



City of Westminster

Committee Agenda

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

Meeting Date: **Monday 20th November, 2017**

Time: **7.00 pm**

Venue: **Room 3.1, 3rd Floor, 5 Strand, London, WC2 5HR**

Members:

Councillors:

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

Elected Voting Representatives:
Aki Turan, Parent Governor
Annie Ee, Parent Governor

Co-opted Voting Representatives:
Vacant, Church of England
Vacant, Roman Catholic

Co-opted Non Voting Representatives:
Eugene Moriarty, Headteacher,
St Augustine's High School
Ann Townshend, Headteacher,
St Barnabas Primary School



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

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



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

**scraddock@westminster.gov.uk; 020 7641 2770
Corporate Website: www.westminster.gov.uk**

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

AGENDA

PART 1 (IN PUBLIC)

1. MEMBERSHIP

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

2. DECLARATIONS OF INTEREST

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

3. MINUTES

To agree the minutes of the meetings held on 18 September 2017.

(Pages 1 - 6)

4. TRACKERS AND WORK PROGRAMME

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

(Pages 7 - 16)

5. CABINET MEMBER FOR ENVIRONMENT, SPORT AND COMMUNITY

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

(Pages 17 - 24)

6. CABINET MEMBER FOR CHILDREN, FAMILIES, YOUNG PEOPLE

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

(Pages 25 - 30)

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| <p>7. CITY OF WESTMINSTER LIBRARIES ADVISORY BOARD
To review the work of the Libraries Advisory Board.</p> <p>8. ANNUAL LOOKED AFTER CHILDREN AND CARE LEAVERS REPORT 2016-17
To examine the work undertaken as Corporate Parent for Looked After Children and Care Leavers.</p> <p>9. REPORTS OF ANY URGENT SAFEGUARDING ISSUES
Verbal Update (if any)</p> <p>10. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT</p> | <p>(Pages 31 - 50)</p> <p>(Pages 51 - 70)</p> |
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Charlie Parker
Chief Executive
10 November 2017

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CITY OF WESTMINSTER

MINUTES

**CHILDREN, ENVIRONMENT AND LEISURE
POLICY & SCRUTINY COMMITTEE
18 SEPTEMBER 2017
MINUTES OF PROCEEDINGS**

Minutes of a meeting of the **Children, Environment and Leisure Policy & Scrutiny Committee** held on Monday 18 September at 7pm at **Westminster City Hall, 5 Strand, London WC2 5HR.**

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

Co-opted Members: Eugene Moriarty and Ann Townshend.

Also present: Councillor David Harvey (Cabinet Member for Environment, Sport and Community).

Apologies for Absence: Councillor Robert Rigby, Councillor Nick Evans, Annie Ee and Aki Turan.

1. MEMBERSHIP

- 1.1 It was noted that Councillor Gotz Mohindra was substituting for Councillor Robert Rigby.
- 1.2 The Chairman welcomed Councillor David Harvey (Cabinet Member for Environment, Sport and Community) to the meeting.
- 1.3 The Chairman advised that Councillor Richard Holloway (Cabinet Member for Children, Families and Young People) would not be attending the meeting. Any questions that Members had regarding his portfolio would be placed on the Committee's Action Tracker.
- 1.4 The Chairman congratulated Melissa Caslake on her new position as Bi-Borough Executive Director of Children Services and also congratulated and welcomed Miranda Gittos as the new Interim Director of Family Services.

- 1.5 The Chairman announced that both Louise McCullough and Brenda Morrison had decided to step down from the Committee and that their replacements would be announced shortly. The Chairman thanked Louise and Brenda for all their hard work over the years and wished them well for the future.
- 1.6 The Chairman welcomed Sarah Mitchell, Director, from Heart of the City who would be contributing to the Voluntary and Community Sector Support Report.

2. DECLARATION OF INTEREST

- 2.1 No further declarations of interests in respect of items to be discussed were made, other than those noted in the circulated schedule as set out below in paragraph 2.2.
- 2.2 Table of Member's interests tabled at the Committee Meeting was as follows:

Councillor/Member of the Children, Environment and Leisure P&S Committee	Organisation	Nature of Interest
Iain Bott	Paddington Academy	Governor
	One Westminster	Non-Voting Member of the Board
Eugene Moriarty	St Augustine's Church of England School	Headteacher
Ann Townshend	St Barnabas' CE Primary School	Headteacher

3. MINUTES

- 3.1 **RESOLVED:** That the minutes of the meeting held on 21 June 2017 be approved for signature by the Chairman as a true and correct record of the proceedings.

4. ACTION AND RECOMMENDATION TRACKERS AND COMMITTEE WORK PROGRAMME

4.1 ACTION AND RECOMMENDATION TRACKERS

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

4.2 COMMITTEE WORK PROGRAMME

4.2.1 **RESOLVED:** That the Work Programme be noted.

5. QUESTION AND ANSWER SESSION: CABINET MEMBER FOR ENVIRONMENT, SPORT AND COMMUNITY

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

- the launch and initial success of the #DontBeldle air quality campaign.
- the benefits of both Open Forums and on line community engagement.
- the Library Commission and its effect on the Council's future Library strategy.
- the possibility of introducing Guerrilla gardening across the City.
- the timeframe for the Leaf Removal Programme.
- the possible increase in customer use of the Report it online tool.
- the opportunities to increase recycling across the City.
- the waste collection service and fly-tipping across the City.

5.2 **ACTION:** That the timeframe for the Leaf Removal Programme be sent to Committee Members.

6. QUESTION AND ANSWER SESSION: CABINET MEMBER FOR CHILDREN, FAMILIES 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. VOLUNARY AND COMMUNITY SECTOR SUPPORT – RECOMMISSIONING OF THE SERVICE AND WIDER STRATEGIC CONTEXT

7.1 The Committee received a report outlining the work of The Voluntary and Community Sector Support Service managed within the Council. The Committee noted that the service acted as a coordinator between the Council and the large and complex range of organisations that make up Westminster's Voluntary and Community Sector. The Committee further noted that a full procurement process had recently been undertaken to secure a new, long term contract for delivery of these important services.

- 7.2 The Committee welcomed Sarah Mitchell from Heart of the City who outlined the work of her organisation and contributed to the discussion especially regarding Corporate Social responsibility (CSR) and how the Council could encourage businesses (especially small to medium size businesses) to get involved in volunteering within the borough to give back to the community. The Committee noted how Heart of the City encouraged their organisations to focus on trying to get their responsible business practices to align with their core business strategy so that volunteering was not just seen as an added extra but that it was contributing to their business plan, staff morale and the profit of the business. The Committee considered the huge impact it would have if Westminster based businesses found opportunities to support the voluntary sector in the City through a responsive CSR brokerage Service.
- 7.3 The Committee discussed that Westminster had a large, diverse and very active Voluntary and Community Sector (VCS) which had already contributed to the achievement of a wide range of City for All outcomes and that the sector would have a significant and increasing role in local service delivery in the future. The Committee then highlighted the need to support employers to develop Corporate Social Responsibility (CSR) programmes and to find creative ways to engage people and businesses and make them aware of how they could contribute to their Communities such as by providing them with information through their Business Rate bills. The Committee noted that the new contract would make a major contribution to ensuring Westminster had a strong Voluntary and Community Sector (VCS) which was fit for the future.
- 7.4 **RESOLVED:** The Committee made the following comments which would be forwarded to the Cabinet Member for Environment, Sport and Community for consideration:
1. The Committee welcomed the work that has been achieved in establishing the Voluntary and Community Sector Support Service.
 2. The Committee agreed that the Voluntary Sector played a central role in supporting Westminster's communities and that the Council had an important role in supporting and acting as a coordinator between the Westminster's Voluntary and Community Sector.
 3. The Committee welcomed the extension of the contract to support the development of the Corporate Social Responsibility (CSR) programmes within businesses based in the City.
 4. The Committee highlighted the potential huge impact for the City if Westminster based businesses found opportunities to support the voluntary sector in the City through a responsive CSR brokerage Service.

5. The Committee highlighted the importance of supporting employers in the City to develop Corporate Social Responsibility (CSR) programmes and considered that this be included as part of the contract.
6. The Committee encouraged the Council to look at new ways to engage with businesses and possibly provide them with information about Corporate Social Responsibility (CSR) programmes through their Business Rate bills.

8. OPEN SPACES AND BIODIVERSITY STRATEGY: DRAFT FOR PUBLIC CONSULTATION

- 8.1 The Committee received a report on the draft Open Spaces and Biodiversity Strategy for the Council which reflected assets that were both owned or managed by the Council and those which were not such as the Royal Parks and private spaces. The Committee noted that the aim of the consultation was to develop an accessible and engaging document that would appeal to a wide public audience as well as complementing existing statutory policies.
- 8.2 The Committee heard that throughout the strategy and the accompanying action plan there was a strong focus on partnership working and the role everyone, including residents, could play in maximizing the impact of all available green space. The Committee then discussed the range and value of Westminster's impressive network of 'green assets' including parks, gardens and green infrastructure and the creative and innovative ways that roof gardens, living walls and small spaces were being shaped to promote biodiversity and green areas.
- 8.3 The Committee considered the possibility of working with the Business Improvement Districts (BIDs), productively using the space around housing estates and widening public access to green spaces. The Committee noted the importance of maximizing the benefit out of all spaces such as introducing window boxes, green hoarding and community food growing as all green infrastructure had many environmental benefits for wildlife, air quality and even reducing anti-social behaviour in the City.
- 8.4 The Committee noted that the document was due to be launched for full public consultation very shortly and responses would be welcome through the autumn.
- 8.5 **RESOLVED:** The Committee made the following comments which would be forwarded to the Cabinet Member for Environment, Sport and Community for consideration:
 1. The Committee welcomed the report and highlighted the importance of green spaces and biodiversity making Westminster an attractive place to live.

2. The Committee highlighted the role of business in supporting green spaces in creative ways such as pocket parks and street greenery.
3. The Committee encouraged further innovation in making use of our limited space to create green biodiversity areas using appropriate roofs, hoardings, walls and boundaries.
4. The Committee highlighted the importance of maximising the impact of green spaces by careful planning and management.

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

9.1 The Chairman advised that there was nothing to report.

10. TERMINATION OF MEETING

10.1 The meeting ended at 8.45pm

CHAIRMAN _____

DATE _____



Children, Environment and Leisure Policy and Scrutiny Committee

Date:	Monday 20 th November 2017
Classification:	General Release
Title:	Update on work programme and action tracker
Report of:	Julia Corkey-Director of Policy, Performance and Communications
Cabinet Member Portfolio	Cabinet Member for Children and Young People and Cabinet Member for Environment, Sports and Community
Wards Involved:	All
Policy Context:	All
Report Author and Contact Details:	Aaron Hardy x2894 ahardy1@westminster.gov.uk

1. Executive Summary

1. This report presents the current version of the work programme for 2017/18 and also provides an update on the action tracker.

2. Key Matters for the Committee's Consideration

- 2.1 The Committee is asked to:

- Note comment on and where necessary prioritise items on the work programme
- Note the action tracker

3. Changes to the work programme following the last meeting

- 3.1 The key change has been the rescheduling of the Local Safeguarding Children Board report. This report has been rescheduled to the Committee's next meeting to ensure that the Chair of the LSCB can attend.
- 3.2 A Task Group investigating the life chances of young people in Westminster has been suggested. Work is in hand on establishing an evidence-base through a mapping exercise with the evaluation and performance team looking

at characteristics of and outcomes for children in Westminster. It is proposed that a Task Group would begin its work in November.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact Aaron Hardy x2894

ahardy1@westminster.gov.uk

APPENDICES:

Appendix 1- Work Programme 2017/2018

Appendix 2- Action Tracker



Children, Environment and Leisure Policy and Scrutiny Committee

ROUND SIX 18TH SEPTEMBER 2017

Agenda Item	Recommendation/Action and responsible officer	Update
Item 5 Question and answer session: Cabinet Member for Environment, Sports And Community	That the timeframe for the Leaf Removal Programme be sent to Committee Members.	Completed – Circulated 31 st October.

ROUND SIX 15TH MAY 2017

Agenda Item	Recommendation/Action and responsible officer	Update
Item 4.1 Work Programme	That an item on the Low Emissions Neighbourhood (LEN) in Marylebone be added to the Work Programme (Muge Dindjer- Policy and Scrutiny Manager)	Completed. On the work programme for June 2017
Item 5- Cabinet Member for Environment, Sports and Community	That the possibility of extending the opening hours of St Marys Church Yard be investigated.	The opening and closing times of parks are set by the Parks Bye-Laws so changing them is not easy as this would require a change to the bye-laws. St Marys is currently open until 9.30pm until the end of July and officers would not recommend extending this time as there is not sufficient lighting within the park once it gets dark.
	That a briefing note on future proposals for outdoor gyms including a list of where they are located in Westminster be sent to Committee Members.	Completed
	That officers contact Councillor Aicha Less to find out which outdoor gyms needed to be repaired	Completed on 7 th June 2017.
Item 7 – Review of Youth Services and Young Westminster Foundation.	That the Committee’s comments be forwarded to the Cabinet Member for Children, Families and Young People for consideration	Update included in September 2017 Cabinet Member update



Children, Environment and Leisure Policy and Scrutiny Committee

Item 8- Report of the Air Quality Task Group	That the report be sent to the relevant Cabinet Members for decision, this will be primarily the Cabinet Member for Environment, Sports and Community (but also others for some of the recommendations) for consideration and that a launch be held to inform key stakeholder of the recommendations and act as a call to action.	The report has been finalised and was launched alongside the Council's 'don't be idle' campaign.
Greener City Action Plan (2015-2025)	The Committee agreed to receive an annual update on the Greener City Action Plan.	To be programmed for June 2018.
	Members requested that the report be aimed at engaging partners in delivering outcomes and sharing best practice with the Council and that it focus on providing details on working partners and how they play a key role in delivering services.	Requested from lead officer.
	The Committee highlighted the need to prioritise issues where the Council could play a real leadership role in delivering solutions.	Requested from lead officer.

