 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. Channel is a pre-criminal process that is designed to support vulnerable people at the earliest possible opportunity, before they become involved in illegal activity.
- 3.5.4. Engagement with the Channel process is voluntary and for a young person would require parental consent.
- 3.5.5. Each Channel Panel is chaired by the Council’s Head of Community Safety. 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 of support will be tailored for that individual, based on their particular needs and circumstances.

- 3.5.6. As the Team have done more training and raised awareness amongst staff and the community, there has been an increase in safeguarding referrals that is reflected nationally. Numbers of Prevent referrals are not published at a local level.
- 3.5.7. In a recent Ofsted report, following the inspection of Children and Young People's Services in the City, the work of Westminster Prevent and Children's Services was commended: "*Children and young people at risk of radicalisation... are protected through a range of excellent initiatives.*"

### **3.6. Mainstreaming Prevent through Council Services**

- 3.6.1. The Prevent Team regularly provide briefings to Council services, including Children & Young People's Services, in order to raise awareness of the Prevent Duty and the Team can provide advice and guidance on ensuring compliance with that duty.
- 3.6.2. The Prevent Team deliver workshops to staff in order to raise awareness of Prevent. They also provide support and advice to departments around the other requirements of the duty. Training has been delivered to 449 members of staff from Council departments, contractors or other external partners.

**If you have any queries about this Report or wish to inspect any of the  
Background Papers please contact Mark Chalmers x6032  
[mchalmers@westminster.gov.uk](mailto:mchalmers@westminster.gov.uk)**

### **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.



## Children, Sports and Leisure Policy and Scrutiny Committee

<b>Date:</b>	<b>Monday 20 June 2016</b>
<b>Classification:</b>	<b>General Release</b>
<b>Title:</b>	<b>Overview of Focus on Practice and Partners in Practice</b>
<b>Report of:</b>	<b>Julie Rooke/Melissa Caslake/Clare Chamberlain</b>
<b>Cabinet Member Portfolio</b>	<b>Councillor Danny Chalkley</b>
<b>Wards Involved:</b>	<b>All</b>
<b>Policy Context:</b>	<b>City for Choice / Heritage / Aspiration</b>
<b>Report Author and Contact Details:</b>	<b>Julie Rooke 07739 316 192 julie.rooke@rbkc.gov.uk</b>

### 1. Executive Summary

The purpose of this report and the attached appendices is to update the Committee on the progress of *Focus on Practice*, our programme within family services funded by the Department for Education Innovation in Social Care programme, and our proposals for our future work as Partners in Practice with the DfE.

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

- For information

### 3. Background

- 3.1 It is recognised that in Family Services, practitioners can be constrained by bureaucratic processes, with too much time spent at the computer and too little time spent on effective work with families, and a domination of the case manager role in preference to direct and effective intervention. Too often we see our practitioners in the role of watching and waiting with families, often referring on the most important direct work with the family to other teams or agencies, while they focus on assessment or planning but have neither the time nor the confidence to undertake the clinical and sophisticated interventions which would be most likely to help the family. We see practitioners who come into the profession with an ambition to make a real difference to children's lives, which is frustrated when they are not able to develop the expertise they need or develop trusted relationships with families.
- 3.2 An analysis undertaken in 2013 of the histories of young people who came into care in the Tri-borough revealed that often families had been known to our departments over a period of years, but there was little evidence of significant change despite repeated episodes of assessment and involvement. The findings from this analysis led us to think about how we might create a service where families are not 're-worked' over and over, but where the intervention is deeper, more intensive and able to help families to engage with our service in a meaningful way in order to make significant changes in their lives; and deliver significant savings in the process. We believe there are too many repeat referrals, assessments, child protection plans and interventions which do not result in significant change, and which drive unnecessary costs.
- 3.3 Based on the above, we developed *Focus on Practice*, funded by the DfE Children's Social Care Innovation Programme, for the development of more purposeful practice and effective interventions with children, young people and their families over a two to three year period
- 3.4 Launched in October 2014, the programme covers our work with children and families in all areas of children's social care, and includes both social workers and other allied practitioners who work within early help, with children in need, in child protection, with looked after children or those leaving care, with disabled children and with teenagers and young offenders.
- 3.5 The core objective of *Focus on Practice* is 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. Over the next three years, we expect to see a reduction in the number of children looked after and those subject to child protection plans, and more effective interventions with families resulting in fewer re-referrals to our services.
- 3.6 By use of evidence based interventions and a more engaging approach, practitioners are able develop relationships with families that enable them to build on their strengths. To enable this to happen, we have delivered 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.

