



City of Westminster

Committee Agenda

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

Meeting Date: **Monday 5th February, 2018**

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 Representative:

Vacant, Parent Governor
Vacant, Parent Governor

Co-opted Voting Representative:

Vacant, Church of England
Vacant, Roman Catholic

Co-opted Non-Voting Representative:

Eugene Moriarty, Headteacher, St Augustine's High School
Ann Townshend, Headteacher, St Barnabus 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 from 6.30pm. 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 20 November 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 2017/18.

(Pages 7 - 16)

5. CABINET MEMBER FOR ENVIRONMENT, SPORTS AND COMMUNITY

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

(Pages 25 - 30)

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|--|--------------------------------|
| <p>7. LSCB ANNUAL REPORT 16-17</p> <p>To review the implications of the Woods Review on LSCB and to examine the work of the Safeguarding Board in the last year and their plans for the forthcoming year.</p> | <p>(Pages 31 - 88)</p> |
| <p>8. PERFECT PATHWAYS</p> <p>To review and comment on the proposed redesign of the service.</p> | <p>(Pages 89 - 96)</p> |
| <p>9. GREENER CITY ACTION PLAN-YEAR 2 UPDATE</p> <p>To examine the first year of the Action Plan and further plans.</p> | <p>(Pages 97 - 128)</p> |
| <p>10. REPORTS OF ANY URGENT SAFEGUARDING ISSUES</p> <p>Verbal Update (if any)</p> | |
| <p>11. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT</p> | |

Stuart Love
Chief Executive
29 January 2018

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CITY OF WESTMINSTER

MINUTES

**CHILDREN, ENVIRONMENT AND LEISURE
POLICY & SCRUTINY COMMITTEE
20 NOVEMBER 2017
MINUTES OF PROCEEDINGS**

Minutes of a meeting of the **Children, Environment and Leisure Policy & Scrutiny Committee** held on Monday 20 November 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 Robert Rigby.

Also present: Councillor Richard Holloway (Cabinet Member for Children, Families and Young People) and Councillor David Harvey (Cabinet Member for Environment, Sport and Community).

Apologies for Absence: Councillor Nick Evans, Eugene Moriarty, Ann Townshend, Annie Ee and Aki Turan.

1. MEMBERSHIP

- 1.1 It was noted that there were no changes to the Membership.
- 1.2 The Chairman welcomed Councillor Richard Holloway (Cabinet Member for Children, Families and Young People) and Councillor David Harvey (Cabinet Member for Environment, Sport and Community) to the meeting.
- 1.3 The Chairman advised that Councillor David Harvey (Cabinet Member for Environment, Sport and Community) would not be answering questions at the meeting. Any questions that Members had regarding his portfolio would be placed on the Committee's Action Tracker.
- 1.5 The Chairman welcomed Chris Cotton, Chair of the Advisory Board, who would be introducing the Libraries Advisory Board 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	One Westminster	Non-Voting Member of the Board
Aicha Less	Portman Children's Centre	Governor
Robert Rigby	Our Lady's Secondary School, Hackney	Governor
	Local Authority Governor Appointment Panel	Member
	London Marathon Charitable Trust	Trustee

3. MINUTES

3.1 **RESOLVED:** That the minutes of the meeting held on 18 September 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:** The Committee noted that Therapy Support, the Green City Action Plan, and the Safeguarding of Children would be reviewed at their next meeting.

5. QUESTION AND ANSWER SESSION: CABINET MEMBER FOR CHILDREN, FAMILIES AND YOUNG PEOPLE

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

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 who responded to questions on the following topics:

- the reducing in funding from MOPAC for the Integrated Gangs Unit and the opportunities of securing funding from elsewhere in the future.
- the improvement in delivering the transfer programme from SEN statements to EHC plans and the measures that had been taken to improve the service.
- the separation from Tri-Borough to the proposed Bi-Borough Children's, Adults and Public Health integrated commissioning function.
- the focus on improving the Council's short break offer.
- the improvement of PSHE lessons in schools.
- the future delivery of the Troubled Families Programme.
- the particular difficulties that small primary schools might face with the introduction of the new National Funding Formula.

6.2 ACTIONS:

1. That the funding relating to the short breaks bid from the Leader's My Westminster Programme be sent to the Committee Members.
2. That the draft Bi-Borough structure chart be circulated to Committee Members.

7. CITY OF WESTMINSTER LIBRARIES ADVISORY BOARD

7.1 The Committee received a report outlining the launch of the new independent Libraries Advisory Board. The Committee noted the key areas of work completed in setting up the Board, that it had held its first full session with external "witness" speakers and that it had been established to build the positive case for the future of local authority libraries.

7.2 The Committee welcomed Chris Cotton, Chair of the Advisory Board, who outlined what the Board had achieved to date and who contributed to the discussion especially on how libraries were becoming important community hubs by providing a variety of services to the whole population rather than just lending books. The Committee considered that libraries were seen as trusted spaces which provided valuable services and the importance for trained staff to be available to deliver these services.

7.3 The Committee discussed the Board's Work Programme, how technology was changing the operating environment of libraries, the diversity of library users

across Westminster and the importance of partnership working with other organisations and the Voluntary Sector. The Committee encouraged the Board to look at different library models for the future management of libraries and explore how libraries might operate in five to ten years. The Committee noted that they would have further opportunities in the coming months to input into the final report.

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 had been achieved in establishing the Library Advisory Board and the time given by the Members of the Board to look at the future of Westminster libraries in detail.
2. The Committee welcomed the focus on how digital technology had changed the role of libraries and would continue to change it in the future.
3. The Committee highlighted the diversity of library users in Westminster and the importance of the Board looking at how the service could meet the needs of different users in different parts of the City.
4. The Committee urged the Board to look at Best Practice elsewhere and to look at different models of provision.
5. The Committee highlighted the role of libraries as a trusted space offering support, advice and access to services and the role that library staff played in delivering these services.

8. ANNUAL LOOKED AFTER CHILDREN AND CARE LEAVERS REPORT 2016-2017

8.1 The Committee received a report highlighting the role of the Corporate Parent, the educational outcomes of Looked after Children (LAC) and Care Leavers and some analysis in relation to the decline in the number of LAC within Westminster and the significant increase in unaccompanied minors that had self-presented to Westminster during 2016-17. The Committee noted the impact that this had on the overall LAC and Care Leaver population.

8.2 The Committee welcomed the legislative changes arising from the Children and Social Work Act 2017 that included the Council extending its duties to care leavers up until 25 years and the publication of a Local Offer. The Committee discussed how the Council proposed to help these young people by recruiting a Post 16 Co-Ordinator that would support the young people with housing, health and job opportunities and that this guidance should continue as long as the

young people needed support. The Committee noted the difficulties in recruiting foster carers living in London.