ROUND FIVE 2016 (13 MARCH 2017)		
Agenda Item	Recommendation/Action and responsible officer	Update
Item 5 – Cabinet Member Update (CYP)	That the percentage improvement of the uptake of the two year old places be sent to the Committee.	Update included in September 2017 Cabinet Member update



Children, Environment and Leisure Policy and Scrutiny Committee

	That officers contact Councillor Less to discuss identifying hard to reach groups to make them aware of the free 2 year old child places.	Officers have been in contact with Cllr Less and additional posters have been provided to her. In addition, officers will also be attending one of the Councillors identified coffee mornings to discuss the offer with local residents.
	That the target for the uptake of the 2 year old places for 2016-2017 be sent to the Committee.	The target for the uptake of the 2 year old places, for 2016-2017, was 70%
	That historical data as well as statistics be taken into consideration when projecting future pupil numbers for all schools.	The GLA projections used by Westminster Council do take account of historical data when projecting future pupil numbers'.
	That an update on the progress of the Council's FGM programme be sent to the Committee.	Update included in September 2017 Cabinet Member update
	That the amount of money claimed using the Payment by Results (PbR) claim system for the Troubled Families Programme be sent to the Committee.	The total monies that will be received by WCC from PBR claims for 2016/17 is £243,200 (£36k not as yet received)
Supporting Volunteering across the City	That officers get in touch with Baker Street Quarters to see how they manage their various projects using volunteers. (Ezra Wallace, Head of Corporate Policy)	Officers have made initial contact with Baker Street Quarter, but have had minimum success in getting a full response, but will continue pursue this and will update at a later meeting.
School Organisation and Investment Strategy 2017	That a briefing note be sent on the measures being taken regarding the vacancies of primary school places and the possibility of schools sharing staff. (Alan Wharton, Head of Tri-borough Asset Strategy)	This was sent to committee on 27.4.17

ROUND FOUR (6 FEBRUARY 2017)		
Agenda Item	Recommendation/Action and responsible officer	Update
Item 5 – Cabinet Member Update (CYP)	The Committee requested that the Cabinet Member agree to make	Update included in September 2017 Cabinet



Children, Environment and Leisure Policy and Scrutiny Committee

	securing future funding to tackle FGM one of his priorities.	Member update
Item 7 - Future Delivery of Library Service	That the terms of reference and timetable for the Westminster Libraries Commission be sent to the Committee Members. (Mike Clarke, Tri-borough Director of Libraries and Archives)	ToR have just been completed and will be circulated shortly.
Item 8 – School Performance Report 2016	That a briefing note be sent on the possible reduction in pupil numbers in primary schools and the difficulty in projecting the necessary pupil places needed in schools. (Ian Heggs, Tri-borough Head of Schools Commissioning)	This will be covered under the Schools Organisation Strategy item on 13 March



ROUND ONE - 21 JUNE 2017

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member questioning	To hold to account and give 'critical friend' challenge to the portfolio holder.	Cabinet Member for Children, Families and Young People
An Update on the Marylebone Low Emission Neighbourhood	To inform the Committee of the LEN's objectives and progress in year 1 of the three year programme	Barry Smith Maria Curro
An Active City for All	Review and contribute to the development of the draft strategy	Andy Durrant Richard Barker

ROUND TWO – 18 SEPTEMBER 2017

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member questioning	To hold to account and give 'critical friend' challenge to the portfolio holder.	Cabinet Member for Environment, Sports and Community
Review of draft Open Spaces and Bio- Diversity Strategy	This earlier date would give committee more opportunity to contribute to earlier draft but consultation should just have closed	Rebecca Fuhr Richard Barker Mark Banks
Westminster's Voluntary Sector Strategy	To review and contribute to the draft Voluntary and Community Sector Strategy and/or VCS support contract relet.	Ezra Wallace

ROUND THREE – 20 NOVEMBER 2017

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member questioning	To hold to account and give 'critical friend' challenge to the portfolio holder.	Cabinet Member for Children, Families and Young People
Looked after Children Report	Examination of the work undertaken as Corporate Parent for LAC and Care	Helen Farrell, Assistant Director for Looked After Children and Care Leavers
The Libraries Commission?	Subject to appointment of Chairman. Contribution to the work of the Libraries Advisory Board	Mike Clarke

ROUND FOUR – 5 FEBRUARY 2018

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member questioning	To hold to account and give 'critical friend' challenge to the portfolio holder.	Cabinet Member for Environment, Sports and Community
Therapy Support and early identification pathways. (Part of SEN local offer review)	To receive a report back of service review and comment on proposed redesign.	Justine May Head of Commissioning
Greener City Action Plan – Year 2 update	To receive a report on the first year of the action plan and the update on plans for year 2.	Ceridwen John, Principal Policy Officer
Safeguarding Children Report	To review the implications of the woods review on LSCB and to examine the work of the Safeguarding Board in the last year and plans for the forthcoming year	New LSCB Chair

ROUND FIVE – 19 MARCH 2018

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member questioning	To hold to account and give 'critical friend' challenge to the portfolio holder.	Cabinet Member for Children, Families and Young People
School organisation and Investment Strategy	To review the SOIS-Annual item	
Education Report- Annual item-hold the meeting in a school	To evaluate the key areas of success and areas to be developed in the Annual Education Report	

ITEMS TO BE SCHEDULED

Agenda Item	Reasons & objective for item	Represented by:
Re-tendering strategy for the next Waste, Recycling and Street Cleansing Contract (from Sept. 2020)?	For committee to be briefed on early thoughts for this strategy and provide feedback.	Mark Banks
The Libraries Advisory Board	Evaluation of the work of the Libraries Commission	Mike Clarke

TASK GROUPS

Agenda Item	Reasons & objective for item	Represented by:
Life Chances- Potential Task Group-TBC	To consider the life chances of young people in the City and how they are affected by their characteristics.	
Review Health Visiting (jointly with AH & PP)-this could be a one off joint task group with AHPP?	To contribute to the service redesign of health visiting	

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Children, Environment and Leisure Policy and Scrutiny Committee

Date: Monday 20th November 2017

Report of: Cllr David Harvey

Portfolio: Cabinet Member for Environment, Sports and Community

Report Author and Contact Details: Cllr David Harvey
davidharvey@westminster.gov.uk
020 7641 2228

1. Sports and Leisure

Paddington Recreation Ground - New Forest Garden

- 1.1 Positive progress is being made with the works to create a new 'forest garden' at Paddington Recreation Ground. The new facility has been created in a previously underutilised area of the park and will provide opportunities for education programmes for schools and groups along and a quiet tranquil space for casual users. Works will complete in the New Year and the facility will be opened to the public in the Spring once the new planting has established.

Active Westminster Strategy

- 1.2 The new strategy is currently undergoing design work, which will include a refreshed 'look and feel', greater emphasis on info-graphics and short animations that will help communicate the key aims to residents and stakeholders. As part of this, a slight change to the headline title is being considered from 'Active City for All' to 'Activate Your City, Lives & Neighbourhoods', which will align much better with the new design and layouts.
- 1.3 The related Cabinet Member Report is scheduled for approval in November and the Strategy will be formally launched at the ActiveWestminster Awards on 1st December 2017, with a series of follow up events planned from January 2018.

ActiveWestminster Awards 2017

- 1.4 Nominations for this year's awards have now closed and a record 266 nominations across the 10 award categories have been received. This demonstrates the continued interest and engagement in this flagship event which is now in its eighth year.

- 1.5 The judging panels are now meeting to take the difficult decisions of who will be shortlisted in each category, with the top three being invited to the main event at Lords Cricket Ground on 1st December 2017.
- 1.6 The City of Westminster College are also hard at work filming a variety of locations and activities that will be used on the evening to demonstrate what activates Westminster.

The Active Queen's Park Project: Redevelopment of Moberly & Jubilee Sports Centres

- 1.7 The Active Queen's Park project is continuing to progress well and works remain on schedule.
- 1.8 'Phase 1' of the new residential homes at the Jubilee site has now completed and 28 new homes are being occupied. Works to deliver the new Moberly Centre are progressing well and the new £28m facility remains scheduled to be completed in Spring 2018. The existing Jubilee Centre will remain open until Moberly is opened to the public in June 2018.

Seymour Leisure Centre – Leisure Improvement Works

- 1.9 Phase 1 of an extensive programme of improvement works have now been completed at Seymour leisure centre, including:
 - An extensive gym refurbishment including new equipment on the ground and first floors
 - Relocated and improved exercise studio
 - An improved reception area
- 1.10 Feedback from users has been very positive.

Improvements works at Porchester Spa

- 1.11 Following a public consultation, these plans have been revised and a stakeholder group has been created to engage regular users in the design development. The group is meeting regularly to review design and cost options and revised proposals will be presented for public consultation in November. It is anticipated that a planning application will be submitted in the New Year.

October 2017 Holiday Programmes

- 1.12 A variety of school holiday sports, leisure and physical activity programmes have taken place across the City including the popular 'Edutain' programme at Academy Sport, Churchill Gardens and St. Andrew's Youth Club.

Outdoor Learning – New Apprentices

- 1.13 Eight new apprentices have been recently recruited to support the delivery of education programmes at the Council's Sayers Croft Centre. The 12 month apprenticeship will provide the opportunity for participants to engage in a range of outdoor learning activities and a career pathway into becoming an Outdoor Learning Instructor.

2 Libraries

Libraries Advisory Board

- 2.1 A separate report is provided.

Registration Services

- 2.2 Old Marylebone Town Hall will reopen for ceremonies in January 2018 and it is being promoted extensively, including a new microsite: www adaytoremember.london/old-marylebone-town-hall. Within a three week period from the bookings diary being opened on 30th September 2017, 116 couples made bookings, and over 500 potential customers registered to attend an open weekend on 13th and 14th January 2018. This is part of a series of launch events from January 2018 onwards to showcase the venue.

3 Parks, Open Spaces and Cemeteries

Green Flag and London in Bloom awards

- 3.1 The high quality of the Council's parks and open spaces has been recognised again in the London in Bloom awards, with Westminster being awarded "Borough of the Year" for the first time since 2013. A number of individual sites also received Gold and Silver Gilt awards including Ebury Square, Porchester Square, St Johns Wood Church Ground and Victoria Embankment Gardens.

Parks and Open Spaces Investment

- 3.2 A total of 1,280 winter hanging baskets have been installed across the City with residents and businesses contributing towards the cost of 500 baskets.
- 3.3 Further investment in parks and gardens has been made possible by additional funding from the Open Space Strategy investment programme; namely a complete refurbishment of Paddington Street Gardens play area, creation of an outdoor learning facility in St Johns Wood Church Grounds nature reserve, and additional areas of wild flower meadows in several parks increasing the biodiversity value.
- 3.4 Other capital investment has allowed repairs to several at risk boundary walls, refurbishment of park railings in Kildare Gardens, new path surfacing in Randolph and

Shrewsbury Gardens, and the replacement of the damaged slide in Broadley Street Garden with a new slide being installed during the next few weeks.

Open Spaces and Biodiversity Strategy

- 3.5 A draft of the strategy has been produced which, following proposals at the time of the last update to the Policy and Scrutiny Committee, incorporates new photographic images specifically chosen to project inclusivity and strongly promote the variety and myriad uses of Westminster's 'green assets'. The document is now in the final stages of preparation for public consultation. Emphasis will be on inviting open dialogue and allowing respondents to shape the focus points of their own submissions. So that a wide audience can engage with the document in a relatively informal way, the consultation will be made available through Open Forum as well as on the council website. The consultation will run throughout November and December and, following detailed review of responses and refinements to the document, the aim is to publish a final draft as early as possible in the New Year.
- 3.6 Alongside launching the strategy for consultation, work is being done to establish a joint working group with Royal Parks, to focus on biodiversity. The group came together for an initial meeting on 2nd November, and it is hoped that regular sessions can be arranged and potentially additional attendees / partners identified and engaged. The aim of the group is to develop a targeted and evidence based plan of local, borough-level actions which will help us address biodiversity priorities in Westminster. A two-year plan will be sufficient until Defra is due to refresh its nationwide plan, entitled 'Biodiversity 2020'.

4 Volunteering And Voluntary Sector

The Voluntary Community Sector (VCS) Support Service (provided by One Westminster)

- 4.1 One Westminster was awarded the VCS contract for the period beginning 2nd October ending on 30th September 2020 with scope to extend for a further two years on a one plus one basis. Officers are working with One Westminster on a delivery action plan which is to be mutually agreed by both parties in a future joint workshop session.

Team Westminster Do-It local website (Provided by Vivo Rewards Ltd.)

- 4.2 Do-it Trust has merged with Vivo Technology and is now called Vivo Rewards Ltd. Apart from the organisational name change, contractually, there are no changes.

The Do-It Westminster site continues to run successfully. As at 30th October, there were 392 live opportunities in Westminster. In the week prior to that, 43 people registered their interest, with 7 opportunities and 97 organisations added. Overall, 1,671 hours have now been logged by volunteers for opportunities in Westminster.

The total amount of user signups across Team Westminster is 836.

Westminster Advice Service Partnership (WASP)

- 4.3 The next quarterly performance is due to be reported at the end of November.
- 4.4 Officers invited members of the Westminster Advice Forum to a workshop in late October to discuss their views on how the current contract has performed and their views and suggestions for future provision. These discussions will inform the commissioning approach for advice provision from mid-September 2018, when the current contract expires.

Team Westminster Flagship Volunteering (provided by Groundwork)

- 4.5 The monitoring report for Year 2 Quarter 4 (May – July 2017) shows that overall the contract is performing well at the end of Year 2. Evidence of this is shown by some statistics below across the three strands:
- **Westminster Active:** The number of new volunteers placed in regular one-off opportunities (inclusive of any opportunity with sport or active element) is at 116 against the annual target of 120 volunteers (97%)
 - **Ambassador:** Team Westminster ambassadors spent 4194 hours volunteering at several high profile events. This exceeded the yearly target number of 3000 hours.
 - **Social Action:** The number of individuals involved in community actions events was exceeded at 103%.

5 Community Engagement

- 5.1 A recent Open Forum took place on 18th October and was attended by approximately 80 people. The next event will take place in January and more details will be published on the website in due course.

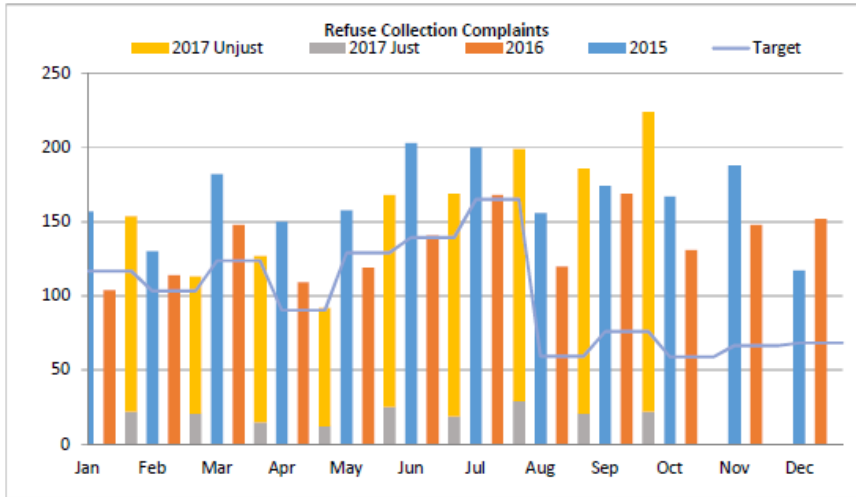
6 Waste

Street Cleansing

- 6.1 Veolia are preparing to move from their strategic depot at New Baltic Wharf into the Council-owned depot at Mandela Way over the weekend of the 4th/5th November. Veolia have been operating from their depot at New Baltic Wharf for more than 10 years.
- 6.2 Weather forecasts indicate that the vast majority of leaves will fall on-street during November. Based on previous years, we expect to collect in the region of 200,000 bags of leaves over and above the usual litter levels that we manage on a daily basis. From Monday 30th October we began deploying additional staff and collection vehicles to assist in the worst affected areas. Operations will be managed

dynamically in response to prevailing weather conditions so that the best use can be made of these resources to keep the streets safe.

Waste and Recycling



Refuse	
This Month	
Sep-16	169
Sep-17	224
% Var	33%
Target	177
Status	Behind
YTD	
2016	1192
2017	1437
% Var	21%
Target	1183
Status	Behind

6.3 As shown in the above table, complaints were up in September against the same month in 2016. There have been about 250 additional complaints made between January and the end of September in 2017 against the same period last year. The reason for this increase in complaints is not clear, as there has been no change to service levels. It is most likely to be due to an increased use of the Report It online tool, which makes reporting issues much easier for our customers.

6.5 Westminster carries out more than one million waste and recycling collections per week. The 224 complaints in September equates to 5.60 complaints per 100,000 collections made successfully. However, the team will continue to investigate possible reasons.