- 3.7 In December 2015, based on the early successes of Focus on Practice, Westminster City Council, Royal Borough of Kensington and Chelsea and London Borough of Hammersmith and Fulham were selected as 'Partners in Practice' by the Department for Education. Over the next four years, the DfE will work with the 12 Partners in Practice authorities to develop models of effective practice which will contribute to overall improvement in the sector, with a particular emphasis on deregulation.

**If you have any queries about this Report or wish to inspect any of the Background Papers please contact Julie Rooke, 07739 316 192  
julie.rooke@rbkc.gov.uk**

**APPENDICES:**

- Focus on Practice Impact Statement (including case study)
- Partners in Practice proposal summary

**BACKGROUND PAPERS**

None

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# Appendix One

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# FOCUS ON PRACTICE: POSITION STATEMENT ON IMPACT TO DATE

Updated June 2016

## Contents:

1. **What we set out to do: What is Focus on Practice?**
2. **Impact to date**
  - 2.1 Looked After Children
  - 2.2 Re-referrals
  - 2.3 On Track programme
  - 2.4 Staff
  - 2.5 Case Example
  - 2.6 Family Testimonials
3. **Activity to date**
  - 3.1 Skills development programme
  - 3.2 Coaching and observation programme
  - 3.3 Career practice pathway
  - 3.4 On Track programme
  - 3.5 Clinical staff
  - 3.6 Influencing systems conditions

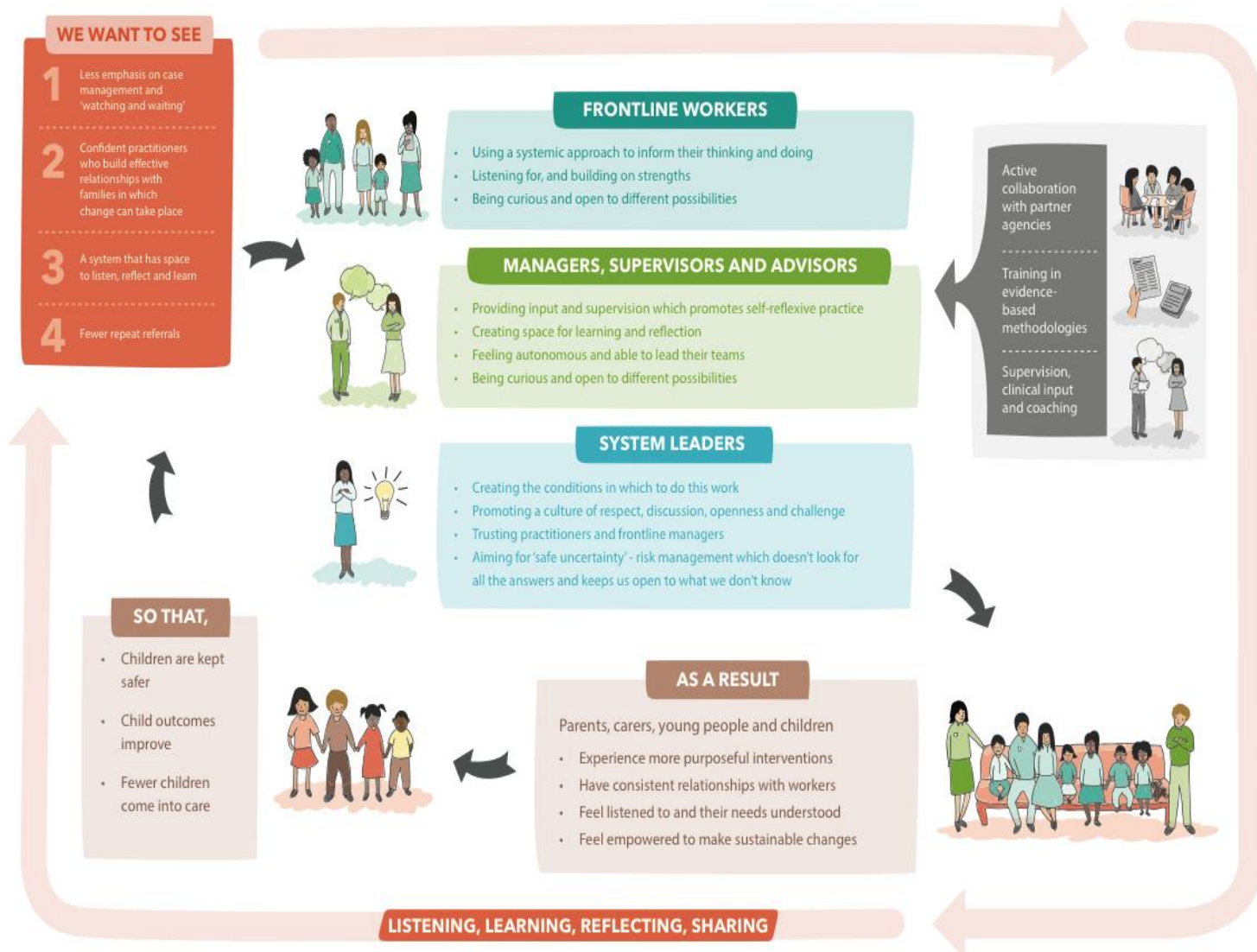
## 1. WHAT WE SET OUT TO DO: WHAT IS FOCUS ON PRACTICE?