- 8.3 The Committee considered the importance of continuously improving the educational attainment of Looked After Children by working with schools and noted that any progress needed to take into account their performance prior to entering the care system. The Committee further considered the difficulty in predicting whether the increase in unaccompanied asylum seeking children would continue, remain the same or reduce in the future.
- 8.4 **RESOLVED:** The Committee made the following comments which would be forwarded to the Cabinet Member for Children, Families and Young People for consideration:
1. The Committee welcomed the trend in the reduced number of children going into care and the improvements in achieving placement stability.
 2. The Committee highlighted the challenges of unaccompanied asylum seeking children and the importance of on-going support to reduce this particular burden on the City.
 3. The Committee welcomed the extension of the Children and Social Work Act 2017 to support and help Care Leavers secure employment and housing tenancy agreements.
 4. The Committee highlighted the success of Westminster in improving the education attainment of our Looked After Children.

9. UPDATE ON SAFEGUARDING ISSUES (verbal update)

- 9.1 The Chairman advised that there was nothing to report.

10. TERMINATION OF MEETING

- 10.1 The meeting ended at 8.37pm.

CHAIRMAN _____

DATE _____



Children, Environment and Leisure Policy and Scrutiny Committee

Date:	Monday 5 th February 2018
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 This work programme takes from work programme agreed at the Committee's last meeting and incorporates changes based on the modified agenda for this meeting. It is presented here for Committee to review and amend as appropriate.
- 3.2 There has been a change to the proposed agenda for the meeting to be held on 19th March 2018. The 'school organisation and investment strategy' report

has been rescheduled to a later date following feedback that the same report was considered too early last year and was missing important data that had not yet been released. Alternative items are being sought.

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

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Children, Environment and Leisure Policy and Scrutiny Committee

ROUND THREE 20TH NOVEMBER 2017

Agenda Item	Recommendation/Action and responsible officer	Update
Item 6 Question and answer session: Cabinet Member for Children, Families and Young People	Provide the Committee with the costs related to the short breaks and Council Tax Break for Care Leavers bids to the leader's fund	Council break tax cost circulated on 12/12/17
	Circulate Bi-Borough structure chart	Circulated on 12/12/17

ROUND TWO 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	Completed



Children, Environment and Leisure Policy and Scrutiny Committee

	Committee Members.	
	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
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
	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	This was sent to committee on 27.4.17



Children, Environment and Leisure Policy and Scrutiny Committee

	Wharton, Head of Tri-borough Asset Strategy)
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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 securing future funding to tackle FGM one of his priorities.	Update included in September 2017 Cabinet 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)	Circulated with Libraries Advisory Board report on 10 th November 2017
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	Mike Clarke

	Libraries Advisory Board	
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
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	Ian Heggs

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
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	



City of Westminster

Children, Environment and Leisure Policy and Scrutiny Committee

Date: Monday 5th February 2018

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

Active Westminster Strategy

- 1.1 The new Active Westminster strategy, 'Activate Your City, Lives & Neighbourhoods', is undergoing final design work, which will be released for Cabinet Member approval by 9th February 2018. It was recently soft launched at the ActiveWestminster Awards in December, with a preview of the new Active branding and design work.
- 1.2 At the end of November an ActiveWestminster Partnership was held with around 40 partners and stakeholders in attendance. The focus was given to the new strategy and update on new themes and ambitious aims over the next few years. This was well received and given the full backing of the Partnership.
- 1.3 Over the coming months the team will hold a number of smaller launch events to engage local communities and residents at locations and programmes that are already in existence featuring the new thematic areas. A new website, activity searcher and short animated films will be an integral part of these events, demonstrating how active opportunities will be accessed in the future.

ActiveWestminster Awards 2017

- 1.4 In December the annual ActiveWestminster Awards received 266 nominations across the 10 award categories. There were also over 170 people in attendance which made it the largest ActiveWestminster Awards yet. The event was sponsored by a number of partners and headlined by Everyone Active, Marylebone Cricket Club and Willmott Dixon. Local sporting icons Ashley McKenzie, from the world of Judo, and Olympic Gold Medallist for rowing, Constantine Louloudis, were also welcomed at the awards. The City of Westminster College once again did a fantastic job providing short films for the event and also provided video coverage and live images on the night.

Paddington Recreation Ground – Improvement work projects

- 1.5 Works to the Forest Garden have been completed and it is currently in use by the general public. A formal launch will take place in the early spring when the new planting scheme begins to bloom.
- 1.6 Ward funding has been obtained to help upgrade the existing village green lighting system which experienced a number of failures during the last two months.
- 1.7 Works are due to commence by the end of the financial year on the Multi-Use Games Area and Cricket practice net wickets.

Marylebone Cricket Club and Future Community Programmes

- 1.8 I recently held a meeting with officers and Guy Lavender, the recently appointed Chief Executive of the Marylebone Cricket Club (MCC) at Lord's Cricket Ground, to discuss future plans and opportunities as MCC are hoping to host a new T20 competition from 2020 onwards. Whilst permissions and approvals of such events are beyond the scope of this portfolio, it is of interest in terms of the local community engagement opportunities beyond sport to include health and wellbeing and social cohesion.
- 1.9 The meeting was positive with MCC now considering locally-based community events that tie into the #MyWestminster Day in early July, increased local employment opportunities, and a firm commitment to continue the various outreach programmes in schools.
- 1.10 The Leader also met with Mr Lavender and was supportive of the MCC's submission to ECB high profile match panel.

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

- 1.11 The Active Queen's Park project is continuing to progress well and works remain on schedule. 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

- 1.12 Phase 2 of the refurbishment programme has completed apart from a few small outstanding items. This includes a new spin studio, refurbished health suite, works to the main corridors and circulation areas, as well as works to both the wetside and dryside changing rooms. Feedback that we have received from users has been very positive.

Improvements works at Porchester Spa

- 1.13 Several meetings have now taken place with the Porchester Spa User Group, the local resident group, Everyone Active, and officers. Engineering consultants from boiler specialists have also attended to provide a presentation on the suggested new boiler system and answer various questions that the group had. Some further work is needed to clarify points of detail for the specification but progress is being made.

Ark Paddington Green Primary Academy

- 1.14 The public consultation has now completed for the proposed new all-weather pitch linking Ark Paddington Green Primary Academy and Little Venice Sports Centre. This will provide a state of the art 3G sand-dressed pitch that will be managed through an approved community use agreement, meaning that local young people, community clubs and groups can make use of the new pitch in the evenings and weekends.

Outdoor Learning Sayers Croft – New Apprentices

- 1.15 There are currently 7 apprentices based at Sayers Croft in Surrey and 1 at Paddington Recreation Ground in Maida Vale.

2 Libraries

Libraries Advisory Board

- 2.1 The Libraries Advisory Board, chaired by Chris Cotton, former Chief Executive of the Royal Albert Hall, held its third meeting on 29th November including a tour of libraries in Westminster. The Board is tasked with advising and supporting the Council in developing a long-term strategy for its library service, taking account of external development, Westminster's needs and priorities aligned to City for All, and in close liaison with local communities

Westminster Reference Library

- 2.2 The library is closed for refurbishment until 5th March 2018, when it will start to reopen in stages. The refurbishment includes full redecoration, restoration of wood flooring, and improvements to building utilities. Works will be completed by late May 2018. Customers are being signposted to alternative provision during the work.