7 Environment

Greener City Action Plan (GCAP)

7.1 The second year update will come to the Committee for discussion in February 2018.

7.2 One public consultation on the Local Flood Risk Management Strategy and Action Plan has been completed and, subject to Cabinet Member approval, will be published shortly. The second strategic flood risk assessment, which will contribute to the revision of the city plan (currently underway), is due to go out to public consultation in November. A short delay in publicising this was due to revised modelling data being made available from the Environment Agency meant we could better predict the rapid inundation zone maps which influences our policies on basements, for example.

- 7.3 A series of three thought leadership events have been held to help inform the strategic direction of our new Air Quality Strategy which will be published in 2018. In addition, the high profile Task and Finish Group's report on Air Quality (June 2017) will also feed into that process. The events were very successful and helped inform an air quality ambitions document which was presented at the Party Conference. Officers will be working up new policy proposals in due course.
- 7.4 The Mayor (Greater London Authority) has recently published his "Integrated Environment Strategy" and we will be compiling our response by the end of November 2017. If any member of the committee would like to feedback on any specific area I would welcome this; otherwise we will ensure that this is linked to the GCAP moving forward.
- 7.5 Two schools have been selected for intensive air quality audits, funded by the Mayor but organised via the boroughs. All boroughs could apply for the funding for their worst exposure to pollution. Our selected schools are St. Clement Danes and St Mary's Bryanston.

Engine Idling

- 7.6 We have continued the #DontBeldle campaign and have begun rolling out a string of fortnightly road shows in addition to the existing anti-idling action days. These road shows, where our air marshals approach members of the public and share campaign material in areas of high footfall and pollution, have resulted in a spike in campaign pledges with up to 100 people signing in each of the six hour sessions.
- 7.7 Our campaign messages have resonated with residents and attracted several more high profile advocates, including Olympians Colin Jackson and Alex Danson, as well as widespread media coverage including on BBC Radio 5 live and ITV London.
- 7.8 Pledge numbers continue to rise, in large part due to the pledge being incorporated into parking permit renewal and parking suspension applications. There are now between 3,500 and 4,000 pledges in total with an average weekly increase of over 400 pledges.
- 7.9 The Council is in the process of recruiting a new inbound marketing firm to review campaign content and improve engagement with the business community.
- 7.10 Resident and amenity society groups will be provided with campaign packs to enable people to take ownership of the campaign with a view to creating a ground swell in neighbourhoods across the borough.

Low Emission Neighbourhood (LEN)

- 7.11 Following the LEN Stakeholder meeting in September 2017 there is continued good progress on all aspects of the LEN's project delivery. Communications is going well, with the Twitter account doubling in followers since July; banners have been placed on lamp columns in Marylebone High Street (with a temporary break allowing for Christmas lights), George Street and Paddington Street, and the website has been updated.

- 7.12 The initial results from the diesel visitor surcharge project are very promising, with an overall decline of 12% in older diesel vehicles parking in the area and no evidence of displacement to neighbouring parking zones. We will continue to monitor both parking data and overall satisfaction. There has been no negative press and very few complaints about the scheme, potentially suggesting that people's awareness of air quality and the need to tackle pollution is high.
- 7.13 The initial public realm feasibility studies are complete for the three urban realm schemes on Marylebone High Street, George Street and Paddington Street. A revised brief is being sent out to landscape architects to try and identify new innovative air quality proposals.
- 7.14 Engagement with businesses on deliveries and servicing by Cross River Partnership has commenced. This is led by Baker Street Quarter Partnership, with New West End Company and Marble Arch BID all promoting through communication channels.
- 7.15 A Community Green Street, for all residents, visitors, workers, businesses and schools, took place in Luxborough Street on 22nd September. The street closure was 3-6pm and activities and organisations including Don't Be Idle; Click. Collect. Clean Air.; temporary greening; LEN seed planting; Active Westminster; LEN partner organisations took over the street.
- 7.16 Since the last report, the following events happened or are being prepared; to raise awareness about the LEN:
- Anti-Idling Action Day, 22nd September – Strand
 - LEN Stakeholder Group, 22nd September
 - Anti-Idling Action Day, 31st October– Marylebone Station
 - Anti-Idling Action Day, 11th December – Oxford Street and surrounding roads
 - Anti-Idling Action Day, 28th February 2018 – Baker Street/ Harley Street
 - Anti-Idling Action Day, 25th April 2018 – Lisson Grove
 - Anti-Idling Action Day, 25th June 2018 – Marylebone High Street



Children, Environment and Leisure Policy and Scrutiny Committee

Date:	Monday 20 November 2017
Report of:	Cllr Richard Holloway
Portfolio:	Cabinet Member for Children, Families and Young People
Report Author and	Cllr Richard Holloway
Contact Details:	rholloway@westminster.gov.uk 020 7641 5772

1. Children's Services

Cabinet Member Priority Projects

- 1.1 Working with senior officers, I have submitted three bids for funding from the Leader's My Westminster Programme.
- 1.2 The first bid is focused on improving the council's short breaks offer. Short breaks benefit carers and the young people with Special Educational Needs and Disabilities (SEND) they care for. This particular proposal would be aimed at children with SEND aged between 16 and 25 to help them as they begin to live more independently and explore career opportunities. Through this proposal we will offer specialised short breaks to teach young people skills, such as managing budgets and making travel arrangements, vital to independent living. As part of this programme we would also try to develop attendees' workplace skills, such as ICT and interpersonal skills.
- 1.3 The second bid relates to an emerging theme from the Young Westminster Foundation's Needs Assessment (see below), namely that young people are increasingly concerned about crime, victimisation and harassment. With this bid we hope to fund projects that will both increase the safety of Westminster's young people and break the victim/perpetrator cycle. In particular, this bid will fund a project which will help young people produce an educational film about ways to reduce your risk of crime. This bid will also fund a victims programme which will help young victims develop support networks, learn protective behaviours and provide them with anger management training.

- 1.4 The third and final bid I have submitted relates to improving PSHE lessons in our schools. I believe we at the council have fantastic resources to help ensure that these lessons are both engaging and provide the skills young people say they need in order to be better prepared for the transition to adulthood and play a more active role in their communities. As well as disseminating best practice for PSHE amongst our schools, I hope to offer money which schools will be able to bid for in order to deliver new programmes which promote healthy living, mental wellbeing and community engagement.
- 1.5 I hope the Leader will agree to fund all of these bids and look forward to implementing these exciting projects with the young people of Westminster.

London Crime Prevention Fund Changes (LCPF)

- 1.6 The Mayor's Office for Policing and Crime (MOPAC) has changed the way the LCPF is allocated. These changes mean that Westminster will see a drastic (56%) reduction in its LCPF funds, likely affecting the Integrated Gangs Unit and other services.
- 1.7 As part of these funding changes a proportion of the LCPF was made available for co-commissioned services, i.e. services provided across boroughs. I asked that a bid be submitted to protect our proven IGU services and spread the effective model to other boroughs. However, this bid was not successful. I am determined to find a funding solution for our IGU and will continue to work with Public Protection officers to do so.
- 1.8 Other than the IGU bid we were largely successful and stand to benefit from 5 of the 8 successful co-commissioning bids. In particular, Children's Services will be working with Barnardos to deliver a service aimed at tackling harmful sexual behaviour and peer-on-peer abuse across 4 boroughs. Children's Services will also be involved in a pan-London effort to tackle exploitation of young people by gangs and organised criminals, and an initiative called 'From the Inside Out' to tackle reoffending and improve the resettlement of young offenders.

Council Tax Care Leavers Exemption

- 1.9 Since my last report to this committee I have approved a proposal to provide a council tax exemption for those young people leaving care to live independently. This exemption will apply to any care leaver for whom Westminster is their placing authority and will last for a maximum period of 3 consecutive years.
- 1.10 We estimate that this measure will, once fully implemented (i.e. once it has been running for three years), cost approximately £18,000 and benefit around 25 care leavers each year.
- 1.11 Evidence shows that children in care are at a disadvantage compared to their peers on a whole range of measures. I hope this modest measure will help close that gap.

SEN Provision

- 1.12 There remain challenges in both completing Education, Health and Care Plans (EHCPs) and converting the previous SEN Statements to EHCPs for Children with Special Education Needs (SEN), in the timelines required. These timelines are: new assessments to be completed within 20 weeks of a request and all transfer reviews to be completed by 31 March 2018.
- 1.13 However, recently there has been an improvement. Between June and September, the number of assessments completed has increased to 47, up from 16 in the last quarter. Similarly, the proportion of these assessments completed within the 20 week deadline has increased from 19% to 64%. Officers and I anticipate that this improvement will continue as our new Case Management System, which enables more automated tracking and monitoring of casework, is implemented. This is due to be fully implemented by the end of January 2018.
- 1.14 While the percentage of transfers reviews completed in the last quarter fell slightly the number of transfer reviews to be completed fell from 1013 to 688 in the last year. In order to meet the 31 March 2018 deadline we will need to complete approximately 114 transfer reviews per month. It is worth noting that a failure to transfer a child from an SEN statement to a EHCP does not affect the service they receive.
- 1.15 The consultant who has joined us from the Department for Education has informed me that while there are certainly challenges to address in order to meet our EHCPs targets, she is pleased that officers are responsive to her suggestions and progress is being made. We will continue to work with this consultant to deliver our rapid improvement plan for the service.

Tri-borough to Bi-borough services

- 1.16 Hammersmith and Fulham Council took steps to separate itself from our previously successful tri-borough services and structures earlier this year. This change will mean alterations in the delivery of Westminster's Children's Services, previously delivered via the tri-borough models. In the future some services will be delivered on a bi-borough basis with the Royal Borough of Kensington and Chelsea. I have been working with senior officers to ensure both services users and our employees have as much certainty as possible about the changes to staffing structures and delivery models.
- 1.17 Between 3 October and 2 November we consulted with employees on these changes and our proposed bi-borough structures. We want employees to have a chance to take part in the decision making process and we will review our proposed structures to take into account the consultation's results. We plan to publish our final operating models in mid-November.

- 1.18 This change to bi-borough from tri-borough was not something we wanted. However, we believe there may be opportunities to be more flexible, agile and innovative in dealing with the shared challenges our Children's Services face following this change.

2. Schools and Education

School Results

- 2.1 Examination results remain provisional until December in the case of primary results and January for secondary results. However, these provisional results indicate our schools have again performed well. At GCSE level there was concern that changes to the system might negatively affect school results but most of our schools improved their performance. On the new measures of Attainment 8 and Progress 8 Westminster performed exceptionally. Attainment 8 is a measure of a pupil's average grade across eight subjects. On this objective measure Westminster ranked second for inner London and seventh nation-wide. Progress 8 is a measure of a pupil's improvement, i.e. the pupil's actual attainment compared to the pupil's expected attainment. On this measure, which demonstrates the 'value added' by schools and services, Westminster came top for inner London and fourth nation-wide.

School Funding

- 2.2 The National Funding Formula details have now been finalised and when final school pupil numbers are confirmed we will have a better understanding of Westminster's school funding in the future. It is of course welcome that every Westminster school will gain from these changes but there do remain challenges in relation to school funding.
- 2.3 The first challenge is to ensure that our schools are financially ready for the full implementation of the NFF in 2019/20. From this year onwards the Council will be less able to provide financial assistance to schools as their funding will be solely determined by the NFF. Therefore, we will continue work with schools to get them in as good financial positions as possible going into 2019/20. In particular, I am keen to encourage innovation and cost sharing amongst our smaller primary schools who will face particular difficulties given their small pupil numbers.
- 2.4 The second challenge is the high needs block. High needs funding is money aimed at ensuring pupils with special educational needs get the support they need in schools. Currently this funding is not set to increase with demand. London in particular has experienced increased demand for SEN services and London councils are overspending in this area. Currently, we are projected to overspend in this area by 2019.

Pre-school Education Provision

- 2.5 The uptake of two-year old places has risen to 82% for Spring 2017 from 56% in Summer 2016. Westminster there has a significantly higher take up rate of the targeted of childcare vulnerable 2-year-olds than both the London (55%) and national (71%) average.
- 2.6 This improvement is due to range of further measures the council has taken, from greater promotion and marketing of the provision to parents to streamlining the application process. We have also endeavoured to improve our partnership working in this area.
- 2.7 The challenge now is to maintain these excellent levels of take up of uptake in the future.

3. Children's Commissioning

Young Westminster Foundation

- 3.1 During August and September, the Young Westminster Foundation undertook a borough wide analysis identifying the needs of young people in our city. With the primary research now complete the Foundation's partner organisation Rocket Science will produce a comprehensive report outlining key findings and results. It is anticipated this will be published towards the end of November. Early indications from this work suggest young people like living in the local areas and are happy. Where they have concerns they are around drugs, crime and safety across the borough and anxieties about future opportunities. The full report will provide detail on these emerging themes and inform the Foundation's fundraising strategy.
- 3.2 The Foundation hosted its first formal fundraising event on 9 November at the Taj Hotel with the aim of recruiting ten founding partners and raising revenue to support the Foundation. The Foundation has also expanded its trustee board and now has ten trustees from a diverse range of backgrounds including public, private and third sector. A membership event is planned for 28 November to promote the Foundation to partners and announce the formal membership process, offer and application criteria. Priorities over the next three months include further development of relationships across Westminster City Council's Children Services and Policy Teams, planning for a crowd funding event in 2018 and the identification of a partner organisation to develop the Foundation's long-term strategy and business plan.

Troubled Families Earned Autonomy Expression of Interest

- 3.3 We have submitted an expression of interest to seek 'Earned Autonomy' through the Troubled Families programme. If successful, this bid would allow us to draw down grant funding directly to deliver our Troubled Families and wider early intervention work, rather than receiving the "payment by results" element of the available funding only when certain

Department for Communities and Local Government (DCLG) targets are met. We believe this 'earned autonomy' will allow us greater flexibility in building on our current approach and ensure our work in this area is best matched to the wider needs of Westminster families as well as the Troubled Families outcomes specified through national targets. This process is at an early stage and further work with DCLG will be needed to determine the full implications of this change before a final decision is taken, should our expression of interest be progressed.



City of Westminster

Date:	20 November 2017
Classification:	General Release
Title:	City of Westminster Libraries Advisory Board
Report of:	Executive Director, City Management and Communities
Cabinet Member Portfolio	Environment, Leisure & Community
Wards Involved:	All
Policy Context:	City For All
Report Author and Contact Details:	Mike Clarke x2199 m.clarke1@westminster.gov.uk

1. Executive Summary

1.1 The Council's over-arching policy plan, **City For All**, aims to ensure a **Global city, strong neighbourhoods, thriving community**. Now in its third year, it is arranged around three priorities and five programmes and **Civic Leadership** is one of both. It says: "We want to make sure that everybody believes they have a stake and future in the city and can actively contribute to their community."

1.2 As part of this commitment, the Council is committed to:

- Launch a new independent Libraries Advisory Board to build the positive case for the future of local authority libraries

The Board has been appointed and it will report back to the Council in mid-2018. The Board has to date held a plenary meeting to review terms of reference and work programme, and a first full session with external "witness" speakers.

1.3 Some background on context of the Advisory Board's work and the wider operating environment for public libraries is attached at appendix 1. This includes the government Taskforce for Libraries report (2016). The report sets out some key considerations for libraries, including the universal offers (what all libraries should provide), and a proposed approach, endorsed by the Local Government Association, that the Taskforce calls Libraries First. This means local government considering how it can make best use of its libraries as a

resource – particularly in engagement, improving health outcomes, improving lifelong learning linked to economic development, and better outcomes for children – as a first port of call rather than a last resort if indeed they are considered at all.