*Focus on Practice* is our ambitious programme, funded by the DfE Children's Social Care Innovation Programme, for the development of more purposeful practice and effective interventions with children, young people and their families over a two to three year period.

Launched in October 2014, the programme covers our work with children and families in all areas of children's social care, and includes both social workers and other allied practitioners who work within early help, with children in need, in child protection, with looked after children or those leaving care, with disabled children and with teenagers and young offenders. The core objective of *Focus on Practice* is 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. Over the next three years, we expect to see a reduction in the number of children looked after and those subject to child protection plans, and more effective interventions with families resulting in fewer re-referrals to our services.

In order to achieve this, we are building on the **knowledge, confidence and expertise** of practitioners and managers in order that they are more effective in creating changes for families, mobilising the strengths within families, and moving away from a model of case management and 'watching and waiting.' Practitioners will work intensively with families to solve problems and change behaviours, rather than referring out to others unnecessarily. We aim to gradually reduce caseloads over time, and enable practitioners to build **effective relationships with families** in which change can take place. To support this, we aim to create the **conditions** in which this work can take place – promoting a **culture of respect, discussion, openness and challenge**, and a system in which, at every level of the organisation, we remain curious and open to different possibilities and keep the experience of children and families at the centre of everything we do.

# FOCUS ON PRACTICE



## 2. IMPACT TO DATE

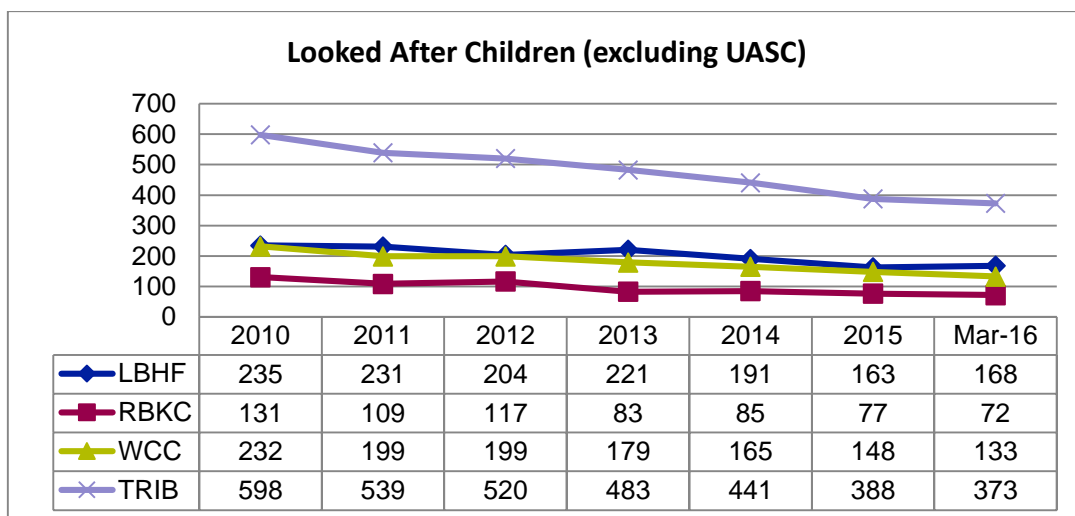
The key objective for *Focus on Practice* is to create a service which will achieve the following outcomes:

- A 20% reduction in numbers of looked after children;
- A significant reduction in re-referrals;
- Improvement in morale, job satisfaction and therefore retention of social workers in the profession

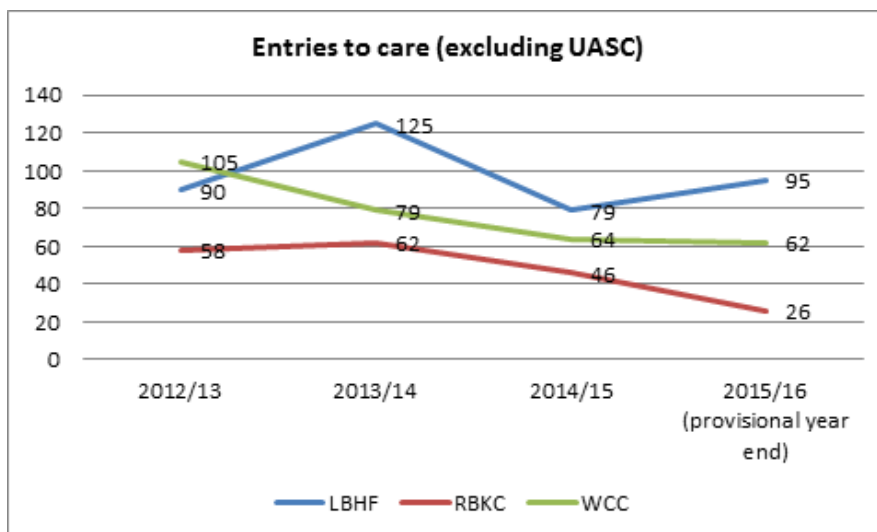
The programme has been running for 18 months and we do not expect to see the full impact of the practice changes for another year or more. However, the information below provides a summary to date in relation to those key outcome areas of the programme.

### 2.1: Looked After Children

The total number of children looked after across the three Tri-borough authorities (excluding UASC<sup>1</sup>) has reduced between 2013/2014 and 2015/2016 (15% reduction overall). Although this follows a previous pattern of falling numbers, and it is not possible to isolate the impact of Focus on Practice, we consider the early practice changes emerging to be key in maintaining this ongoing downward trend.