Registration Services

- 2.3 The refurbishment of the wedding and ceremony suite at Old Marylebone Town Hall is almost complete. The building reopened on 11th January for industry guests - the first of a series of launch events. Over 200 invitations have been sent to photographers, wedding media, venues and supplier representatives as part of marketing the venue. There were Open House events on 13th and 14th January for over 700 potential customers, weekly open evenings will continue until March, and a celebration event on

5th February will be attended by the Lord Mayor. There is extensive publicity in the general and specialist press highlighting the reopening and the building's historic and celebrity connections. I can also confirm that, at the time of writing, over 200 couples have booked their ceremonies and the first wedding took place on 18th January.

3 Parks, Open Spaces and Cemeteries

Green Flag and London in Bloom awards

- 3.1 All 23 current Green Flag parks and gardens have been entered for the 2018 competition. Following improvements to the planting schemes funding by Heart of London Business Association, Leicester Square Garden has also been entered for the first time this year.

Parks and Open Spaces Investment

- 3.2 Further investment in parks and gardens has been commissioned; namely a complete refurbishment of Paddington Street Gardens play area, creation of an outdoor learning facility in St. John's Wood Church Grounds nature reserve, and additional areas of wild flower meadows in several parks to increase the biodiversity value. Additional outdoor gym equipment is also being installed at Millbank Garden and Westbourne Green open space.
- 3.3 Following the end of the large Christmas period events, full refurbishment and re-turfing commenced at Victoria Embankment Gardens during the week commencing 15th January. Leicester Square garden was re-turfed following the Lumiere event; Berkeley Square Gardens and Mount Street Gardens are also part of the Lumiere event and refurbishment works at all sites are fully funded by the event organisers.

Open Spaces and Biodiversity Strategy

- 4.4 I have now cleared the final draft of the strategy to go out to public consultation. This will be done via the Council website and Open Forum. The consultation period should begin later this month until the end of the spring. Meanwhile, we are looking at how we can develop the biodiversity agenda through a working group established with The Royal Parks and other partners.

4 Volunteering and Voluntary Sector

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

- 4.1 A joint workshop meeting was held with One Westminster managers before Christmas, to discuss in detail the draft action plan for developing and evolving the service under the new contract. Having made refinements on the basis of that discussion, a final version of the action plan has now been formally agreed and adopted. Implementation is already underway and progress is to be monitored closely via a schedule of dedicated meetings. Dates for these (in April and June) are currently being arranged.

- 4.2 Figures from the final monitoring report demonstrated that the majority of Key Performance Indicators were met or exceeded.

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

- 4.3 At the time of writing, there were 302 live opportunities in Westminster. This is less than previously reported yet there are increases in all other areas where in the week prior, 46 people registered their interest, 22 opportunities and 116 organisations were added. Overall, 1,770 hours have now been logged by volunteers for opportunities in Westminster and the total amount of user signups across Team Westminster is 930.

Westminster Advice Service Partnership (WASP)

- 4.4 During the most recent quarter, the contract supported 2,528 individuals with nearly 4,000 issues, taking the Year 4 total to 15,531 individuals and 19,029 issues. Nearly 50% of the issues presented were related to benefits, with the contractor supporting residents to access £1.2m in eligible benefits. This has been a consistent pattern over the year with 50% of issues during Year 4 being related to benefits, and £5.4m in additional or new benefits being received following the provider's support. Discussions have been taking place with the provider, sector and council commissioners to shape the specification of the new contract from September 2018.

Team Westminster Flagship Volunteering (provided by Groundwork)

- 4.5 The monitoring report for Year 3 Quarter 1 (August - October 2017) is broadly reflective of progress in a 1st quarter. However, staffing changes did affect the progress of the Active strand, such as where the number of new volunteers placed in regular and one-off opportunities was 23% compared to 40% in the same quarter of the year before. A new Sports Project Coordinator has been recruited and we expect figures to pick up by the next monitoring meeting.
- 4.6 The positive impact of volunteering has been captured in case studies. For example, a 71 year old volunteer described being an ambassador as a 'life enriching experience' thanks to meeting new people, interacting with the public, and being part of a mutually supportive group of people. She described the ambassadors as a family of volunteers and would recommend it as a way to help people who may feel isolated or lonely.

Time Credits (Provided by Spice Innovations Ltd.)

- 4.7 At the time of writing, the most recent quarterly performance had not yet been reported. However, the last performance report for Year 3 Quarter 2 (July – September 2017) shows that to date the programme continues to thrive. This has been shown through:
- 114 % of target reached for hours given (total time credits earned) for the quarter;
 - Target exceeded by 35% for individuals engaging with time credits.

5 Community Engagement

5.1 The most recent Open Forum event took place on 29th January at Westminster Academy from 6.30pm until 8.30pm. After receiving feedback from residents, we extended the session by 30 minutes to enable more questions to be asked.

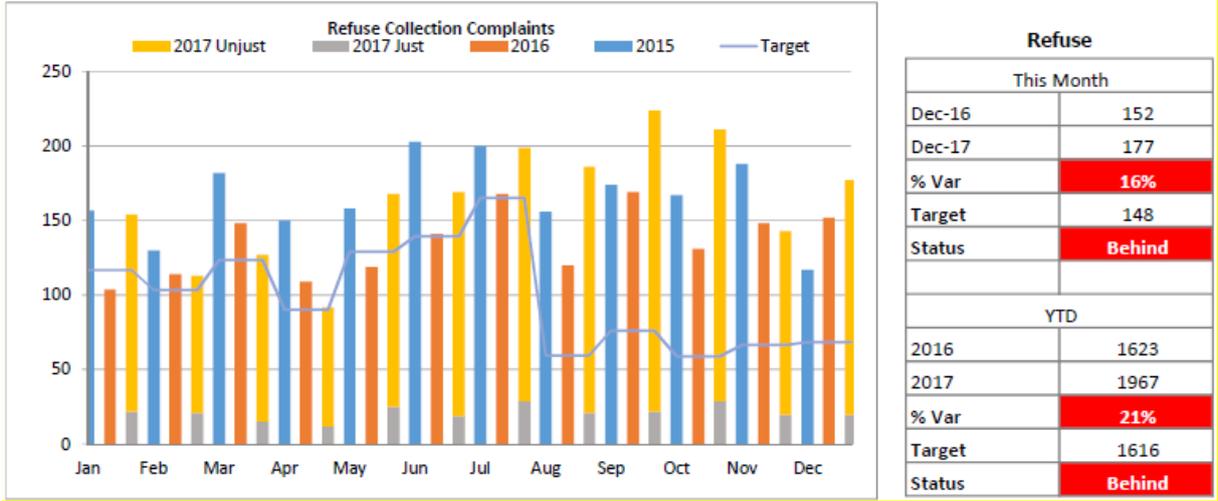
6 Waste

Street Cleansing

6.1 Veolia moved from their strategic depot at New Baltic Wharf into the Council-owned depot at Mandela Way over the weekend of 4th and 5th November. Veolia were operating from their depot at New Baltic Wharf for more than 10 years.