- 1.4 This report provides a first update on the Board’s planned work programme and governance, and seeks the Committee’s views on proposed approach.

2. Constitution and membership

- 2.1 The Board was set up at the request of the Leader, and as a key commitment made within year 3 of City For All. The Board is chaired by Mr Chris Cotton, formerly CEO of the Royal Albert Hall, appointed by the Leader, who was then invited to select Board members on the basis of knowledge, interest and availability, and to provide a breadth of experience, and challenge to the Council. Board membership and biographies are attached at appendix 2. The Cabinet Member, Cllr D Harvey, and minority group nominee, Cllr G Mckie, are observer members of the Board, and secretariat/support is provided by officers.
- 2.2 Additional members of the Board may be co-opted at any point during its work at the request of the Chair.

3. Governance

- 3.1 Terms of reference have been discussed and agreed by the Board and are attached at are also shown within appendix 1 for information.
- 3.2 The planned approach is that the Board will hold a number of “evidence gathering” sessions between October 2017 and March 2018. External guests – industry experts, practitioners, advocates – will be invited to present papers or other input and for the Board to be able to question them. A report with recommendations, outlining option(s) for a future libraries strategy for the City of Westminster, will be drafted, and the Committee will be invited to comment on a draft of this, before it is presented to Cabinet in May/June 2018.
- 3.3 Formal adoption of the report by Cabinet and Full Council, and endorsement of a libraries strategy for the City, is expected after the mandatory local election purdah period in 2018.

4. Planned work programme

- 4.1 The following is an outline of planned sessions. With the exception of dates passed which are reported for information, the dates, topics and speakers are provisional and subject to availability.

Date	Title	Outline	Suggested contributors
3 August 2017	Plenary session	Getting to know each other, terms of reference and ways of working	
10 Oct	Community	When we say “libraries at the heart of their communities” what do we mean? What is the role of volunteering? How are they different from other community facilities and what can we do to ensure they don’t just survive but thrive?	Antonio Rizzo, Lewisham Libraries Nick Poole, Cilip: the library and information association Phil Storey, Hammersmith & Fulham Citizens’ Advice Friends of libraries groups
20 Nov	Children, Environment and Leisure Policy & Scrutiny Committee (WCC)	Chair to present an overview of the Board’s terms of reference and work programme, inviting comments on any areas the committee thinks should be investigated	
29 Nov	Digital	How is technology changing the operating environment, the publishing and knowledge trades and the cultural offer, and what libraries do? Bridging the digital divide and engaging non-users	Government digital specialist Tech entrepreneur or “disruptor” A library service with a track record of engaging digitally excluded people
16 Jan 2018	Delivery	What are the best models for delivering a sustainable and relevant public library service? What is the role of the local authority? How do we reconcile the universal versus the targeted? What is the role of library staff? The building vs people balance	Prof Tony Travers or Matthew Taylor/RSA officers Kathy Settle, Libraries Taskforce DCMS head of division Ciara Eastell, Libraries Unlimited (Devon) Sue Charteris, independent consultant and former DCMS libraries inspector Staff perspective
20 Feb	Audiences, users, culture and spaces	Who are the library’s customers and should/how can we grow their number, diversity and engagement? What successful strategies can we learn from – in libraries, arts and culture, business and social media?	New libraries director Arts Council England James Daunt, Waterstones A commercially savvy arts space
20 Mar	Culture and heritage	How do they help communities cohere through shared activities and resources?	Isobel Hunter, National Archives Cultural consultant or key partner who has worked with library services to deliver cultural activity in libraries WCC cultural partnerships officer One of the library services that has achieved national portfolio (Arts Council funded) status Arts Council England

Date TBC	Making the assets work	Considering all we have learned so far: What is the best ownership vehicle? What is affordable, feasible and realistic in the current budget situation? What is the relationship to other council services?	Cabinet Member for Environment, Leisure & Communities Opposition nominee to the Board Chief executive, WCC City treasurer Director of strategy and communications
May 2018 (date TBC)	Children, Environment and Leisure Policy & Scrutiny Committee (WCC)	Final session for committee to review a draft of the Board's report	
May 2018 (date TBC)	Board plenary session	Review of report draft and sign off by Board	

5. Questions for the Committee

5.1 To assist the Committee in its deliberations, it may be helpful to consider:

- Does the work programme appear appropriate for the Board, given its terms of reference?
 - are there omissions or areas for consideration that do not appear in the programme that the Committee would recommend the Board does consider?
 - are there elements of the programme that the Committee considers are beyond the scope of this Advisory Board?
- How does the Committee consider the Board should approach wider engagement on its work, with residents, service users and stakeholders?
- Can the Committee provide any general guidance and input for the Board?

5.2 The Board will consider the Committee's input at its next meeting and the Chairman will be advised of its response. There will be a further opportunity for the Committee to question the Chair of the Advisory Board prior to the report being finalised.

**If you have any queries about this Report or wish to inspect any of the
Background Papers please contact Mike Clarke, x2199
mclarke1@westminster.gov.uk**

BACKGROUND PAPERS

As referred to in the body of report (see appendices).

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Westminster libraries advisory board – background briefing and terms of reference

Date: May 2017
To: Chris Cotton
Chair, City of Westminster Libraries Advisory Board
Lead Cabinet Member: Councillor David Harvey
Responsible officer: Mike Clarke, Director of Libraries & Culture

PAPER 1: Introduction to the Westminster Libraries Advisory Board

1. In December 2016, the government published Libraries Deliver: Ambitions for Public Libraries, which set out the challenges and opportunities across the sector very clearly. The Council Cabinet has considered ways to review the City's library services in the light of this Government Report and the ever changing nature of Society and its use and demands on library services. The Council has decided to establish a Libraries Advisory Board, engaging wide and deep expertise, to assist it in determining and describing the medium and longer term future direction for its public libraries and archives, following the remodelling of the service in 2017. The Board will help shape how the City of Westminster responds to this, in a locally-specific way, as part of its determinations.
2. The Council has already taken steps to modernise the service using digital and self-service, and seeking value for money in pioneering TriBorough arrangements. But it is clear that further modernisation will be needed to reposition and renew the service in a time of great change. The Council wants to ensure the library service is thriving rather than just surviving, even if there is no more money available than at present, and there may indeed be less.
3. The Board will provide fresh thinking, friendly but critical challenge, engage and consult as appropriate with residents, stakeholders and external advisors. This will help shape a robust, evidence-based approach for the future. The Board's work will assist in strengthening the service and clarifying its future direction of travel and the investment the Council makes in provision.
4. Westminster City Council is proud of its library service. The Council sees libraries as vital community assets, and key contributors to its ambitions expressed in City For All (attached), across a range of outcomes which include promoting employment and economic development, learning, wellbeing and heritage. The service is among the best resourced and best performing in the country and is accessible to all through 12 library locations across the City, and through an extensive online presence. It serves a diverse population with widely differing needs, including residents of all ages, visitors, and people who study and work in the City. (See attachments: Westminster Key Facts 2017 and library use) Westminster has a history of innovation in its library service, having been among the first to develop public library provision in the 19th century, through to innovation in modern times such as extended opening hours, self-service and social media presence. The Council wants it to continue to be a leading library service.

APPENDIX 1

5. Nevertheless, change is inevitable, and there are both general, global, and locally-specific challenges. These include pressures resulting from increased consumer expectation, diversification of formats and delivery, and the wider digital upheaval; whilst at the same time the traditional library functions of lending books and providing information are facing competition and challenge on a number of fronts. There are also pressures resulting from pressures on the public purse and shrinking revenue from traditional sources.
6. Westminster's libraries have a strong basis in their communities and are widely viewed by residents and stakeholders as being at the heart of neighbourhoods. For example, public health officers have commented on the way libraries reach individuals and families other services find difficult to contact. By engaging with communities and stakeholders, modernisation and change can be undertaken in a way that is resilient, tested and has the support of a broad cross-section of actual and potential library users.
7. Nationally, public libraries are changing due to public sector financial disciplines, changing demand for services and challenges presented by an increasingly digital and virtual economy and society. No change is not an option as a decline in demand for some of the core traditional library 'offers' may render aspects of the service unnecessary within the next decade if not sooner, unless it changes. At the same time, there is strong growth in some activities such as community events and digital library services, with consequent resource demands and the need to rethink what libraries offer and how they are provisioned and resourced.

Paper 2: Background information on the public libraries service in England and Westminster

1. Legal position of public libraries

- 1.1 The 1964 Public Libraries Act requires upper tier councils to provide a “comprehensive and efficient” public library service for everyone who lives, works or studies within their jurisdiction (in practice, most library services are open to all, regardless of geography). The Act goes on to specify provision of books for loan and reference, printed and recorded music, journals and other materials. Of course, digital is not mentioned. Library authorities are also expected to help users find resources (by implication, catalogues and loan systems) and to promote the service as appropriate.
- 1.2 The “comprehensive and efficient” definition has been a source of contention for many years since nowhere in the Act defines it. The Secretary of State for Culture, Media and Sport (SoS) is responsible for “superintending” the service and can call in the plans of a local authority s/he considers to be failing in this duty, or be asked to do so by others. The SoS has used these powers sparingly, and up until 2009 only one authority – Derbyshire – had been reviewed, in the early 1980s. Wirral was the subject of an inquiry in 2009 and required to revise its proposals to close around half its libraries. Since then a number of councils have been subject to review – currently Lancashire (30 proposed closures out of 70 libraries) and Swindon (proposing to close most of its branch libraries) are being considered by the SoS. Judicial review is also used, mainly by campaigners – Gloucestershire and Lincolnshire have been forced to amend or drop plans for library closures following High Court judgements, whilst Brent successfully defended its changes in 2011.
- 1.3 The Department for Culture, Media and Sport (DCMS) provides no direct funding for library revenue costs and DCLG funding through revenue support is declining. Policy development and support for libraries is delegated to Arts Council England (ACE) which took over this responsibility from the Museums, Libraries and Archives Council when it was abolished in 2012. ACE provides advice to the SoS, research and development and funding in the form of portfolio funding and Grants for the arts, neither of which can be used to fund revenue costs in the core service.

Further reading: [DCMS guidance on statutory service](#) (2015)

Politics.co.uk – [Public libraries brief](#) (2012?)

2. Public Lending Right (PLR)

- 2.1 PLR was set up in 1980 to provide recompense to authors and illustrators whose books are loaned by public libraries. It is now administered by the British Library based on loan data collected by sample. Authors have to register – originally this was limited to British residents but PLR is now in EU law and European authors qualify. PLR payments are capped at £7000 per individual but payments at the maximum level are few – only just over 200 of the 23,000 registered with the scheme received this level of payment - the vast majority of authors receive £50 or less pa. PLR currently only applies to print, but the Digital Economy Act 2017 (which received royal assent just before Parliament rose) acted on recommendations of the Sieghart review (2013) to extend PLR to e-book loans from public library websites.

See: www.uk.plr.com

Further reading: DCMS [annual report on PLR 2012/13](#) (the last year for which this is available)

3. Evolving nature of library provision nationally

3.1 What libraries do has been an ongoing change and evolution since the first public libraries in the 1850s. Often change has been contested as new services are introduced, less well used facilities are phased out, and changes are made to property, administration and operation. A strong sense of ownership (whether a community of geography or shared interest) can lead to conflict between the requirements of existing users and the need to change to meet future challenges and needs. A common thread of library provision has been education/self-improvement/lifelong learning, and this continues today with access to information, digital literacy and building skills as key elements of what all public libraries offer. These and other aspects have an important social value.

3.2 A contested issue is the role of the book in society and public libraries. Only around 1 in 5 of Westminster's library users borrow a book on their visit. Libraries are used for a range of activities – attending a meeting or event, learning a new skill, using computers or WI-FI, meeting friends, quiet study being the most popular – and many customers never need to borrow an item and take it home. They can access the literature, information and knowledge they need on their tablet, smartphone or by booking a PC. As a result, consideration should be given to the balance between print materials (which are expensive to acquire, catalogue, and store) and digital or online resources. This also raises questions about the uses of space in the library. Although print books have seen a revival in sales in the last two years (mirrored by a similar phenomenon in vinyl records) this does not appear to be translating directly into library usage. It may be that the desire to own physical objects drives this rather than the content, in which case it would be of limited relevance to public library planning; e-book loans have grown exponentially since the first platforms were rolled out in public libraries c.2010, admittedly from a low baseline.

3.3 Social value of libraries

One of the key areas of enquiry for public library theorists and government-sponsored commissions has been to establish the social value of libraries. It continues to be a debated subject with a lack of clear consensus. In comparison, other local authority services can point to clearly measurable outcomes which deliver a statutory requirement or corporate priority, eg number of children safeguarded or number of adult social care episodes provided, with evidence available on what these deliver as impacts, such as reduction in acute care costs. By contrast, services with discretionary elements often struggle to demonstrate impact: use of a public library may assist a child's achievement in school but the outcome happens elsewhere and may not be able to be attributed to the library's involvement. There is research evidence in certain areas such as child development, but it is not specific to individual services and public libraries have tended to fall back on metrics such as footfall and number of items borrowed to prove their worth.

Sheffield University undertook research in 2011 to determine the best ways of measuring social value. Among the criteria for measuring social value, researchers considered:

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- Social benefit: the benefit the user derives from the services on whatever level
- Economic benefit: the dividend received by individuals finding work or being supported and equipped with skills through services
- Educational benefit: support provided by libraries to children and adults through access to books and learning

Whilst sensible, these criteria may need revisiting for updating purposes, particularly in view of the digital transformation of society and the culture of entrepreneurship, both of which public libraries can and do encourage.

The Sheffield report calls for new ways of measuring social value and better communication of it in relation to libraries, as well as better use of existing research. It also refers to the importance of stakeholder views in understanding this – including those who do not use a public library. Social value is not currently built in to the performance indicators used by Westminster’s library service, and this may be an area for the Board to recommend change.

Further reading: [Measuring the value of public libraries](#), University of Sheffield, 2011

3.4 Government policy and the role of national bodies

Government and a number of public bodies have an interest in public library policy and development, including Arts Council England (ACE), the British Library, the BBC, and professional bodies including the Chartered Institute of Library and Information Professionals (Cilip) and the Local Government Association. Within government, the Department for Culture, Media and Sport (DCMS) has oversight, but Communities and Local Government (DCLG) is also involved due mainly to its funding relationship with local authorities.

The government’s role, discharged through DCMS, is to ensure the Public Libraries Act is observed, intervene where the ‘comprehensive and efficient’ standard is not upheld and set overall standards for public libraries. Linked to this it also has a role to provide advice and policy development, as well as funding for development, which it has delegated to ACE.

Government has commissioned numerous reports on the future of the public library service (see for instance Reading The Future commissioned by Virginia Bottomley as heritage secretary in 1997). The immediate past culture minister Ed Vaizey asked William Sieghart to chair a commission on the state of public libraries and their likely future, which reported in December 2014. The Sieghart report recommended:

- Establishing a taskforce with central and local government backing to drive change (underway)
- Ensure central government recognises the role libraries play, cross-departmentally
- Support creation of a national digital library network and improve the availability of resources by, among other things, extending PLR to digital
- Develop the library workforce
- Diversify the sector with more models of delivery

The National Libraries Taskforce was set up in 2015 in response to the Sieghart Report. It published Libraries Deliver as a policy document in 2016, recommending among other developments that local government adopts a policy of Libraries First, making use of public library spaces, resources and staff to deliver on a wide range of government, health and other priorities, and recognising the need for them to be properly funded and supported to do so.