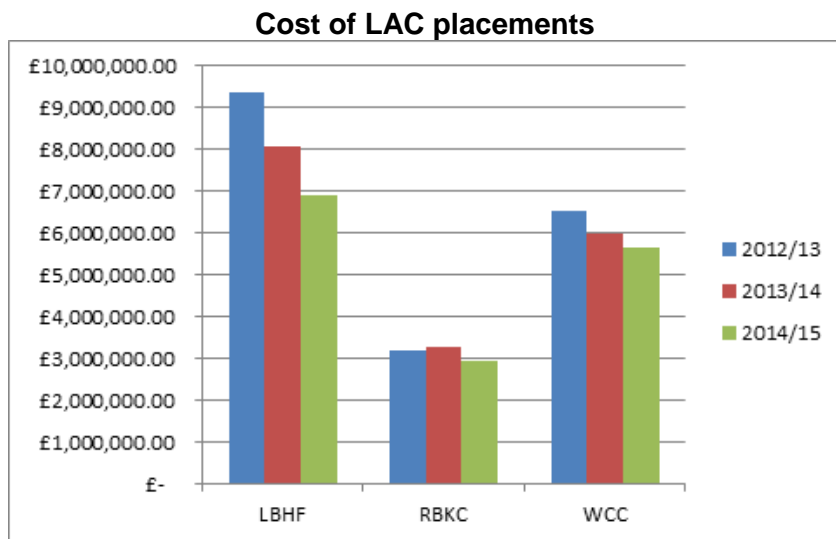


The number of entries to care has also continued to fall since the start of the programme (LBHF saw a slight increase this year, but after a very sharp decrease the previous year). We consider this to be a possible early indication of the practice changes which are promoting more in-depth, strengths-based work with families to keep children and young people within their networks.



<sup>1</sup> In 2014/2015, the three boroughs saw a 48% increase in Unaccompanied Asylum Seeking Children. The needs of UASC are significant but crucially, the options to work with families to keep them out of the care system not possible. Although the impact of good practice will benefit these children, it is not possible for care to be prevented for these children, and therefore we have excluded the UASC for the purposes of this report.

We anticipate that over time, savings will be made as a result of reducing placement costs. Based on average cost of a placement, the figure below shows estimated spend on LAC placements over the last three years. In 2014/2015, the local authorities spent an estimated total £1.182 million less in placement costs than the previous years. However, this is in the context of having to deliver significant savings for the local authorities centrally and therefore this has not been realised in real cash terms within the children’s social care, and as such cannot be reinvested in other areas of this service.



### 2.3: Re-referrals

We have not yet seen a significant reduction in re-referrals to the service, as indicated below. This is not unexpected, as the cases returning to our service this year will not yet have had the benefit of more targeted and effective interventions, and we still anticipate seeing a reduction in re-referrals within the next 2-3 years. An analysis of re-referrals, including changes in the source of referrals (e.g. self-referrals vs. agency referrals) and presenting issues is being undertaken to understand better the reasons for families returning to our services.

Re-referrals % Within 12mths	2012-13	2013-14	2014-15	2015-16 (provisional year end information)
England	24.9%	23.4%	24%	tbc
London	17.7%	16.2%	15.9%	tbc
LBHF	17.1%	15.1%	16.2%	13.1%
RBKC <sup>2</sup>	19.5%	22.3%	25.6%	23.3%
WCC	12.5%	5.8%	8.7%	9.4%

### 2.4: On Track

The On-Track programme is aimed at reducing the number of children and young people coming into care by identifying vulnerable families, delivering intensive interventions to those families, and working with primary schools to build resilience in Year 6 pupils and their parents in advance of transition. SCORE 15 (Index of Family Functioning and Change) is administered at the start of the intervention with a family, and periodically through the intensive work. SCORE 15 has been administered at two or more intervals with eight families. Among these eight families, positive change occurred most frequently in Dimension 2: overwhelmed by difficulties, with six out of eight families reporting positive change and Dimension 3: disrupted communication, with five families reporting positive change. Dimension 1: strengths and adaptability, saw less positive change across families, three out of eight families. Overall, six families demonstrated positive change overall in family functioning comparing changes in total score over time.

<sup>2</sup> Referrals numbers in RBKC are higher than in the other two boroughs as contacts are routinely recorded as referrals.

## 2.5: Staff

Workforce data submitted to the Department for Education (summary below) shows that during the first year of implementation of Focus on Practice, turnover in LBHF has significantly reduced and reliance on agency staff has remained the same or decreased in all three boroughs. Some staff have accepted permanent posts explicitly as a result of the programme (see quote below).