6.2 The Winter Plan commenced at the start of November. In the first two months, Veolia were out gritting on a third of all nights. So far, this makes it the busiest season since the big freeze of 2010-11, although most of the mobilisations have been to protect against frost and ice in the small hours of the night, rather than for snowfall. Replenishment supplies of salt have now started to arrive at the salt store in Brent.

Waste and Recycling



6.3 As shown in the above graph, complaints were up in December against the same month in 2016. About 330 additional complaints were made in 2017 against the previous year. The reason for this increase in complaints is most likely 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 177 complaints in December equates to 4.43 complaints per 100,000 collections made.

6.6 The Christmas tree recycling service was operational from Tuesday 2nd until Monday 15th January. A total of 22 sites were set up around Westminster for residents to deposit their trees, which were collected by Veolia and taken to Southwark MRF for recycling. As of

Monday 8th Jan a total of 3353 Christmas trees have been collected (32.5 tonnes), an increase of 7 per cent compared to the same stage last year.

- 6.7 Veolia deployed more than 120 people and 50 vehicles on New Year's Eve to ensure that the streets were returned to pristine condition before the New Year's Day parade. Veolia collected more than 15,000 champagne bottles and a total of 85 tonnes of waste. This year the operation started shortly after 00:30 and was completed by 04:30.

7 Environment

Greener City Action Plan (GCAP)

- 7.1 The comprehensive second year update is on the agenda and feedback and discussion is welcomed.
- 7.2 The Local Flood Risk Management Strategy and Action Plan was published in late 2017.
- 7.3 Work is ongoing on a new Air Quality Strategy which is due for publication by December 2018. A new Air Quality officer has been appointed who will coordinate the development, and a number of new policy ideas are being explored by officers which will be detailed in due course.
- 7.4 A second Low Emission Neighbourhood has been awarded to Northbank. Therefore, Westminster is the only borough with two active Low Emission Neighbourhoods.
- 7.5 Four 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, Hallfield and Gateway.

Engine Idling

- 7.6 We have continued the #DontBeldle campaign with a string of fortnightly road shows in areas of the highest pollution across the city. In total, there have been over 20 campaign events across Westminster with our team engaging with over 24,000 people through a combination of campaign events and regular patrols.
- 7.7 Our campaign messages continue to resonate with residents and have attracted several higher profile advocates including Olympians Constantine Louloudis and Ashley McKenzie. Information packs are being distributed with myth busting messages to amenity societies in order to encourage greater resident participation.
- 7.8 The campaign was shortlisted for the Best Local Authority Campaign award at the National Air Quality Awards and was identified as BBC Radio 4 PM presenter Eddie Mair's favourite story of the year in a roundup of 2017.

- 7.9 Pledge numbers continue to rise through a combination of parking renewals, social media and Air Quality Action Days. In total, nearly 6,000 people have now signed the pledge and we are on track to reach our target of 10,000 by June.
- 7.10 The Council has also recruited a new inbound marketing firm, OTM, who have been providing support to engagement with the business community. A series of letters will be distributed to businesses with the highest numbers of idling complaints in an attempt to change the behaviour of those most likely to idle.
- 7.11 From June onwards the campaign will be woven into the Council's wider aspirations around air quality, with efforts focused on encouraging other authorities to adopt #DontBeldle.

Low Emission Neighbourhood (LEN)

- 7.12 Following the LEN Stakeholder meeting in December 2017 there is continued good progress on the majority the LEN's project delivery, although some aspects are proving more challenging than others, including engaging with businesses in multi-tenanted buildings, which we are learning from and adapting the approach as needed.
- 7.13 The initial results from the diesel visitor surcharge project continue to be very promising, with an overall decline of 14% in older visitor diesel vehicles parking in the area and no evidence of displacement to neighbouring parking zones. There seems to be an overall downward trend across the City towards reductions in diesels parking, and registrations for new electric vehicles in 2017 are particularly high within Westminster, suggesting residents are choosing cleaner vehicles.
- 7.14 The public realm feasibility studies are complete, and procurement is underway with 5 selected shortlisted landscape architects to design new and innovative air quality proposals for public realm improvements.
- 7.15 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.
- 7.16 Since the last report, the following events happened or are being prepared; to raise awareness about the LEN:
- 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 5 February 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

SEN Evaluations and Transfers

- 1.1 Since September 2014, the Children and Families Act has required that the outcome of a statutory assessment of a child's special educational needs (SEN) be compiled in an Educational, Health and Care (EHC) plan, rather than an SEN statement as previously. The timescale for completing these new assessments is within 20 weeks of the initial request. The Children and Families Act also requires that all SEN statements be reviewed through an 18 week re-assessment process and transferred to EHC plans, where appropriate, by 1 April 2018.
- 1.2 Initially tri-borough services struggled to meet this challenge: in 2016, in Westminster only 15% of EHC assessments were completed within 20 weeks and only 53 transfers were processed. Therefore, in October 2016 the service completed a radical leadership reorganisation. This was followed by a comprehensive review of processes leading to the implementation of the 'New Ways of Working' in April 2017 together with a significantly increased Transfer Review team. In September 2017, the service began the implementation of a new Case Management System, developed in-house by the SEN Service and Corporate IT using input from FutureGov. All new assessments are now managed through this. A short life (i.e. one term) Historic Cases Team was also established to address cases that had not been completed to date and which were outside the 20 weeks timescale. At the same time, the service developed a detailed improvement plan for implementation over the Autumn Term, and a process to develop

Working Document Plans more efficiently from the Transfer Review information. In addition, a SEN adviser from the Department for Education was seconded to the service from September 2017 to support the Transfer Review process and compliance over the disaggregation period.

- 1.3 Since July 2017, i.e. 20 weeks after the implementation of the ‘New Ways of Working’ for new assessments, there has been significant improvement both in the number of EHC assessments completed and the percentage completed within the 20 weeks timescale. The latest quarter’s data shows that 80% of assessments were completed within timescale, rising to 100% when historic cases were excluded. Furthermore, all historic cases have now been completed.
- 1.4 There has been a similar improvement in EHC transfers since that time. The number of transfer reviews completed is now consistently high and the number of reviews to be completed has decreased. The last quarter’s transfers represented the highest achieved since the implementation of the Children and Families Act. The intention is to complete all the Transfer Reviews by the statutory deadline of 31 March 2018.