Further reading: [Independent library report for England](#) (Sieghart report, DCMS, 2015)
[Libraries Deliver: ambition for public libraries in England 2016 – 2021](#) (DCMS, 2016)

4. Culture and heritage

4.1 Public libraries and archives play a key role in promoting culture and heritage and engaging audiences. Although library use measured by visits is in decline, it is still a more popular pastime than going to concerts, exhibitions or football matches (around 230 million visits last year) . Libraries have developed as venues for cultural activity – both as passive spaces to host activity by others, and promoting cultural activity themselves. Libraries have for many years hosted art and craft exhibitions of varying scale, prestige and merit – from local amateur and young, developing artists using the local library to gain exposure and sales, to libraries co-located with recognised art galleries and spaces. Similarly libraries have been used for performance space, in many cases because they are local, accessible and affordable but in some where there is a professional quality auditorium or theatre.

4.2 ACE recognises the value of these activities and facilities and since it has taken on policy responsibility for libraries it has made funding available, principally through Grants for the arts though also capital programmes. Libraries can be seen as providing space, support and audiences for emerging artists and art forms, and ACE encourages these to be considered when designing new or refurbished libraries. In addition, libraries provide opportunities for people considering a career in cultural and creative industries through the resources they provide (see some of the “special” collections in Westminster libraries) as well as access to computers, technology and resources to develop skills, knowledge and experience.

4.3 City of Westminster has a cultural partnerships officer embedded in the library service to grow networks and links with the wide range of cultural organisations in the City, as well as to develop cultural activity in libraries (such as interactive performance and installations). For example, Made In Libraries was an ACE-funded programme to support people who wish to develop work for performance in our libraries supported by staff.

See: ACE [policy and priorities](#) for libraries
[Made In Libraries](#) scheme details

4.4 Local authority archive services do more than just preserve records of municipal activity. They provide a written, visual and oral history of communities, support planning and development processes, provide an educational resource for students of all ages and help with important commemorations such as the WW1 centenary. Archive services are accredited by the National Archives for quality of preservation and access – and Westminster’s is only one of three in London to achieve this rigorous national standard. Westminster has taken a leading role in supporting developments at sub-regional and regional level as well, for example providing consultancy support to other local authority archives (including Hammersmith and Fulham) and

helping drive the establishment of the London Local Archives Partnership, a National Archives-supported programme to share best practice and resources.

5. Shared provision – shared service and links to other local authority and public services

5.1 Libraries have a longstanding track record of working with other council services within their own authorities and other library services to share resources and provision. Interlibrary loans are the oldest example of this, and more recently consortia to procure stock and IT have become commonplace. Libraries have often delivered services for other parts of the council and public sector, usually on a recharged (transactional) basis such as schools library services, specialist information provision, public information and customer contact services (eg Westminster libraries are sites for Your One Stop Express council services).

5.2 More recently, library services have begun to be funded to deliver more tailored services in partnership with adults, children and public health services. Some examples:

- Children’s information services, a requirement of the Children Act 2002, have been provided in many local authorities by the library service
- Enhanced home library services, delivering books but also providing advice, information and ‘silver surfer’ support , and in some cases befriending (volunteer) services, have been supported/funded by adult social care
- In Hammersmith and Fulham, health information points are being rolled out in libraries to give branded access to reliable information and a focal point for events, funded by public health
- Public health substitution funding has been allocated in Hammersmith and Fulham, and Westminster, to ensure under 5 “rhymetime” sessions can continue to be provided, as part of school readiness
- Westminster is seeking to train library staff to the first level of Make Every Contact Count, an approach to ensuring residents’ needs are picked up and support offered whenever and wherever they come into contact with the council – not only through adults or children’s services

5.3 The TriBorough arrangements for sharing resources and services were introduced in 2012 by Hammersmith and Fulham, Kensington and Chelsea, and Westminster. Although the boroughs remain sovereign, and accountable for the budget and service standards of their own libraries, they have pooled resources on a number of cross-cutting areas to save money, improve services and drive further efficiencies. These are:

- Shared service-wide management and administrative support
- Procurement of stock (print and digital)
- Staff learning and development
- Certain “specialised” services eg children’s library specialists, coordinators of learning and IT services
- Digital services and social media presence, and the shared catalogue/customer database

5.4 Sharing these services generated over £1m of savings from the outset and more streamlining has contributed a further £250k savings in the current financial year. Opening hours (and

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therefore staff resourcing), the library premises and some “locally-commissioned” services such as Westminster’s music library and archives, remain the sovereign borough responsibility.

- 5.5 Westminster, supported by Kensington and Chelsea, has decided to withdraw from shared arrangements for adults and children. However this does not apply to libraries, the expectation being that the shared arrangements will continue for the foreseeable future.
- 5.6 On a more informal basis there is widespread cooperation and sharing of expertise and best practice among libraries officers inter-authority. National and regional bodies such as the Society of Chief Librarians and groupings for children’s librarians, archivists etc, facilitate this work which takes the form of, for example, shared projects (including a recent example, where 20 London boroughs including Westminster worked with Spread the Word to create a live literature project which has attracted an £80,000 Grant for the arts), catalogues and training resources and staff work experience swaps. The vast majority of this is done pro bono, however the emergence of contractors into the public library scene is already seeing some changes to this with sharing knowledge being increasingly treated as a consultancy and charged for accordingly.
- 5.7 The Reading Agency is a national charity and ACE portfolio organisation which promotes reading and helps libraries to market themselves (strapline: “more people, reading more”). It focuses on children, non-proficient adult readers and people with mental health issues or dementia, by providing promotions, reading lists, marketing materials and publicity. The best-known example is the Summer Reading Challenge – run annually it aims to bridge the gap in children’s reading over the long summer break and avoid the “dip” in standards that can occur on the return to school. Each year around 750,000 children take part in a themed scheme with incentives and rewards for reading at least six books. All 151 English public library authorities usually take part.

Further reading: <https://readingagency.org.uk/>

6. Children, young people and schools

- 6.1 The purpose of providing libraries for children is to help them get the best start in life, encourage reading for pleasure and as an essential skill and to equip them with the tools for success in education and beyond. There is good evidence that the younger and more frequently children are exposed to books, words and language (even before they can be expected to read) the more likely they are to be successful in education. Reading for pleasure is important to encourage this. Children’s libraries are a success story, nationally and locally, with rising usage (including increased book borrowing cf adult library services), over-subscribed activities and events, and successful reading programmes. A more recent phenomenon is code clubs which are drawing a significant response – both in demand from children and parents, and interest from volunteers to help run them.
- 6.2 Key programmes and activity:
- Bookstart: early exposure to books through gifting books to babies and toddlers, run in partnership with early years services and registrars

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- Under 5s sessions: very popular, over-subscribed; at least one per week at every community library in Westminster (more in larger sites). Generally referred to as Rhymetime but also include storytelling and crafts
- Homework and study support: often volunteer-led, dedicated time for children to use computers, books and other resources and get help with homework
- Other clubs and activities, such as arts and crafts, games/Lego Clubs and coding clubs - benefit children's development and learning which include: helping with motor, IT and social skills, spacial awareness, imaginative play
- A e-sports club is being trialled at one Westminster library in partnership with an industry body with the support of the Department for Culture, Media and Sport. Aimed at 10-14 year olds (the "post-code club" age group) it builds on skills to help children develop potential as programmers and app developers

6.3 The schools library service supports curriculum and reading for pleasure in education settings with loans of resources, advice and support to raise standards of school library provision.

6.4 Young people make extensive use of libraries, including study support and space to revise with friends or individually. High occupancy homes make libraries in inner London an important resource as well as their use for leisure. As part of work being done for the Leader of Westminster City Council to open up opportunities and improve facilities for young people, the library service is looking at making spaces more teen-friendly, particularly in terms of more informal and leisure use to sit Jalongside study and tech uses.

Further reading: [Reading Is Fundamental](#)

[Why libraries are important to children and young people](#): International Federation of Library Associations

7. Library staff

7.1 Library staff are a crucial resource and vital to the success of the service. Typically local authority library services spend 65-70% of budget expenditure on employee costs (the other major element is premises, around 20-25%, with stock usually less than 10% of spend). At the most basic level, staff are required to open the premises to the public so the staff spend directly affects opening hours, one of the key indicators of a library service's performance.

7.2 Even this is changing however and there is more to it than a simple numbers game. Historically a lot of staff time was spent on repetitive manual tasks such as issuing items to customers, shelving returned books, tidying the library and directing people to the right book or journal. Technology has enabled library services to release staff from many of these routines, such as self-issue (similar to supermarket self checkout), online catalogues, requests and joining forms, and automated print release and copying. It can be anticipated in future that with the development of drone technology and shift to digital media the need for staff to handle any physical stock will be redundant. What then will be their role?

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- 7.3 Services (in academic and business libraries, as well as public) have made substantial savings in staff costs from some of these changes. Some of the savings have been reinvested by empowering staff to do more “added value” work interacting with customers and increasing the number of activities taking place in libraries. Future library design should ensure a high level of customer self-serve, and the role of library staff to be mainly around relationship building and pro-active interventions with customers.
- 7.4 Library staff were traditionally divided into professional (graduate/postgraduate qualified) staff who undertook “professional” duties such as stock selection, reader advice and outreach; and non-professional (often called library assistants rather than librarians) who did the functional and transactional work – staffing issue counters, shelving and tidying. In the public library sector these demarcations have substantially eroded in the past 20 years, due to the need for savings in the staff budget and new technology, but also as local government as a whole has moved away from professional “closed shops” to more open, flatter structures with an emphasis on managerialism and outcome-led performance. This has caused some anguish among long-standing staff and the professional bodies, but there is no legal requirement for professional qualifications and current good practice, as adopted by Westminster, is that a qualification in librarianship may be one of a number of demonstrators of suitability for a role, but is not exclusive. Westminster is working with SCL and CILIP (the librarians’ professional body) on work around the future qualification needs of the profession.

Paper 3: City of Westminster Libraries Advisory Board terms of reference

The Advisory Board will:

- Develop a strong, robust vision for libraries and archives over a defined timeframe that will support key decisions and investment, using as a starting point the government’s Libraries Deliver policy statement, but building on and adapting it to the specific circumstances of the City
- Support the Council’s ambition for a positive, engaged dialogue with residents, stakeholders, staff and others to effect change and instil confidence at a time of challenge and uncertainty
- Consider the challenges, pressures and opportunities in the public library sector, local government, publishing and IT industries as well as specific and local factors within the City of Westminster, and make recommendations for how the libraries and archives service can adapt and change so that it continues to be relevant, affordable and attractive
- Consider the libraries and archives service’s interrelationship with other council and public services and with TriBorough partners and commercial and third sector stakeholders
- With all these factors, shape a strategy that informs future direction and development of the service relating to library buildings, digital provision and services, recognising the different character and usage of our many and varied library buildings and services

Initial questions the Advisory Board may wish to consider:

1. The National Libraries Taskforce has set out a number of ‘achievements’ that it thinks all public library services should deliver. Are these all appropriate for Westminster and do they fit with our ambitions?

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2. How can we ensure we deliver the best possible service in the right places, respecting communities and in the right ways?
3. Is Westminster's Read-Learn-Connect vision right for the longer term and how can libraries support our City For All ambitions?
4. Over what timeframe should decisions on investment, service change or infrastructure be made?
5. What changes are needed to ensure the workforce, infrastructure and technology are equipped to deliver what is required in future?
6. How do we identify and measure the social value of libraries, specifically for Westminster? How do we evidence what libraries contribute to helping people achieve and engage more (and 'prevention' of other problems later), and in relation to the unique situation of Westminster, close to the heart of government and in a city of sharp contrasts of income and disadvantage?
7. How do libraries balance roles relating to being cultural hubs and access points to a wider range of services including council information, health, volunteering and police? Is there anything a library *shouldn't* do?
8. What might the library of 2030 look like?
9. What does "good" look like?

Reporting back and timetable

The Advisory Board will aim to present a report to the Leader of the Council for debate at Cabinet/Full Council during the first quarter of 2018. The Policy and Scrutiny Committee for Environment, Leisure and Community Services (which has the library service within its remit) will have the opportunity to input to the report and comment on the final draft. The anticipated timeline is as follows:

- Early July 2017: first meeting of the Board
- September 2017: Policy & Scrutiny input session
- December 2017/January 2018: drafting stages of report
- First half of 2018: Final report in draft to Policy & Scrutiny Committee
Presentation to Leader and Cabinet/Full Council

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Chris Cotton RIBA, HonRCM

Chair of the Board

Chris retired at the end of March as the Chief Executive Officer of the Royal Albert Hall, one of the world-leading live events venues, a post he has held since 2009. He also served as Chair of the Exhibition Road Cultural Group and steps down in July 2017; Chris is Chair of Jerwood Space London's principle rehearsal studios; and a Director of Julie's Bicycle, an environmental sustainability charity working with the arts and creative industries.

As CEO of the Royal Albert Hall, Chris has led the organisation through a period of unprecedented growth and change management, overseeing the development of a wide and ambitious musical and events programme, and attracting leading artists and performers from across the world.

An area of particular focus for Chris whilst at the Royal Albert Hall has been education and outreach work, particularly with children and young people. The key thrust has been, through music, reaching out and creating opportunities for families, schools and community groups. An architect by training, Chris spearheaded several major development projects at the Hall, including infrastructure, expansion and improvement works to the Grade 1 listed building.

Holly Donagh

Holly Donagh is the Partnerships Director for A New Direction (London's strategic agency connecting arts, culture and young people). She leads on innovation in delivery of cultural education at a city wide and local level. Holly is an experienced arts leader, committed to getting more young Londoners involved in the creative life of the city. Prior to A New Direction Holly worked for Arts Council England for ten years leading on engagement with central government and spearheading initiatives for integrating the arts into public life.

Ayub Khan

Ayub is currently Head of Libraries and Face to Face services for Warwickshire County Council - leading a multi-disciplined workforce of over 500, and managing a multi-million pound budget. Warwickshire - 'Shakespeare's County' - has a population of around 550,000.

He is an executive board-member of the Society of Chief Librarians and leads SCL's Digital Universal Offer. A Fellow and former Trustee of the Chartered Institute of Library Professionals (CILIP), Ayub is also a member of the Library Buildings Committee of the International Federation of Library Associations, and was a member of the UNESCO Culture Committee.

Ayub is President Elect of the Chartered Institute of Library & Information Professionals (CILIP)

Before joining Warwickshire County Council, Ayub was Principal Project Officer for the new Library of Birmingham - involved in the early concept, vision and business planning. He has written a number of articles and publications on library design and theory, and regularly speaks to audiences in the UK and abroad. He also co-authored the Library and Information Centres section of the *Metric Handbook* (planning and design data).

Ayub chaired the CILIP working group that drafted national guidelines for locally-elected politicians with responsibility for public libraries. He also recently led on the national procurement of digital online content for public libraries in England - which yielded savings of over £1.5 million for the sector.

Ayub's interest extends to international library development, with a strong focus on diversity and inclusion. He has worked on a number of library projects for the British Council in Moscow, Siberia, Greece and the Library Revolution in South Asia. Currently he is advising on re-visioning and modernising library services in Bangladesh, supported by the Bill and Melinda Gates Foundation.

In 2013 he was awarded an MBE for his services to libraries.

Ben Lee

Ben Lee is an experienced facilitator, project leader, and social researcher. He has specialisms in creating learning and knowledge-sharing programmes, arts and culture, and neighbourhood-level community-led action. Before joining Shared Intelligence, Ben held policy roles with the London Borough of Camden and in central government (in the then DoE and DETR) dealing with social housing and sustainable development.