### LBHF:

	2013	2014	2015
<b>Vacancy Rate (%)</b>	9	11.3	10.8
<b>Turnover Rate</b>	26.6	21.7	10.6
<b>Absence Rate<sup>3</sup></b>	3.1	2.7	1.6
<b>Agency worker rate</b>	9	15.6	12.0

### RBKC:

	2013	2014	2015
<b>Vacancy Rate</b>	2.7	2.6	3.1
<b>Turnover Rate</b>	13	14	14.3
<b>Absence Rate</b>	2.4	2.6	1.5
<b>Agency worker rate</b>	2.9	3.2	3.1

### WCC:

	2013	2014	2015
<b>Vacancy Rate</b>	11.2	6.9	6.3
<b>Turnover Rate</b>	21	16	16.4
<b>Absence Rate</b>	5	2.4	1.9
<b>Agency worker rate</b>	6.1	9.0	6.3

### Staff testimonial:

*"I started in H&F as a locum team manager [in the Contact and Assessment Service] and I had come with some prior experience of systemic learning. I was quite excited from the start with the plans to move towards a more systemic approach to practice and the training opportunities that this would provide. I really wanted to be a part of this journey as I strongly believe that developing this approach would enable workers to strengthen their practice and build better relationships with families from the first point of contact. The shift towards this way of practice and H&F's commitment to this was an important part in my decision to apply to become a permanent member of the management team."*

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<sup>3</sup> A new HR system was introduced in all three authorities in April 2015. Difficulties with implementation and function of the system may have resulted in an underreporting of sickness from April to September 2015.

## 2.6: Case Study: Westminster

*\*All names changed to maintain confidentiality*

Leila, aged 10, was referred to children's social care by her teacher after she disclosed that "something bad" had happened to her and that her mother hits her when she is angry. Leila was underachieving at school, very withdrawn and appeared depressed.

A social worker from the assessment team met with Leila and her mother at home within a day of the referral. Because of the allegation of physical abuse, the police were contacted to investigate the allegations but Leila did not want to talk to them and as a result they could not progress their investigation. Her mother told the professionals that Leila had been sexually abused a year ago when she was living abroad with her father and step-mother. Leila and her mother were both very fearful of professionals and said little else during the initial visit.

The social worker was concerned about the risks to Leila, but also recognised that she would need to establish trust in order to find out more. She consulted with a family therapist in the team, and the two of them visited the family home together the following week. On that visit, their observations suggested that Leila's older brothers were doing well but Leila may have some learning difficulties. They also thought that her mother may be suffering from anxieties, making it more difficult for her to help Leila recover from her trauma. This more complex understanding of what might be happening within the family helped them to build trust and recognise the family's strengths they could build on, rather than simply 'blaming' Leila's mother or telling her off for hitting her daughter.

The social worker visited the family weekly. When the family started to trust the social worker, Leila opened up to her and talked about missing her father. Her mother also confided that she had been feeling very depressed and had a number of physical health problems that made it difficult to care for her children. She agreed to the social worker contacting her GP, who referred her to adult services for an assessment of her needs. She acknowledged that she sometimes hit Leila, and the social worker and family therapist talked with her about alternative strategies for disciplining the children.

The family therapist and social worker met Leila at school and with CAMHS to arrange a cognitive assessment and therapy for her. A child in need plan was developed and co-ordinated through regular meetings of the key professionals and the family, known as "Team Around the Family" meetings. Leila's learning needs have now been recognised and she is doing well with additional support to help prepare her for transition to secondary school. Her mother is engaging with adult services and the relationships at home continue to improve. The case was 'stepped down' to the Early Help service, who worked with the family for a few more weeks before closing the case.