	APR – JUN	JUL – SEP	OCT – DEC
EHC transfer reviews completed	110	88	116
EHC transfer reviews remaining	776	688	487

Cabinet Member Priority Projects

- 1.5 The My Westminster Projects currently under my remit are progressing.
- 1.6 The My Westminster Life Skills Short Breaks project will enhance our short breaks offer in order to enhance attendees’ ability to live independently and find employment. So far a Service Level Agreement (SLA) has been drafted to deliver this project and has been shared with possible providers. Officers from children’s commissioning have been leading this work but have consulted with colleagues from across the council. This SLA contains suggested Key Performance Indicators (KPIs) and methods by which we can oversee the delivery of the project.
- 1.7 My Westminster Life Skills Lessons will strengthen the quality of Personal, Social, Health Education Lessons in schools and offer targeted support for schools seeking the Healthy Schools Award accreditation. Officers have contacted schools with proposals to develop Centres of Excellence to share best practice in PSHE; training will also be offered to school staff and an assessment tool for these areas will be developed. We hope to incorporate schools’ feedback on these ideas going forward.
- 1.8 A task and finish group led by the Early Help Service in consultation with the Integrated Gangs Unit has been set up to deliver the My Westminster Stay Safe Project. A SLA has

been drafted, again in consultant from officers from across the council, for the two strands of this project. Timelines for delivery are currently being agreed.

- 1.9 The Council Tax Exemption for Care Leavers has been implemented for those eligible in the last quarter. Our Looked After Children and Care Leavers team is currently working with the Revenue and Benefits team to identify eligible care leavers for the next quarter.

Youth Violence Roundtable

- 1.10 On 14 December I chaired a Youth Violence Roundtable which brought together stakeholders, officers from across the council, third sector providers and the police. The group reviewed a report by the Integrated Gangs Unit and the Youth Offending Service. These reports highlighted that while serious youth violence has increased in Westminster and London as whole, the number of young offenders referred to our Youth Offending Services has dropped. This discrepancy could be explained by a variety of factors; such as young people from outside Westminster committing violent crimes in the city or the fact the Youth Offending Service deals with a more limited age-range than the age-range included in the 'youth crime' figures. I have asked that further work be undertaken to understand this discrepancy and the recent spike in youth violence.
- 1.11 The group also discussed the broader themes of the changing nature of gangs, the increasingly challenging phenomenon of cross county lines crime, moped crime, and other trends in youth crime in Westminster. Our increased engagement with schools and excluded children reflects the greater emphasis Westminster is putting on working with vulnerable young people at risk of becoming involved in youth violence, rather than solely tackling gangs. For example, the IGU delivered a series of workshops in schools focused on knife crime, serious youth violence and gangs, drug related offending, and exploitation and raised awareness about the dangers of carrying knives and weapons.

Unaccompanied Asylum Seeking Children

- 1.12 The council now has 68 Unaccompanied Asylum Seeking Children (UASC) in the care population. Our National Transfer Scheme Threshold is currently 28 UASCs (0.07% of the child population), thus we are 40 UASCs over our threshold.
- 1.13 These 40 are awaiting placement to other local authorities. Until that time, we have accommodated all of these 40 children in accordance with the Looked After Children guidance of the Children's Act 1989. Each case is allocated to a social worker, an assessment of their needs is completed and they accommodated as a Looked After Child.

- 1.14 We have received £185,000 in additional funding from MHCLG to support our work in this area. We have also submitted a bid to MHCLG for funding for English language lessons and other integration initiatives for UASCs in our care and are waiting to hear if this has been successful.

2. Schools and Education

School Results

- 2.1 In mid-December the Department for Education confirmed Key Stage 2 results. This confirmed that Westminster primary schools performed above the national average in 2017. 68% of Westminster pupils reached the expected KS2 standards and 10% exceeded that standard. These results are the 19th best in the country and 8th highest in inner London.
- 2.2 Revised secondary schools results are expected to be confirmed at the end of January.

School Funding

- 2.3 The transition to the National Funding Formula (NFF) will mean the funding schools receive will be increasingly determined by student numbers and councils will have a reduced ability to redistribute school funding money from central government. This means that schools with falling rolls and small student numbers will face increasing financial challenges, despite the increases in per-pupil funding the NFF provides.
- 2.4 Now that the latest student numbers are confirmed we have a good idea about the schools facing the greatest challenge during the transition to the NFF. I and my officers, have been in frequent communication with these schools and I attended the latest Schools Forum, at which this issue was discussed. I am confident that schools are aware of the challenges they are facing and we are doing all we can to offer assistance and advice to schools planning for the NFF changes.
- 2.5 In addition, the continued pressure on the High Needs block of the Dedicated Schools Grant for the provision of funding for children with Special Educational Needs. This pressure is being felt across the country, but more acutely in London. We are currently working with London Councils and the DfE to ensure the level of funding is sufficient to meet the increasing demands.

Pre-school Education Provision

- 2.6 As previously reported to this committee, uptake of the 2 year old free education and childcare offer is 80% which is above both London and national averages. However, uptake of the 30 hours funding for 3 year olds in Westminster remains low – only 37%.

There may be several reasons for this, including the fact that the Department for Education has overestimated the number of eligible 3 year olds living in Westminster. Westminster also continues to fund some full time places in schools and maintained nurseries for this academic year.

- 2.7 In order to manage our work around these offers a Childcare Partnership Board has recently been established. This board will bring together officers from our Early Years team, Private, Voluntary and Independent (PVI) providers, maintained nursery providers and primary heads. It will develop a clearer understanding of demand and take up, and eliminate barriers to efficient allocation of places. We hope the work of this board will help improve uptake of in free childcare hours and enhance our relationship with providers in the sector.

Marylebone Boys Schools Development Scheme

- 2.8 Marylebone Boys School's (MBS) permanent home is being developed as part of the wider Dudley House Scheme in the Paddington Basin. The MBS element of this scheme is due to be practically completed by 31 August 2018, in time for the new school year. Work is progressing well, the concrete structure is now complete with an exterior façade and windows, and work on the interior is also underway. The scheme remains on schedule.

3. Children's Commissioning

Passenger Transport Re-procurement

- 3.1 A significant amount of work has been undertaken to develop a re-procurement strategy for passenger transport. Passenger transport refers to council funded home to school transport for children with special education needs and disabilities and home to day centre transport for vulnerable adults. This re-procurement is necessary as the previous contract frameworks for taxis and minibuses will expire in 2018 and 2019, respectively.
- 3.2 A commissioning strategy has been developed to establish two Westminster City Council Passenger Transport Frameworks, which will aim to formalise high quality standards, reflect feedback from our extensive consultation with service users, and deliver value for money.
- 3.3 Due to the length, value and importance of the frameworks my colleagues the Cabinet Member for Finance, Property and Corporate Services and the Cabinet Member for Adult Social Services and Public Health will be consulted on the strategy, as will our counterparts in the Royal Borough of Kensington and Chelsea. The frameworks for taxi and minibus provision are planned to go live in August 2018 and August 2019, respectively.

Young Westminster Foundation Needs Analysis

- 3.4 Officers have provided feedback on the first draft of the Young Westminster Foundation Needs Analysis Report. Officers have asked for further details and clarification on some of the methodology in the draft report and hope to receive an updated version of the needs analysis by the end of January.