Ben has been involved in several nationally-significant projects to support neighbourhood level devolution and community-led change. Within this area of his work he has been closely involved establishing the £200m Lottery-funded Big Local programme which supports 150 communities across England, and in 2016 led a national evaluation of CLG's 'Our Place' programme.

Ben has also led a number of research and strategy projects within the arts and cultural sectors – much of it for Arts Council England and the Society of Chief Librarians. This work has often focused on increasing arts participation by children and teens, and developing future-focused public library services. He is currently leading a year-long government-funded research programme with Essex libraries service looking at the impact of library-based early years groups (e.g. 'rhyme times') on maternal mental health.



City of Westminster

Children, Environment and Leisure Policy and Scrutiny Committee

Date:	20 th November 2017
Classification:	General Release
Title:	Annual Looked After Children and Care Leavers Report 2016-17
Report of:	Helen Farrell
Cabinet Member Portfolio	Councillor Richard Holloway, Cabinet Member for Children and Young People
Wards Involved:	All
Policy Context:	City for Choice / Heritage / Aspiration
Report Author and Contact Details:	Helen Farrell, Assistant Director for Looked After Children and Care Leavers <u>hfarrell@westminster.gov.uk</u>

1. Executive Summary

- 1.1 This report highlights the significant responsibilities the local authority has in relation to Looked After Children and Care Leavers, and how it discharges these.
- 1.2 Generally, outcomes for looked after children across the UK are poorer than those who have not been in the care system. Despite the good work and dedication of professionals and carers, challenges still remain in improving the experiences and outcomes for looked after children. Locally, we closely monitor the profile and outcomes of our care population in order to effectively plan services. Section 4 of this report outlines the profile of our current care population and Section 5 focuses specifically on Unaccompanied Asylum Seeking Children (UASCs). Section 6 highlights Westminster's strategic priorities for looked after children services and future developments in services and Sections 7-11 highlight outcomes for looked after children and care leavers.
- 1.3 This report is for information.

2. Introduction

- 2.1 In this report, the term Looked After Children refers to those children for whom Westminster City Council has assumed Parental Responsibility through a care order, by an agreement with their parent(s) or for Unaccompanied Asylum Seeking Children (UASCs).
- 2.2 Westminster also has a duty and responsibility to those young people who leave care after the age of 18 years until they reach the age of 25 following the legislative changes that were introduced within the Children and Social Work Act 2017. Previously the duty was until 21 years for care leavers not in education.
- 2.3 The majority of looked after children need alternative care and accommodation due to the inability of their primary care giver to offer safe and effective care within the family home. Many looked after children are able to return to their parent(s) or extended family members speedily and do not require long term services or interventions. Many who remain in care are likely to have suffered neglect or abuse, prior to coming into our care, and are likely to require support from a range of services including into adulthood.

3. Corporate Parenting

- 3.1 Corporate Parenting is the term used to refer to the collective responsibility of the Council to provide the best care and protection for children and young people who are 'looked after', that is, who are in public care. Effective corporate parenting will need the commitment from all Council employees and elected Members and an authority wide approach. These responsibilities for Local Authorities were first laid out in the Children Act 1989, subsequently in the Children Act 2004 and the Children and Young People's Act 2008 and most recently in the Children and Social Work Act 2017. The most recent legislation sets out seven corporate parenting principles that all Councils must adhere to for children in care and care leavers to ensure that their needs are met and life chances promoted.
- 3.2 The Corporate Parenting Board has a key role in monitoring how the Council discharges its corporate parenting responsibilities. Over the past year the Board has continued to meet with looked after children and care leavers on a quarterly basis and at other celebratory events such as the Education Awards Ceremony, Christmas Party, a summer BBQ and a residential camp. Consultation topics are highlighted in Section 10.

4. Numbers of Looked After Children

- 4.1 Nationally, there were 72,670 children and young people in care on 31 March 2017, compared with 70,440 at the same point in 2016. This represents a 3%

increase. This national figure remains the highest figure of children in care since the implementation of the Children Act 1989.

4.2 Between 2009-2016 the number of looked after children within Westminster has steadily declined, from 247 children in March 2009 to 166 in March 2016. However, with 182 looked after children at March 2017 this represents a 10% increase when compared with the same point in 2016. An increase in unaccompanied asylum seeking children self-presenting accounted for this rise which will be examined in detail within this report. The number of children looked after as a proportion of the population in Westminster City Council is around 43 LAC per 10,000 population. This is lower when compared to our statistical neighbours and nationally (where the ratio is 60 per 10,000).

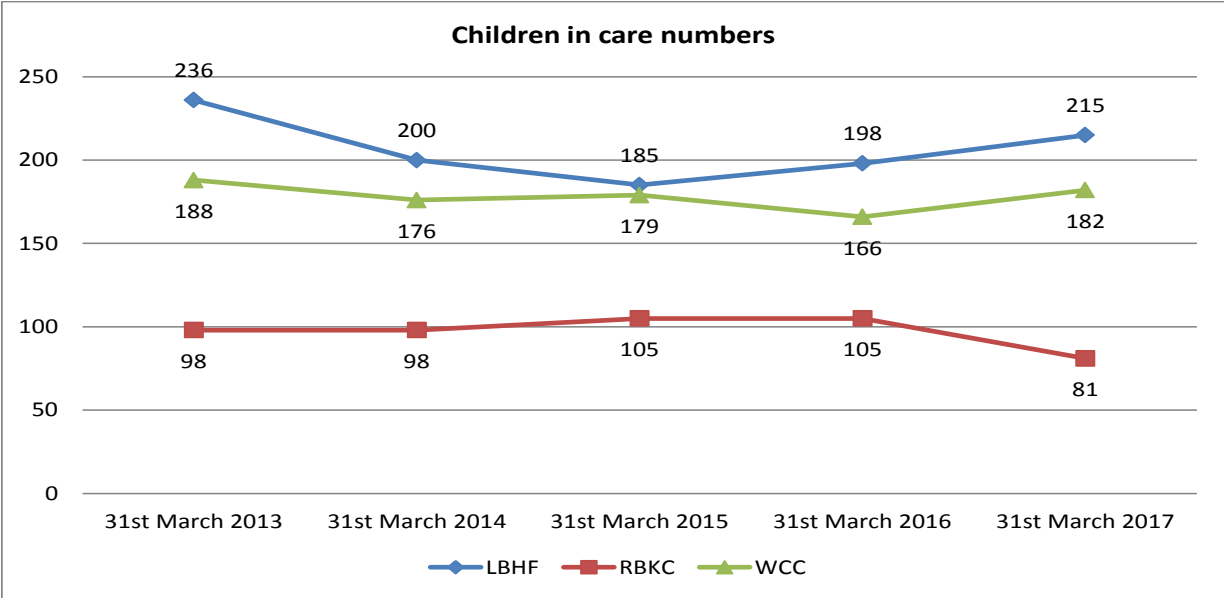


Table 1: Looked After Children population (year-end): 2012/13-2016/17

4.3 The majority (144, 79%) of Westminster looked after children at 31 March 2017 were aged 10 and over which represents an increase from 127 children (77%) at the same point in 2016. With 69 (38%) children aged 16 and above and 75 aged 10 to 15 (41%) of the total children in care population. Only 18 looked after children were aged under 5 years (8 aged under one and 10 aged between one and four). The low numbers for children aged under 5 years is attributed to care proceedings reaching timely permanence decisions, those with an adoption care plan being placed in adoptive families without delay and the successful interventions that are provided to support parents to implement changes in family life and children are remaining with their families.

4.4 The increase in Westminster children in care numbers during 2016-17 is largely attributed to a rising number of unaccompanied asylum seeking children (UASC) that have presented in Westminster during the year. The large number of presentations has continued to rise since 1st April 2017. In contrast during 2016-17 the number of Westminster citizen looked after children and children subject to child protection and child in need plans has remained stable. Between April 2016 and March 2017, 46 new unaccompanied minors aged 14 to 18 years

became looked after by Westminster and claimed asylum (plus one subsequently assessed to be an adult) compared with 25 during the same period in 2015-16. This represented 32% of the new care entrants in this year compared to 26% in 2015-16 and contributes to the number of looked after children being aged 10 and over. Section 5 considers unaccompanied asylum seeking children in greater detail.

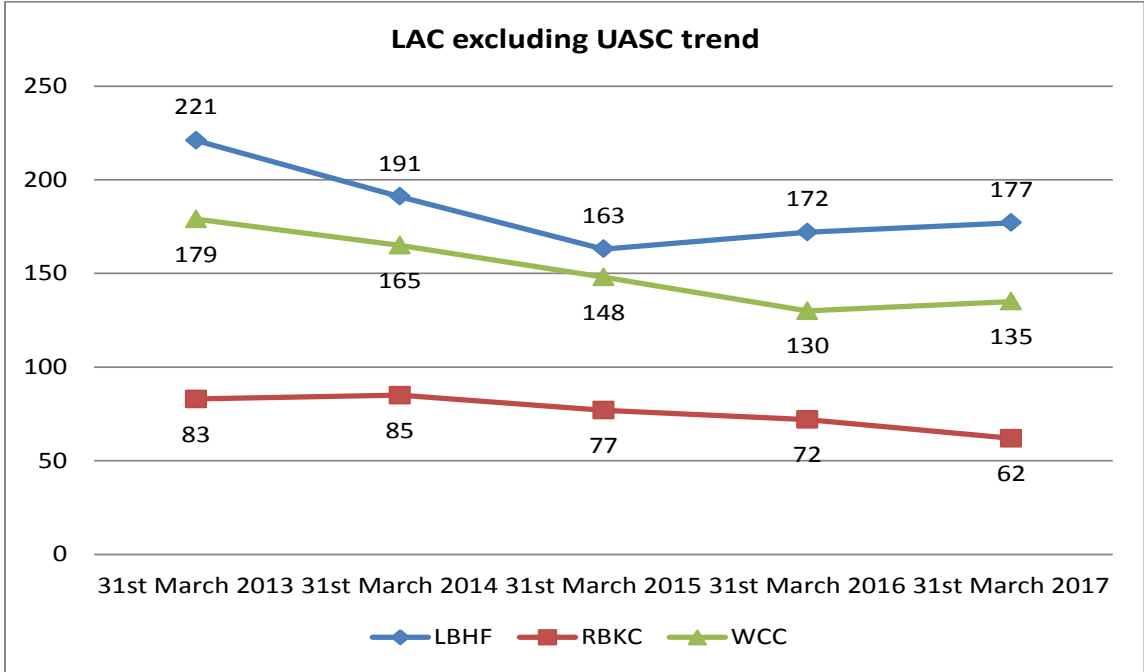


Table 2: Looked After Children population (year-end) excluding UASC: 2012/13-2016/17

4.5 The chart overleaf provides a breakdown of the reasons for new care episodes for 14-17 year olds during 2016-17. This cohort represents 71 young people up from 49 young people for the same period in 2015-16, of which the highest proportion (65% up from 50% in 2015-16) were classified as UASC. Safeguarding/Family breakdown resulted in 20 (28%) children entering care which is also slightly higher to the previous year's data for Westminster citizen adolescents. A significant proportion of this cohort does not remain looked after longer term and return to live again with their families following interventions being provided to address conflict and dynamics.

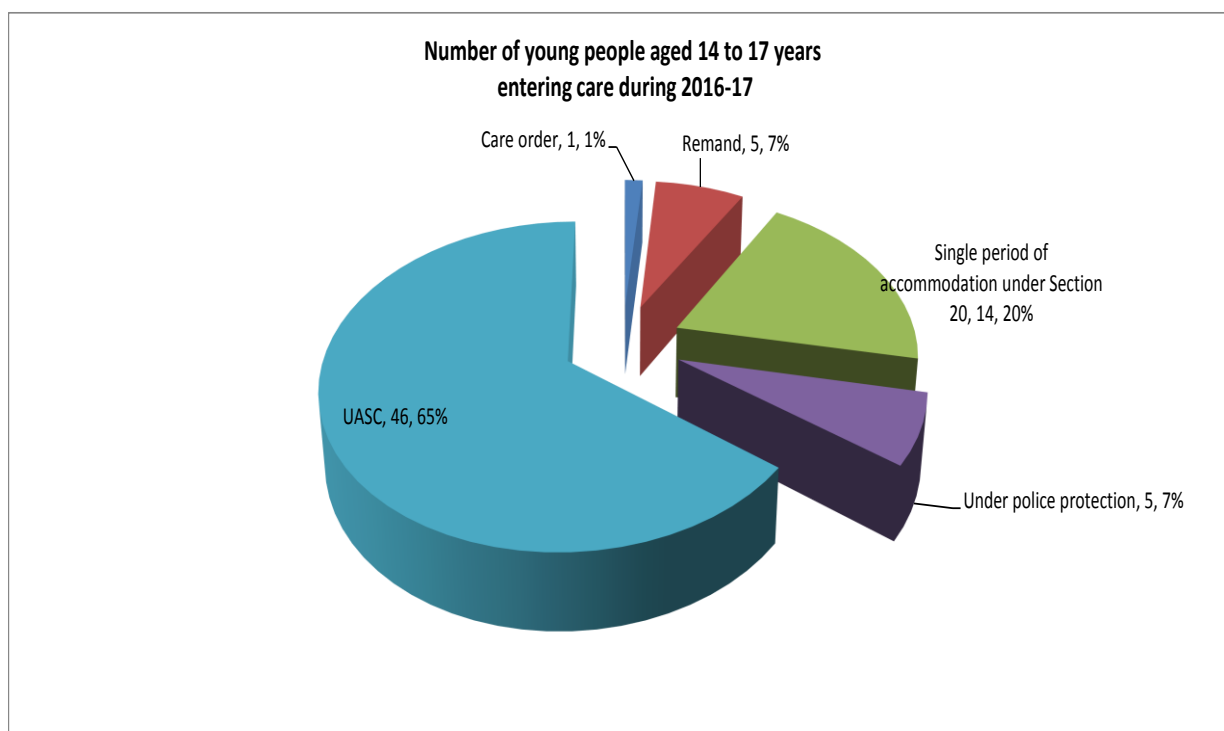


Table 3: Breakdown of reasons for care entries during 2016-17

5. Unaccompanied Asylum Seeking Children

- 5.1 Within Westminster there has been a significant increase in the number of new UASC care entries during 2016-17 (46 young people) particularly in the weeks following the dismantling of the Calais camps. This is in addition to the existing UASCs that were already being cared for by Westminster. Our numbers of UASCs has doubled over the last 2 years impacting our overall care population. Nationally there has been an increased UASC population from 1,950 in 2013 to 4,560 in 2016.
- 5.2 There is no dedicated budget for UASC and former UASC care leavers within Westminster. Instead, provision is funded through mainstream Looked After Children budgets which are offset by the Home Office grant allocation for UASC. The Home Office grant received only covers a portion of Westminster's overall costs for UASCs and the projected total unfunded costs equates to £563,709 (including UASC Care Leavers) for 2017-18.