## 2.7: Family Testimonials

### From a grandmother, Westminster, June 2015

*"We found that the social worker became **more compassionate, more understanding and more involved**, not only in the children that we care for but also us as adults...*

*...So basically in the beginning, that mistake of 'we don't want the social worker there', we felt that they were being nose-y, think they know too much, but **it actually really does work** and I've come a long way now with our social worker. I think the relationship with us, as a family, has become a lot better.... **I think it is trust**. Our social worker has given us a lot of trust. Yes, I have made decisions, but with those decisions, I have gone to the social worker and asked "is this okay?" because the law is the law and there are boundaries obviously.... But we're just so much more relaxed."*

### From a mother in LBHF, July 2015

*"I have had involvement on and off with Social Services for a number of years. ....it never felt as if they had any understanding or empathy of where I was coming from or the situation my family was in. .... They seemed very quick to see my failings but rarely did they see anything that I did well. ...Social Services were **people I had to fight against to survive**.... I felt like a complete failure as a parent and as a human being.*

*... Since the systemic family therapists have been working alongside Social Services **things seem to have changed a great deal - for the better**. They are more able to think outside the box, are less rigid and now realise that a 'one solution fits all' approach is ineffective in achieving any kind of lasting change. They praise me for the progress I have made and I leave our meetings feeling as if I am getting somewhere.*

*The social workers feel more approachable and I am working with them rather than against them. I am given practical solutions which we work out together. We still have difficult days but I now **live with a sense of hope** that things are improving and will continue to do so. I now believe in my abilities as a parent and feel I am being treated with dignity and respect. I feel supported and cared for and **no longer feel alone**."*

### 3. ACTIVITY TO DATE



#### 3.1 Skills Development Programme

By use of evidence based interventions and a more engaging approach, practitioners will develop relationships with families that enable them to build on their strengths. To enable this to happen, we are delivering a comprehensive skills development programme incorporating: systemic practice; Signs of Safety approaches; Motivational Interviewing; and parenting programmes.

- 583 practitioners, 161 managers and 35 senior leaders (directors and heads of services) have completed or are nearing completion of a course in systemic practice. For practitioners and managers, this is a 15 day course accredited (taught one day every fortnight over approximately 8 months). The systemic leadership course is a 6 day course, over 3 months. As part of every course, real practice and organisational dilemmas are used to consider how to put theory into practice.
- Short courses in parenting theory and skills, motivational interviewing and Signs of Safety commenced in September 2015. All practitioners will complete these courses by January 2017.



#### 3.2 Learning in Practice: observation of direct practice

- Based on research they have been undertaking across England authorities of practitioner skill and impact on families, the Tilda Goldberg Centre (University of Bedfordshire) are supporting practice leads and team managers in the use of audio recordings to provide practice feedback to practitioners. The aim is to change practitioner behaviour and consolidate training.
- With family consent, these audio recordings will also be analysed by the University of Bedfordshire, in addition to family interviews, to understand better their experience of services.
- The programme represents a significant change to practice culture and has taken time to introduce to teams.



#### 3.3 Career Practice Pathway

- A new role, Specialist Practitioner, has been created as part of the practice pathway that will encourage those who wish to stay in practice. Eight Specialist Practitioners have been recruited in WCC and RBKC to date. Their pay is equivalent to a Team Manager salary, and their responsibilities include teaching, leading on practice development, and coaching, as well as holding cases and working jointly with other practitioners.



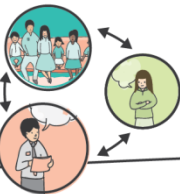


### 3.4 Recruitment of clinical practitioners

Heads of Clinical Practice are in place in all three boroughs. They are equivalent to heads of service, and have responsibility for the implementation of systemic ideas at all levels of the organisation. 24 clinicians (family therapists, clinical psychologists) have been recruited to and are in post. They are located within social care teams and are joint working with practitioners, providing consultation and assisting in embedding systemic principles within every day practice. Most are also co-facilitating the systemic training, providing a link between the training environment and every day practice.

### 3.5 On Track Programme

We have launched the On Track Programme, working more proactively with families, identifying those who would benefit from sustained help at the point of secondary school transfer (through use of a predictive model), in order to reduce the number of teenage entrants to care. The On-Track team consists of 8 young people's practitioners and 3 senior practitioners across the three boroughs, working together with input from systemic family therapist to deliver these intensive interventions. The evaluation of the On Track is due to be completed in June 2016.