Perfect Pathways

- 3.5 Perfect Pathways is a project to improve services for children with Special Education Needs and Disabilities (SEND). The aim is a consistently high quality service for children with SEND and their families, while meeting required spending targets.
- 3.6 As part of this project we have undertaken a system wide review of services for children with children with SEND, consulting parents, providers and other stakeholders on their current experience of the service. Several themes emerged from this engagement which officers have since developed into proposals for the service, from a revised and more accessible short break offer to the introduction of a new key worker service. Officers now intend to create more detailed deliver plans relating to these proposals.

Troubled Families Earned Autonomy Expression of Interest

- 3.7 An expression of interest in seeking earned autonomy status for our Troubled Families Programme was submitted to the Ministry of Housing, Communities and Local Government (MHCLG) in November last year. In December we were advised by MHCLG that Westminster had been selected as one of 19 authorities to progress to the next stage of the process.
- 3.8 Earned Autonomy status for our services would allow us to receive funding for our Supporting Families Programme at the start of the remaining two years, rather than as individual payments by results when we achieve more generic national outcomes which are not necessarily aligned to our city's particular circumstances. Receiving the funding in this way would allow us to plan programme spending more effectively and tailor the goals of the scheme to Westminster's particular priorities. It would also offer the opportunity to better integrate the programme with our other services (e.g. family hubs). The next stage of the process to develop these goals and a corresponding funding agreement with MHCLG.
- 3.9 Officers have begun to develop a Memorandum of Understanding with our proposed model for MHCLG. While this currently looks like a good opportunity, we are continuing to work through the implications and determining any risks such earned autonomy would present. This Memorandum of Understanding will be shared with MHCLG in mid-February.



City of Westminster

Children, Environment and Leisure Policy and Scrutiny Committee

Date:	5 February 2018
Classification:	General Release
Title:	LSCB Annual Report 16-17
Report of:	Jenny Pearce – Local Safeguarding Children Board Independent Chair
Cabinet Member Portfolio	Portfolio (as listed at www.westminster.gov.uk/cabinet)
Wards Involved:	All
Report Author and Contact Details:	Emma Biskupski 0208 753 3759 Emma.Biskupski@lbhf.gov.uk

1. Executive Summary

- 1.1 The independent chair of the Local Safeguarding Children Board (LSCB) is required (through Working Together to Safeguard Children 2015) to publish an annual report on the effectiveness of child safeguarding and promoting the welfare of children in the local area.
- 1.2 The Annual Report for the Local Safeguarding Children Board (LSCB) 2016/17 has been provided for review and scrutiny by the Committee. The publication of such a report is a requirement of the LSCB following statutory guidance. The report includes key details about the demographics of local children, safeguarding responsibilities and activities of agencies which are represented on the LSCB, an overview of the LSCB priorities, activities and details of its budget; a review of the outcomes of Serious Case Reviews and learning that has resulted from these.

2. Key Matters for the Committee's Consideration

- 2.1 As highlighted in the report, one of the key performance indicators show a positive story for Westminster City Council, with a reduction in the number of children subject to a child protection plan from last year. The numbers of children in the care of the local authority has increased, however, this is largely due to the increase in unaccompanied asylum seeking children arriving in the Borough.

- 2.2 Westminster Partnership Group is well attended and good relationships are promoted between partners in this helpful forum. Partners share key information from their own agencies and the LSCB is able to cascade the results of its work, such as our multi-agency audits.
- 2.3 The LSCB held a successful and well attended Learning Event for the Southbank International School Serious Case Review (a Westminster independent school) , to disseminate learning to schools in both the maintained and independent sector, as well as other agencies.
- 2.4 There is still some room for progress in how the LSCB engages with children and young people to seek their views, and our new LSCB chair is very keen to help us develop this further.
- 2.5 The Policy and Scrutiny Committee may wish to note that in October 2017, the Department for Education published a consultation regarding the proposed changes to the statutory guidance 'Working Together to Safeguard Children', and the proposals include changes to Local Safeguarding Children Board multi-agency safeguarding arrangements.
- 2.6 It is proposed that in future, the key safeguarding partners (local authority, clinical commissioning group, chief officer of police) set out how they will work together and with any relevant agencies whose involvement they consider may be required to safeguard and promote the welfare of children in particular cases. Once agreed, the safeguarding partners must publish the arrangements.
The consultation also proposes some changes to Serious Case Reviews, being replaced with local and national child safeguarding practice reviews.
The consultation also proposed some changes to the Child Death Overview Panel process.
- 2.7 The consultation ended on 31.12.17 and further details will be expected in early 2018. The LSCB Independent Chair will co-ordinate potential future arrangements with key stakeholders.

3. Questions for the Committee:

- 1) What do the Committee see as priorities for Westminster's Safeguarding Partnership Group in the coming year?
- 2) What wider opportunities, eg community engagement opportunities, is the Committee aware of that could help the Partnership to advance the children's safeguarding agenda?
- 3) How could the Committee assist the Partnership to seek the voice of children and young people and communities, in order to help inform and develop our work?

ANNUAL REPORT

2016 / 2017

FOREWORD BY LSCB INDEPENDENT CHAIR

It is a great honour and privilege to be able to introduce myself as the new Chair for the LSCB. I took up the post as from May 2017. I am thrilled to have been appointed into this role and very much look forward to progressing the important work described in the report, as well as supporting the work outlined under our new priorities for the future.

The work outlined in this report took place before my appointment and was led by the previous chair, Jean Daintith. The report provides an overview of the activities of the LSCB, including the programme of work developed in response to the latest successful OFSTED inspection. I convey enormous thanks to Jean Daintith for her excellent leadership of the board and for the comprehensive work achieved.

Shortly after my appointment, the tragic fire happened at Grenfell Tower. This meant that the following, immediate focus of the work of the board was placed on ensuring that partner agencies were supported in safeguarding all those affected. This, rightly, became the utmost and essential priority.

In addition to this ongoing work, the activities for 2017 to 2018 will focus on reviewing and consolidating the work of the LSCB sub-groups and on creating a programme of activities planned to address our two new main priorities: 'Domestic abuse and coercive control' and 'Peer on Peer abuse'. Following an assessment of all of our work, these two priorities were recognised as having significant impact on a number of children, their families and carers.

This prioritised programme of work will develop over the next two years, aiming to enhance partnership arrangements on service development, delivery and training. Alongside this, it is my specific aim to enhance the engagement of children and young people within all activities of the LSCB, supporting the process of accessing, listening and responding to the child and young person's voice in safeguarding matters.

A number of learning events and engagement activities will take place throughout the next two years to ensure that all ongoing work of the board is consultative and fully engages with all partners; is focused on the specific priorities as they are determined; will be flexible and open to new emerging issues and proprieties if and when they occur and will maintain an accountability to service users.

This next few years will present specific challenges as the new Children and Social Work Act (2017), including the recommendations of the Wood Review of Local Safeguarding Children Boards (2016) come into force.