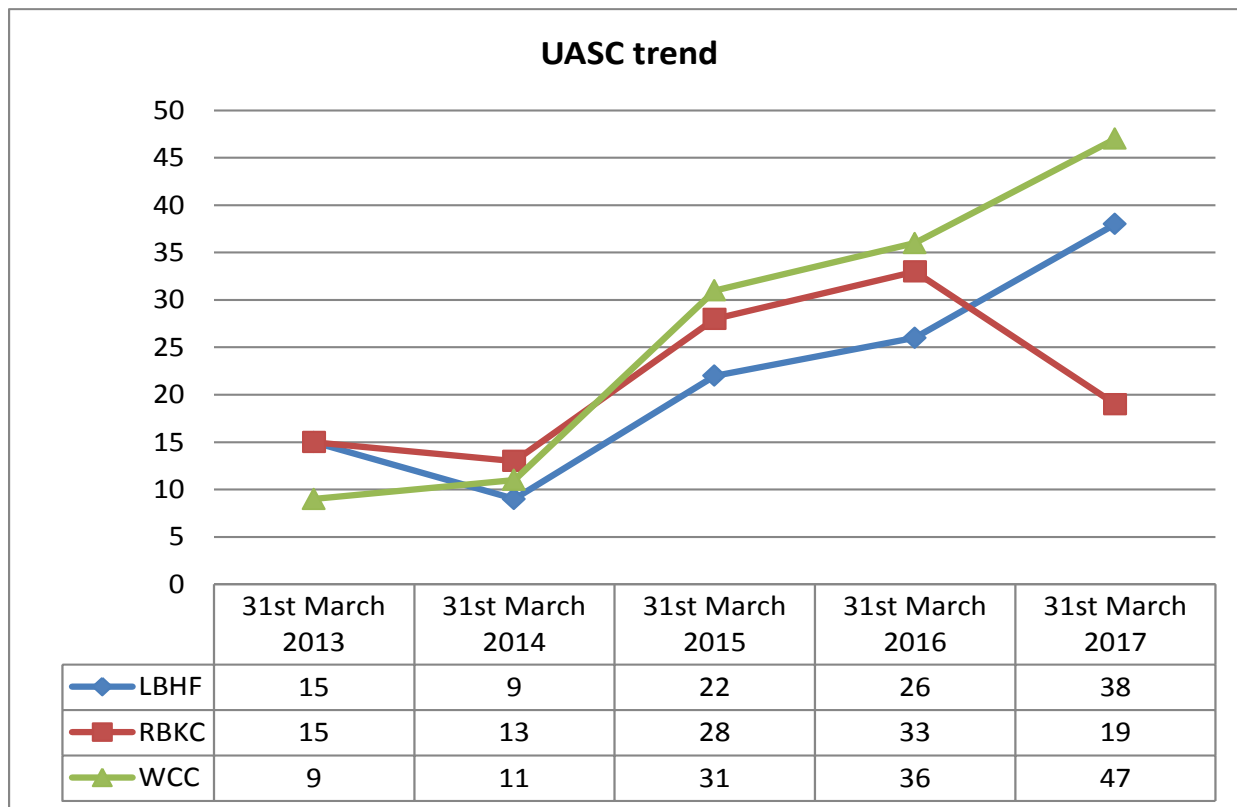


Table 4: UASC Numbers at 31 March 2013-2017

- 5.3 Westminster currently has 57 UASCs in their care (as at September 2017). The Council's National Transfer Scheme (0.07%) threshold is 28 UASCs and we have remained over numbers throughout the year. Westminster only becomes eligible for accepting on-going responsibility for new UASCs when those already permanently in our care turn 18 years, are deported or go missing which results in going under threshold numbers. Although Westminster is over its threshold we are legally required to assess, support and accommodate UASCs who present until the transferring authority assumes responsibility.
- 5.4 Although the introduction of the National Transfer Scheme was intended to more evenly distribute UASCs between the local authorities rather than primarily within London and the South East. The challenges faced by Westminster have included the high influx of self-presentations associated with central location, that some UASCs specifically choose to present here hoping that they can remain in borough, that some refuse to move out of London even when alternative authorities have been identified for them and the delays in some authorities taking over responsibility. Throughout 2016-17 there has been regular telephone and face to face communication with the Home Office to address these issues and raise any concerns about the scheme. Whilst there have been some improvements with the functioning of the scheme and the length of time it takes for new authorities to be allocated, this continues to be offset by the continued high volume of UASCs presenting in Westminster and the overall time that it still takes for a new UASC to fully transfer to a new authority. A dedicated UASC team has recently been developed on a temporary basis within the Assessment and Assessment Service to address this demand

and to ensure that one team focuses upon newly presenting UASCs, their move on and communication with other authorities in order to reduce delays within our control.

- 5.5 There is notable consistency in the age of UASC on arrival with the vast majority (98%) aged between 15-17 years. Given the age trends the UASC population has a significant bearing on Westminster's care leaver numbers and associated budgets. This greatly impacts on staffing and placement costs that the Council bears as a result of the much lower grant allocation for adults that is available from the Home Office. In 2016-17 49 (30%) of Westminster's care leavers were former UASCs compared with 42 (25%) in 2015-16. A significant number of UASCs, particularly those from Albania, are ultimately unsuccessful in their claims for asylum into adulthood and in some cases this has a bearing on UASCs going missing as a means of avoiding deportation. Former UASC care leavers continue to be supported by the Leaving Care Service whilst they await a final decision by the Home Office in line with our statutory obligations. The age of those awaiting a decision ranges from 18 to 24 years old.
- 5.6 During 2016-17 there has been a notably shift in the country of origin for new UASC care entrants presenting to Westminster. Over a number of years, Albanian young people accounted for the majority of UASCs and we also saw a large number of children from Afghanistan arrive. In contrast during the last year the majority of new UASCs have originated from Sudan and Eritrea. This is set against the London trend where Albanian and Vietnamese children were the highest volume of newly arrived UASCs.
- 5.7 UASCs experience a range of physical and emotional difficulties as a result of prolonged journeys in insanitary conditions with inadequate supplies of food and water and/or what they might have been subjected to in their home countries prior to leaving. The effects of separation, bereavement and uncertainty about their families' wellbeing and own immigration status can have a negative emotional impact on UASCs. These range of needs are addressed through their LAC Health Assessments and involving LAC CAMHS.

6. Strategic Planning

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

- Looked After Children and Care Leavers are supported in reaching a good standard of education
 - Looked After Children and Care Leavers health needs are promoted and supported
 - All Looked After Children and Care Leavers have a voice in decisions which affect their lives.
- 6.3 To support the delivery of the strategic priorities, and progress towards shared outcomes, an annual borough specific Looked After Children and Care Leavers improvement plan is developed and delivered with partners including Health, Education and the Youth Offending Service. The plan is monitored and further developed through multi-agency service improvement groups, which link directly with the Corporate Parenting Boards and Children in Care Councils and are able to respond to the issues and recommendations that children and young people make within consultation work and related activity.
- 6.4 The Children, Sport & Leisure Policy and Scrutiny Committee is also involved in monitoring the quality and effectiveness of services, via the scrutiny of this annual report on services and outcomes for Looked After Children and Care Leavers. A report on the work of the Tri-borough Fostering and Adoption Team is also presented annually with a focus on the range, quality and choice of available placements.
- 6.5 Other relevant performance indicators are reported quarterly through the Family Services Management Group and then to the Cabinet Member via weekly Cabinet Briefings.
- 6.6 Preparations are underway in advance of implementing changes arising from the Children and Social Work Act 2017 which come into effect in April 2018. The key elements specific to children in care includes extending corporate parenting duties to care leavers up to 25 years irrespective of educational status, including the allocation of a Personal Advisor, introducing corporate parenting principles that Councils must adhere to, producing and advertising a Local Offer that outlines care leaver entitlements and extending the advice and support provided by virtual schools for children previously looked after but now placed for adoption or special guardianship orders. Although we are awaiting formal guidance to be issued by the DfE, projections have been completed regarding the increased number of care leavers that will remain open or potentially return requesting a service and the associated impact on placement costs and staffing. A consultation will be completed with children in care and care leavers regarding the Local Offer, their views on needs, priorities and gaps and platforms for publishing this. These changes have been introduced to take account that adults that have previously been in care are some of the most disadvantaged and vulnerable in society. Extending the duties and support to older care leavers seeks to take account of this and also acknowledges that children raised within their families typically continue to seek parental advice and support for a number of years as they navigate early adulthood.

7. Safeguarding Outcomes for Looked After Children and Care Leavers

- 7.1 Children who are subject to frequent placement moves are less able to form positive attachments with carers which makes them more vulnerable to forming unsafe relationships with other adults or their peer group and disengagement from education and positive activities. The number of placement moves that children have is carefully monitored to ensure plans are adapted and additional services introduced to make placements more resilient where required. In 2016-17, 5% (8 children) of looked after children experienced three or more placement moves, a decrease on the previous year where there were 11% (18 children) of children with three or more placement moves. Performance for 2016-17 significantly exceeded the national average of 11%. In 2016-17 there was a 12% increase to 87% of under 16s remaining in the same placement for at least 2 years which further evidences on-going progress in achieving placement stability. Westminster has made continued progress in these areas when compared with Tri-Borough colleagues.
- 7.2 As a geographically small borough, not all looked after children are able to live within Westminster when they are in care. However, there are significant efforts at both the local and national level to reduce the distance at which looked after children are placed from their borough of origin. While there are a small minority of children who are more effectively safeguarded by being placed at a distance such as those young people identified to be at risk due to gang affiliation or child sexual exploitation (CSE), the consistent lack of foster placements in Inner London means that many children need to be placed in other local authority areas, although usually these are within London. Of the children and young people looked after at 31 March 2017, just under 80% were placed in London boroughs, including 20 children within Westminster, and 69% of children placed in foster placements were placed with Tri-Borough in-house foster carers. This represents a 23% improvement compared to 2015-16 performance and positively impacts both practice, experience for the children and placement costs. Additionally, there are currently 16 care leavers who continue to live with foster carers under a “staying put” arrangement, an initiative which enables care leavers to continue to live in their foster placement when they become young adults to support them with their transition to living independently. We also have 21 looked after children placed with relatives who have been assessed as kinship foster carers, thus enabling these children to reside with their extended family. In addition, 39 children are placed with relatives under Special Guardianship Orders as an alternative to long term fostering or adoption outside the family. The number of children placed for adoption from Westminster rose slightly from four to nine compared with the previous year, against a continuing national reduction of adoptions outside the extended family.
- 7.3 Looked after children are at greater risk of going missing than their peers due to their turbulent life experiences, and are therefore vulnerable to Child Sexual Exploitation (CSE). Children with frequent placement moves, more fragile

attachments and late care entrants are more likely to go missing and this behaviour in turn impacts upon the stability of any new placements. There was a total of 150 missing episodes regarding children in care during 2016-17, which includes a small number of individual young people who had frequent repeat missing episodes. A robust process is in place that ensures management oversight and that missing children are visited and interviewed in order to address any potential safeguarding issues that the child may be encountering either within or outside the placement.

7.4 With specific reference to children at risk of CSE there continue to be a number of monitoring and practice systems in place to identify those assessed to be at risk and to provide a comprehensive support package to ensure that risks are reduced. This includes monthly Multi-Agency Sexual Exploitation (MASE) meetings chaired by the Police and Children’s Services, a shared risk assessment tool, a common pathway to services coordinated through the Multi-Agency Safeguarding Hub (MASH), clear data sets and problem profiles, a range of training and awareness-raising initiatives and a CSE lead practitioner based in the Integrated Gangs Unit who undertakes direct work with those assessed to be at risk of CSE and gang related activity.

7.5 Currently Westminster has a total of 37 children identified at risk of CSE and these children are categorised following an assessment regarding how serious the risk and evidence is. The majority of children in Westminster are within the blue category whereby they have been assessed as potentially vulnerable to CSE but with no actual evidence of CSE taking place. With specific reference to looked after children there are currently nine children assessed to be at risk of CSE – 3 in Category Blue, 4 in Category 1 and 2 in Category 2. The number of looked after children assessed to be at risk of experiencing CSE has continued to increase during the last two years. This relates to improved identification of risks, assessment and interviewing skills and clearer CSE mapping. During 2016-17 5 girls were proactively brought into local authority care because of CSE and missing concerns and their families struggling to safeguard them.

Westminster	BLUE	Cat 1	Cat 2	Total
CIN	8	3	0	11
CP	2	1	0	3
LAC-3B	2	0	1	3
LAC-OB	1	4	1	6
Other	5	8	1	14
Grand Total	18	16	3	37

Table 5: Current CSE Data highlighting children in care

7.6 Under the Care Act 2014, implemented in April 2015, local authorities now have a duty to conduct transition assessments. This is where there is a likely need for care and support when the young person turns 18 and when that assessment

would be of significant benefit. Statutory guidance cites some examples relevant to the care leaving population for those young people:

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

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

8. Health Outcomes for Looked After Children

- 8.1 Looked after children and young people share the same health risks and problems as their peers but often to a greater degree. They often enter care with a worse level of health than their peers in part due to the impact of poverty, abuse, neglect and chaotic parenting. A key role for social workers, foster carers and LAC nurses is to educate and support looked after children around healthy eating, exercise and dental care and address any areas of concern.
- 8.2 Local authorities have a statutory duty to ensure that health assessments are carried out for every looked after child in their care. Of the 109 Annual Health Assessments (for children who have been in care for a year) 99% were carried out on time.
- 8.3 The Local Authority should act as a 'good parent' in relation to the health of looked after children. Within that role it has the right to approve the immunisation of children within its care against vaccine preventable diseases as per the national immunisation schedule. The proportion of children with up to date immunisations continues to rise: 100% in 2016-17 compared with 99% in 2015-16. The continued improvement is related to a drive to ensure that young people receive their school leaver booster (diphtheria tetanus and polio), to ensure that eligible girls are receiving the human papilloma vaccination (HPV) and that unaccompanied minors receive immunisations that they missed when living in their country of origin or when transient.
- 8.4 Dental health is an integral part of the Health Assessment. The local authority and NHS Trust are required to ensure that are looked after children receive regular check-ups with a dentist. 98% of all children in care for twelve months at 31 March 2017 had their teeth checked by a dentist, a slight improvement from last year.

- 8.5 Due to the nature of their experiences prior to and during being looked after, many looked after children will have poor mental health. This may be in the form of significant emotional, psychological or behavioural difficulties. A total of 57 looked after children received a service from the specialist LAC Child and Adolescent Mental Health Service (CAMHS) during 2016-17, although additional children also received therapeutic interventions local to their placement or within residential provision. During 2017-18 we are reviewing the commissioning delivery models for LAC CAMHS services including whether the service is brought in-house and extending the service for care leavers.
- 8.6 98% of children in care for twelve months aged 4 to 16 years had a strengths and difficulties questionnaire completed, this represents an improvement from 89% in 2015-16 and 73% in 2014-15, although an area in which we wish to achieve continued improvements since it assists in identifying and addressing difficulties early to try to prevent escalation.
- 8.7 A joint Housing and Leaving Care Health and Wellbeing Event was held in April 2017 to both raise awareness with young people, signpost them to services, increase awareness of the health needs of care leavers and to improve partnership working across the professional networks. The event was attended by approximately 80 staff representing 25 providers across Children's Services, Public Health, Housing and the voluntary sector. Additionally, a Care Leavers Partnership Group has been established that meets quarterly and focuses on improving health provisions and partnership working for care leavers. Key partners include LAC nurses, Housing, Virtual School, substance misuse services, mental health services and health trainers.