### 3.6 Influencing Systems Conditions

- Case summaries being implemented across all three boroughs leading to better overview of purpose of involvement and reduced 'event by event' recording
- Work is ongoing to overhaul the case recording system and streamline forms
- Signs of Safety framework is being used for CP conferences across the three authorities, with further work being undertaken to look at more effective work with families from referral to first child protection conference. 60 managers and practitioners in child protection and assessment services are undertaking an advanced 5 day Signs of Safety course in July 2016 and September 2016.
- Closer working with Early Help to manage thresholds
- The experience of the whole organisation undertaking systemic training is having an influence on the culture of the organisation, with a shared sense of purpose and language

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## Appendix Two

### Partners in Practice

#### Background

In December 2015, Westminster, Kensington and Chelsea and Hammersmith and Fulham were selected as 'Partners in Practice' with the Department for Education. Over the next four years, the DfE will work with the 12 Partners in Practice authorities across England to develop models of effective practice which will contribute to overall improvement in the sector, with a particular emphasis on deregulation.

#### Our proposal

We have submitted a proposal to the DfE, which outlines our plans as Partners in Practice in the following areas:

##### 1. *Development of the practice system*

The key vehicle for service improvement in the Tri-borough authorities has been, and will continue to be, our *Focus on Practice* programme. The core objective of *Focus on Practice* is for practitioners to use their professional expertise to help create positive change for families and better outcomes for children and young people. The recent inspections by Ofsted noted the significant contribution that Focus on Practice is having in the three boroughs. Over the next four years we propose:

- Maintaining current clinical staff and expanding to ensure all teams have access to systemic family therapists/psychologists.
- Establishing practice development programmes - Yrs 2, 3, and 4 of systemic family therapy training with the aim of building a cadre of dual qualified expert staff who will lead practice across the authorities. Over time, this will reduce the need for separate clinical posts and will result in a more highly skilled workforce doing higher intensity interventions.
- Earlier identification of children and families who will need intensive services in the future using predictive modelling

##### 2. *Sector Improvement*

We propose setting up a Tri-borough Centre for Social Work as a means of supporting improvement in the wider sector. Using the expertise of the Heads of Clinical practice, family therapists, Specialist Practitioners, senior leaders and others within our three authorities, courses will be developed and delivered by those with expertise in applying systemic ideas to social work practice. We will work initially with 3 local authorities (rising to 5 by 2020), and deliver teaching and coaching to practitioners, managers and senior leaders in those authorities. To support classroom learning, participants from other authorities will have the opportunity to spend time in services in the Tri-borough authorities, as well as coaching by Tri-borough staff in their own authorities.

### 3. *Deregulation*

As part of Focus on Practice, we have commenced and will continue to explore the system conditions which determine the culture and practice within our organisations, adjusting the practice system in a number of ways including: eliminating unnecessary bureaucratic processes; making sure there is a proportionate balance between assessment and service provision; enabling practitioners to work intensively with families; and most importantly, developing professional accountability for our work in a way which minimises the need to micro-manage and allows the front line workforce to develop creativity and confidence in their interventions with families. Areas we wish to work on in this area include:

- Overhaul of the case recording system
- Reducing duplication in YOS (Youth Offending Service) and social care systems
- More tailored response to UASC (Unaccompanied Asylum Seeking Children)
- Reduce the use of assessments as a response to children in need and develop more dynamic multi-agency planning and action, relaxing strict timescales in order to prioritise change in families over documenting information
- Explore role of IRO (Independent Reviewing Officer) and more proportionate use of their role in some cases

We have submitted our proposal, with costs of delivering these elements, to the DfE and presented these to their Expert Steering Group on 16 May 2016. Following their feedback, we submitted a revised proposal on 2 June 2016, and we understand that this will be presented to Ministers for approval imminently.

Julie Rooke  
Focus on Practice Project Manager  
3 June 2016