I embrace the challenges presented by these new initiatives and look forward to working with the excellent colleagues within the three boroughs to ensuring that the safeguarding of children is maintained as of highest importance and priority.



Jenny Pearce
Jenny Pearce, Independent Chair

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EXECUTIVE SUMMARY

This report, as required of the Independent Chair through “Working Together to Safeguard Children 2015”, provides an overview of the effectiveness of child safeguarding and promoting the welfare of children in the areas of Hammersmith & Fulham, Kensington and Chelsea and Westminster in 2016/17. It includes a self-assessment of the performance and effectiveness of many of the local and regional agencies represented on the LSCB and identifies a number of areas where improvements are required. The report also summarises a number of reports that have been published following reviews of incidents where children have died or been seriously injured and where abuse or neglect is thought to have been involved. The learning that has resulted from such reviews and how these have been communicated to those who work with children is also included.

The Safeguarding Plan for 2016/17 is reviewed with an overview of where progress has been made as well as areas where further work or attention is required. The Report also provides an outline of the priorities of the LSCB for 2017/19.

LOCAL BACKGROUND AND CONTEXT

The Local Safeguarding Children Board covers three inner London local authority areas. A total of 579,420 people live in the area, of which 110,240 or 18% are children aged 0-18¹.

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

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

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

These figures do not show the variations in levels of poverty within wards. For example, using the Her Majesty's Revenue and Customs (HMRC) measure of child poverty, the ward with the highest rate in London was Church Street in Westminster where 50% of children were classified as being in poverty². 10 wards across the three boroughs have child poverty rates of over 40%.

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

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

Key performance indicators	Hammersmith & Fulham	Kensington and Chelsea	Westminster	Total
Children subject to a child protection plan (at 31st March 2017)	92	67	82	241
Children subject to a child protection plan (at 31 st March 2016)	105	66	89	260
Comment: At 31 st March 2017, all three boroughs had maintained the planned reductions in the number of child protection plans and numbers continue to be at their lowest for over four years.				

¹ ONS Mid-Year Estimates 2014

² End Child Poverty 2014

Key performance indicators	Hammersmith & Fulham	Kensington and Chelsea	Westminster	Total
Children in the care of the local authority (at 31 st March 2017)	215	81	182	478
Children in the care of the local authority (31 st March 2016)	198	105	166	469
Comment: At the 31 st March 2017, the numbers of looked after children had increased in Hammersmith and Fulham and Westminster, whilst reducing in Kensington and Chelsea. These changes are in part linked to the increase in unaccompanied asylum seeking children arriving as the number of indigenous looked after children has remained relatively stable in both Hammersmith and Fulham and Westminster and reduced in Kensington and Chelsea.				

THE EFFECTIVENESS OF LOCAL SERVICES

London Borough of Hammersmith & Fulham

The Borough's Family Services directorate coordinates a range of services for vulnerable children including statutory social work for children and families and early help.

A number of services are provided by shared arrangements with the Royal Borough of Kensington and Chelsea and Westminster City Council. This includes specialist support for children involved in the criminal justice system delivered via the local Youth Offending Team which is managed by a single management team across three boroughs.

There is also a single Fostering and Adoption service which recruits, approves and supports foster carers, connected persons and adoptive parents who care for children from all three boroughs.

The borough's services for children in need of help and protection, children looked after and care leavers were inspected by Ofsted under its unannounced single inspection framework in January and February 2016.

This resulted in a "Good" judgement by Ofsted. The department has continued to develop the Focus on Practice project – using systemic methodology to strengthen interventions with families, supported by a clinical team of therapists; IDVAs provide support to the child protection teams regarding the highly prevalent issue of domestic violence.

In the coming year the department will be developing a pilot multi agency adolescent team to deal with the growing numbers of adolescents that are at risk.

Royal Borough of Kensington and Chelsea

As is the case with Hammersmith & Fulham, the Royal Borough's Family Services directorate coordinates a range of services for vulnerable children including statutory social work for children and families and early help and also shares a number of specific services with the other two boroughs.

The Royal Borough of Kensington and Chelsea has also embedded clinicians as part of the focus on practice initiative, which is supported by the innovation fund administered by the Department of Education.

Following the unannounced single inspection framework in January and February 2016, which resulted in an overall "Outstanding" judgement by Ofsted, the Royal Borough of Kensington and Chelsea has responded to the four recommendations contained within the report. This has resulted in greater analysis of children who go missing, increased capacity

contained within the children's provision of the Emergency Duty Team, the creation of an independent advocate post for looked after children and ongoing monitoring of strategy meetings.

In addition, The Royal Borough of Kensington and Chelsea has reduced the transfer points for Care Leavers who now maintain the relationship that they have formed with their allocated social worker as they remain allocated to them throughout their care and leaving care journey.

Westminster City Council

As is the case with Hammersmith & Fulham and Kensington and Chelsea, Westminster's Family Services directorate coordinates a range of services for vulnerable children including statutory social work for children and families and early help and also shares the same services. Westminster's services for children in need of help and protection, children looked after and care leavers were inspected by Ofsted under its unannounced single inspection framework in January and February 2016. This resulted in an "Outstanding" judgement by Ofsted, one of the first two authorities to have received this judgement to date. The inspection report included a sub-judgement of "Good" regarding the experience and progress of children needing help and protection. In response to the four recommendations made by Ofsted there has been regular audit and analysis of children who have gone missing, resulting in improved understanding of themes and reasons for children going missing which has strengthened practice. Practice in relation to children in need cases has been reviewed and a new approach is being used to ensure planning and intervention is purposeful and timely. Support for care leavers who are in custody has been strengthened through increased focus by management.

Metropolitan Police

The current policing response to safeguarding concerns across the LSCB area is delivered via a combination of specialist units and local Borough based teams. In the future, it is likely that some specialist units such as the Child Abuse Investigation Teams and Sapphire units will be realigned and fall under local Borough policing building on the existing partnership arrangements. In line with the Police and Crime Plan 2017 priority of keeping children and young people safe, both MPS and local strategies have embedded safeguarding at the core of policing with an enhanced focus on achieving positive outcomes and prevention.

In December 2016, the HEMIC published the report detailing their inspection of the Metropolitan Police Service response to child protection which included a range of recommendations. Assistant Commissioner Martin Hewitt has been named as the single management board lead for safeguarding and is overseeing the MPS response to the report. The LSCB and partners have been briefed at regular intervals on the progress being made both at an organisational and local level in response to the recommendations. Within the LSCB area, officers have received additional training via their professional development days to enhance their safeguarding response to issues including missing children and child sexual exploitation. Performance and tasking forums have seen an increased focus on tackling vulnerability and safeguarding which includes reality testing to ensure the above mentioned training has positively impacted on service delivery.

Child Sexual Exploitation across the LSCB area continues to be subject to oversight via the police led Tri-Borough Multi Agency Sexual Exploitation Panel which is well supported by a range of crucial statutory partners. The work of the panel continues to build on the outstanding feedback provided within the 2016 Ofsted inspection report and remains of model of excellence across London.