9. Educational Outcomes for Looked After Children

- 9.1 Firstly, it is important to note the significant changes in the assessment, marking and reporting procedures used by schools and Local Authorities that were introduced in 2015-16. The expected standard has been raised and the accountability framework for schools has also changed. Therefore, the DfE has advised schools and Local Authorities that it would be incorrect and misleading to make direct comparisons with previous year showing changes over time.
- 9.2 Detailed analysis of each cohort of pupils in 2017 indicates Westminster looked after children and care leavers continue to make good progress in most areas and have obtained their predicted levels and grades. In light of the above context attention should be paid to individual stories and progress each child/young person rather looking at the headline outcomes.
- 9.3 **Progress and attainment at Key Stage 1**
There were 3 pupils in the reporting cohort. All three of the pupils in this cohort made expected progress, with one pupil exceeding age related expectations in their writing and all three pupils exceeding age related expectations in Science.

9.4 Progress and attainment at Key Stage 2

There were 4 pupils in the reporting cohort. One of the pupils attends a Welsh school and therefore while they are included in the reporting figures below, they were not entered for SATS, from which these measures were judged against. 50% of this cohort currently receive support for Special Educational Needs (SEN), although they do not have an Education Health Care Plan.

	New expected standard reading	New expected standard grammar, punctuation and spelling	New expected standard Maths	New expected standard in all areas
WCC LAC	25%	50%	50%	25%
National LAC Data 2015-16 (data for 2016-17 not yet released)	25%	25%	25%	25%
National data for all pupils	71%	77%	75%	61%

9.5 Initial analysis of this year's results would appear to show a widening of the gap between looked after children and all pupils. However, it is important to note the likely impact of the new assessment arrangements on looked after children. Analysis of attainment for these pupils at KS1 would seem to have indicated that the majority would have achieved higher results; 75% of this cohort achieved at least a level 2 in all areas as KS1. Despite not achieving the expected standard in some areas many pupils achieved a scaled score in reading and Maths of only a few marks below the expected standard scaled score of 100.

9.6 It is also significant that many of the pupils experienced considerable disruption and difficulties over the previous two years; 50% of the cohort had one or more placement move in the last two years, with 50% of the cohort experiencing more than one school move. All of the pupils are educated in out of borough primary schools.

9.7 Progress and attainment at Key Stage 4

It is difficult to compare this year's grades to previous years due to the introduction of numbered grades for English and Maths instead to replace A* to C grades brought in by DfE to raise standards.

9.8 There were 13 pupils in the reporting cohort.

	5 A*-C including English and Maths	5 A*-C	5 A*-G	1 A*-G
WCC LAC 2016-17	23%	31%	46%	62%
WCC LAC 2015-16	18.75%	25	50	100
National LAC Data 2015-16 (data for 2016-17 not yet released)	13.6%	Not available	Not available	Not available

9.9 Initial analysis of the statistics indicates a slight increase in the percentage who achieved 5 GCSE grade A* to C including English and Maths (or equivalent using the new numbered grades). However, changes in the nature of GCSEs means any comparison with previous years should be treated with caution. 2016-17's Year 11 cohort included a range of pupils. It included a number of highly motivated and able pupils, who achieved excellent results (one child obtained 7 A*-As), but it also included 4 pupils with Statements/EHCP who were not expected to achieve as highly, one UASC who has been missing for more than twelve months and therefore was not entered for any exams and one pupil who has school attendance issues. 92% of the cohort had school moves within the last two years (as part of coming into care) and 54% of the cohort had placement moves. This further highlight the significant impact placement and school stability has upon academic outcomes. There were also 5 UASCs who entered care in KS4, whose level of English meant they were unable to achieve the higher GCSE grades.

9.10 Post 16 and Care Leavers: End of academic year performance

	Westminster 2016-17	Westminster 2015-16
% of 16 and 17 year olds who are EET	79%	76%
% of 18-25 year olds who are EET (breakdown below)	64%	69%
% and number attending university	14% - 25	16% - 26
% and number attending education and further education	51% - 93	37% - 55
% and number in training, employment or apprenticeships	20% - 36	16% - 26

9.11 Steady progress has been made in addressing the issues and barriers around sustaining education, training and employment for post 16 looked after children and care leavers. NEET/EET levels fluctuate but analysis of EET performance at the end of the 2017 academic year shows performance is better than for current data available for care leavers nationally (58% EET). The Virtual School continues to provide a lot of input to young people to address when they are NEET or at risk of becoming NEET.

9.12 Attendance and Exclusions

	Westminster			
	2014	2015	2016	2017
Average attendance R-11	91%	88%	92%	88%
Number with one or more fixed term exclusion	14	11	14	19
Number with permanent exclusion	1	0	0	0

The attendance figures for 2017 show a slight decline in performance over the past year. This was largely attributed to the profile of new care entrants and their complex needs and school history prior to entering care. There were again no permanent exclusions in 2016-17. This reflects the work the Virtual School undertakes directly with schools, social workers and carers in developing strategies to avoid permanent exclusion. There were 19 pupils with one or more fixed term exclusion in 2016-17, this represents the stricter behaviour policies that are being implemented by academies.

10. Engagement and Participation

10.1 Westminster offers an extensive programme of participation for both looked after children and care leavers, providing them with opportunities to participate and engage within the service. This programme includes a variety of groups, consultation events, projects as well as recreational and enrichment activities. In doing so, it is recognised that the children and young people we work with want to participate in different ways and in varying degrees. Some young people want direct involvement in consultation and decision making whilst others might want to attend a group or activity. This means that we have a core group of looked after children and care leavers that frequently participate within all aspects of the programme and more specific opportunities that attract many of the wider population. In doing so, we recognise that the children and young people we work with want to participate in different ways and in varying degrees. Some young people want direct involvement in consultation and decision making whereas others might want to attend a group or an activity. Working in this flexible manner means that Westminster has a core group of looked after children and care leavers that frequently participate within all aspects of the programme as well as providing opportunities for others placed further out of borough to participate differently.

- 10.2 Part of the core group of children and care leavers that regularly participate are members of the Children and Young People's Panel (CYPP). It has eight core members ranging from the ages of 15-20 years old and they meet every six weeks, whereby sessions are a mixture of consultation and recreational activities. There are a further nine young people who may attend CYPP meetings and other activities sporadically. This flexible way of working allows for each young person to engage in their own way according to their availability.
- 10.3 Over the past year, CYPP members have been involved in attending Westminster's Corporate Parenting Board, to present the findings of consultations carried out with looked after children and care leavers. They have also taken part in delivering events such as the Winter Festivities Party and Education Awards. They have also been recruitment interview panel members for management posts, the EET Co-ordinator and new Participation Officer during the past 12 months, enabling them to have a voice in decision making around appointments. It is recognised that their involvement helps with recruiting a more child focused workforce that values the participation of young people. Overall, the CYPP have a significant profile throughout Children's Services, whereby they are well known by corporate parenting members, other professionals and by some of the tri-borough departments.
- 10.4 Consultations are carried out with looked after children and care leavers throughout 2016-17. A thematic approach is used whereby children and young people are consulted quarterly based on the 6 strands of the Looked After Children and Care Leavers Strategy. The following topics were consulted on from April 2016- March 2017:
- Care Leavers Experiences of Custody
 - Young People's Views About Engaging in Employment, Work Experience and Apprenticeships
 - Looked After Children Experiences of Having Contact with their Families
 - The Education Experiences of Looked After Young People Who Are Unaccompanied Minors or Have Experienced Placement Disruption
 - Participation in Westminster
 - Older Looked After Young People and Care Leavers Wishes, Views and Experiences around Health
- 10.5 The findings of these consultations are presented at the Corporate Parenting Board by the CYPP Panel and influence the development of various work streams within the Service Development Group. Their recommendations and feedback has directly led to practice changes including in respect of the role of the supervisor during supervised contact, access to learning support materials and LAC Nurses making direct contact with care leavers to review their health and signpost where appropriate.
- 10.6 Other groups, activities and events which are part of the participation programme include a Tuesday cooking group, Winter Festivities Party, annual Sayers Croft

Residential trip, a wide ranging enrichment activities programme and an annual Education Awards Ceremony. A number of looked after children and care leavers also participated in a creative arts group programme that focuses on self-esteem and emotional wellbeing. A celebration event that showcased their work was held at Tate Britain and resulted in several of them going on to participate in a London wide Tate youth arts programme. Overwhelmingly positive feedback received from participants has resulted in the programme being re-commissioned.

11. Outcomes for Care Leavers

11.1 The Leaving Care Service assists, befriends and advises young people to make a successful transition from the Council’s care to independent living in the community.

11.2 Care leavers move into the Leaving Care Service at the age of 18 when they officially leave care and become an adult. At this point, they are allocated a Personal Advisor who takes full case responsibility. The Pathway Plan sets out the support available for all aspect of their life, with a particular emphasis on securing settled accommodation and appropriate education, employment and training (EET). The Plan is reviewed every six months until the young person is 21, or later if they are completing an agreed course of education, training and employment. If, however, a young person wishes to remain allocated to their Social Worker post 18 years and this is assessed to be in their interests a flexible approach is adopted.

11.3 The Leaving Care Service supported up to 166 young people in the current year, comparable to the previous year, which includes a rise in care leavers who came into care as adolescents such as unaccompanied minors seeking asylum and in high need, complex cases where the young person came into care over the age of 14 from the citizen population.

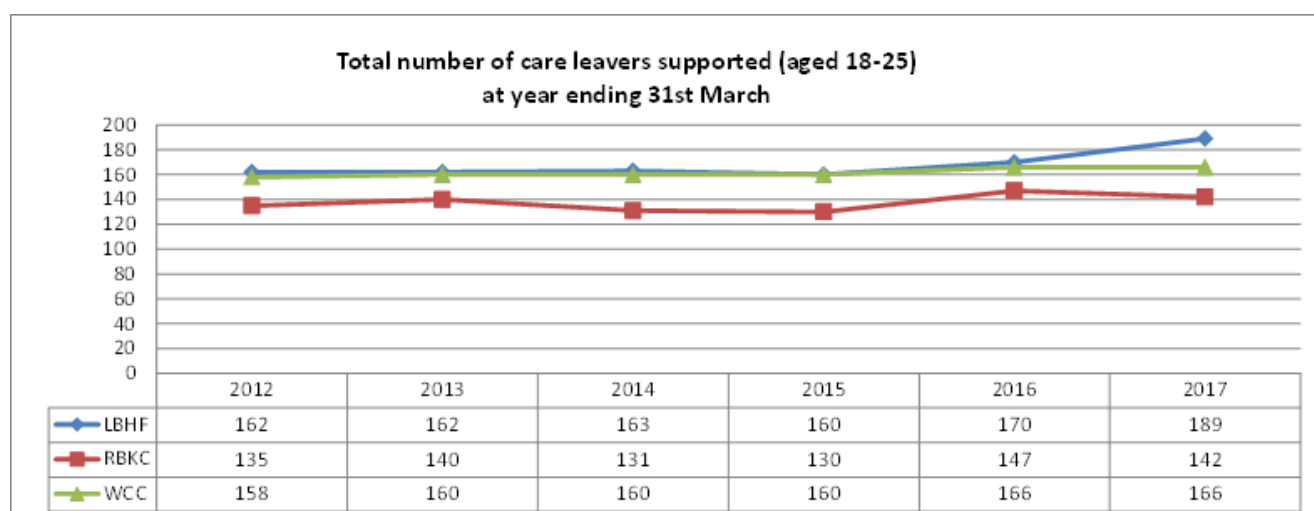


Table 6: Care Leaver Numbers March 2012 – March 2017

11.4 Since 2011 a former care leaver over the age of 21, but under 25, and closed to the service is able to return to ask for their case to be reopened in order to

complete a course of EET up to the level of a first degree. The legislative changes arising from the Children and Social Work Act 2017 extends this to include that they can return to seek advice, support and the allocation of a Personal Advisor up until the age of 25 irrespective of whether they are in education. It also extends that the corporate parenting duties would not end at 21 years if they are NEET. Care leavers can opt out of this but have the freedom to subsequently request support at a later stage. Projections indicate that this could lead to an additional 50 care leavers being open to the service by 2020-21, albeit some may not wish to receive the full duties or may fully opt out.

- 11.5 At the end of March 2017, 64% of care leavers were in education, employment or training (those NEET included young parents, missing UASCs and those in custody). This includes 25 care leavers that are attending university and a further 5 that are off to university in Autumn 2017. This is above the national average for care leavers. Seven care leavers obtained university degrees in Summer 2017; one achieved a first class honours degree in Computing and IT Security, one who has secured employment with a bank following the completion of a Business and Finance degree and one in Aeronautical Engineering which has resulted in employment with an international engineering company. This young man has also created a successfully published App for care leavers called "Foundations – Care Leavers" which is designed to provide a wide range of practical information to support with transitions to independence. Additionally, there is one young person who will complete their graduate diploma in law and who is being supported to gain meaningful work experience within the field before applying to complete the LPC.
- 11.6 A key priority is improving the availability, choice and promotion of apprenticeships and employment for care leavers. Westminster's Virtual School publicises vacancies on a weekly basis to care leavers, provides drop in sessions and individualised packages to support care leavers in accessing and sustaining employment and training. This includes support with writing CVs, interview preparation and accompanying young people to interviews. Current apprenticeships include within the Council, working for an MP, working as a trainee practice manager within the NHS, as a sous chef with News UK, with a dry lining firm following the successful completion of a construction course and with a car manufacturer. One care leaver recently obtained paid employment with the Council as an engagement officer. Westminster has recently appointed a Post 16 EET Co-ordinator. The key priorities of this new role is to develop partnerships with Council colleagues and with businesses outside the Council to create a wider range of ambitious, stimulating and rewarding apprenticeships and employment opportunities specifically for Westminster care leavers. The post intends to be enterprising and take account of the wealth of businesses located within the borough.
- 11.7 All but 84% of care leavers were in suitable accommodation at March 2017. Of those not in suitable accommodation the majority (26) were either in custody,

deported former unaccompanied minors or missing to avoid deportation. No care leavers were evicted from their final stage accommodation or living in bed and breakfast accommodation. In 2016 Westminster's Housing Service increased the supply of final stage social housing for eligible care leavers to 24 properties per year, thus enabling more care leavers to access suitable and affordable accommodation within their borough of origin. A joint Housing and Leaving Care Service Panel meets to agree nominations and review what additional interventions some care leavers require to address their needs and enable them to eventually live independently and manage a tenancy. Additionally, a collaborative initiative between Children, Housing and Economy Services has resulted in the creation of a joint funded Care Leaver Housing and Employment Coach. This post supports care leavers to manage a tenancy, to budget and manage on an income, to become economically active and financially self-reliant via sustainable employment. During the 9 months of implementation this pilot has supported 7 care leavers maintain their tenancies where there was a real risk of eviction and 6 achieve and sustain employment. An approximate estimate is that this has led to a Council saving of £49,000. Following the first year proving so successful the three departments have agreed to joint fund this post for a further 2 years.

- 11.8 In October 2017 Cllr Holloway agreed that the Council would financially support care leavers who are liable to pay council tax charges for a period of 3 years. Nationally thirty-four other local authorities have so far introduced this exemption. Managing budgets can be very challenging for vulnerable young people adjusting to living independently. We want to ensure that as they begin to manage their finances as young adults that we relieve some of this pressure and that they are given this additional help as they move from care to independence. The decision follows a report by the Children's Society, called "Wolf at the Door" which revealed that council tax debt can be a particularly frightening experience for care leavers. What can start out for many care leavers as falling slightly behind can very quickly escalate to a court summons and enforcement action being taken. This additional support will give our care leavers a helping hand in their first step towards independence, helping them to avoid debt as they learn to manage their finances.

HELEN FARRELL
ASSISTANT DIRECTOR FOR LOOKED AFTER CHILDREN AND CARE LEAVERS

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