NHS England (NHSE)

NHS England London region is responsible for ensuring that the commissioning system in London is working effectively to safeguard children and adults at risk of abuse or neglect. There are several Acts that govern the ways in which NHS England safeguard and help to ensure the wellbeing of children, young people and adults at risk of harm.

Over the past year, the London region Safeguarding Programme has delivered on several key pieces of work that reflect these commitments as listed in the Accountability and Assurance Framework. The Programme team has worked to ensure that safeguarding is continuously being embedded across the health care system. Especially as contemporary safeguarding trends come to light, we must have the leadership and direction, and also the flexibility to adapt to safeguarding changes across the region. Over the past year the team have worked to strengthen previous safeguarding work, while also adapting to regional trends and working with our Police, Social Care, Charity sector, and other colleagues, to ensure we are all working towards safeguarding together.

Key pieces of work that the programme has continued to strengthen across the region have included:

- Female Genital Mutilation (FGM)
- Child Sexual Abuse (CSA), including Child Sexual Exploitation (CSE)
- Prevent
- Mental Capacity Act (MCA)/Deprivation of Liberty Safeguards (DoLS)
- Looked After Children (LAC), including Unaccompanied Asylum Seeking Children (UASC)
- Child Protection Information System (CP-IS)

Emerging pieces of work that the team has commenced work on include:

- Modern slavery
- Human trafficking
- Domestic violence
- Breast ironing

While the Safeguarding Programme have specifically worked on several key projects as listed above, we have supported the Designated and Named Safeguarding leads across London. In addition, the programme team have consulted on strategic pan-London level policies/frameworks that will guide the future of safeguarding practices into the future.

Clinical Commissioning Groups (CCGs):

Hammersmith and Fulham CCG; West London CCG and Central London CCG

CCGs are statutory NHS membership organisations that bring together General Practices, in a specified locality; to commission NHS funded services for their registered populations and for the unregistered patients who live in their area.

As commissioners of local health services, CCGs must assure themselves that the organisations, from which they commission health services, have effective safeguarding arrangements in place.

Each CCG has a statutory requirement to be a partner member of the Local Safeguarding Children Boards (LSCB) and the Safeguarding Adults Board (SAB) to collaborate with overseeing the effectiveness of the multi-agency safeguarding work for the borough based (Local Authority) areas.

CCGs are responsible for securing the expertise of Designated Professionals to provide advice and support to commissioners and services on behalf of the local health system. These roles undertake a whole health economy role.

During 2016–17 the Designated Professionals played an integral role in all parts of the commissioning cycle, from procurement to quality assurance to ensure appropriate services were commissioned in a way that supports adults and children at risk of abuse or neglect, as well as effectively safeguard their well-being.

The key achievements of the CCG during the reporting year:

The three CCGs facilitated a workshop with the health partners of the LSCB to consider a local response to the options proposed in “Developing a Local Safeguarding Arrangement in the Context of the Alan Wood Review and the Government’s Response” and presented their response for how the LSCB might develop in the future.

The response acknowledged:

- The value of an independent chair. The role in their view provided a number of functions including independent scrutiny, challenge and support and the holding to account of partners. Following the retirement of the incumbent chair, a new independent chair has been recruited.
- One of the real strengths of the current arrangements is that it allows all of the health partners come together, in one place, as equal representatives.
- The current arrangement provides the CCGs with a level of system wide oversight across the partnership, providing a level of assurance. It suggested that any new arrangements included wider representation, from health partners, on the executive than just the CCG. The response also suggested a review of the current subgroup structure – to potentially include greater alignment with the adult safeguarding board and where advantageous the potential for linking subgroups across North West London.
- That future arrangements need to be outcomes focused and manageable within existing resources. Furthermore, will need to take account of the requirements such as Joint Targeted Area Inspections.
- The Designated Nurses have chaired the Safeguarding Children’s Health sub-group throughout the year.
- The Designated Nurses provided supervision and support to Named Professionals within NHS Provider organisations.
- The Designated Drs proposed to the Safeguarding Children’s Health Sub-group that the structure for Designated Drs should be changed in that the two posts should merge and that one post should be created across the three boroughs, this was supported by the CCGs and will be progressed in 2017-18.
- The Designated Nurse for Safeguarding Children and the Designated Nurses for Looked after Children (LAC) collaborated closely during the reporting period specifically in relation to the children and young people who arrived as Unaccompanied Asylum-Seeking Minors from Calais.

- The post of Designated Nurse for Looked after Children was reviewed across the three CCGs and this role will be brought in house during 2017-18 to provide assurance advice and support to the commissioners for service pertaining to LAC.
- The Named GPs held network meetings in each borough throughout the year to ensure GPs and primary care are updated about safeguarding processes and the requirements around supervision.

Imperial College Healthcare NHS Trust

Imperial College Healthcare NHS Trust has a well-established children's and maternity safeguarding service which has now been added to by a Consultant Nurse for Safeguarding Children, Unborns and Young People.

This post was created as the Trust feels it is an important step forward as it is raising the profile and leadership within the team and across the Trust.

There remains a Named Doctor and Named Midwife as well as clinical nurse specialists, safeguarding lead midwives and administrators.

There remains safeguarding and domestic abuse link staff throughout the Trust including in maternity, children's services, the A&E departments and Urgent Care Centres.

There is a quarterly safeguarding children committee meeting that provides assurance around safeguarding practice. Strong links have been established and remain with organisations and charities, to provide joined up support in areas such as domestic violence (Standing Together) and youth gang violence and child sexual exploitation (Red Thread). Red Thread workers are based in the A&E department and sexual health clinic at St Mary's Hospitals.

Close working has also been developed with adult safeguarding services to ensure that children are protected in situations where there are adult safeguarding concerns.

An extensive programme of training and supervision has been established to ensure that staff are prepared and supported when dealing with safeguarding issues.

Chelsea and Westminster Hospital NHS Foundation Trust

Within Chelsea & Westminster Hospital there is a full safeguarding children's team – liaison health visitor, named nurse, named midwife and named doctor, supported by an administration post. This year a Consultant Midwife with a responsibility for safeguarding also joined the team.

Quarterly Children's Safeguarding Boards are chaired by the Director of Nursing, and there is also an annual Joint Adult and Children's Safeguarding Board within the Trust. A social work team based within the hospital supports children's safeguarding. Child Protection medicals are undertaken within the hospital, and there is good attendance at case reviews by the safeguarding team along with the lead nurse for paediatrics.

The team has worked with the Designated Nurses and safeguarding leads within the three Local Authorities in a number of serious case reviews with learning shared across the organisation and with other agencies. The relationships developed through the LSCB enable the organisation to provide best practice, up to date safeguarding training, supervision, and care to children and families. Domestic abuse continues to be a theme within SCRs and training within this area has been a priority, led by our Domestic Abuse lead. We are

delighted to have an Independent Domestic Violence Advocate in post to offer support and advice to families and staff.

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

The Trust has seen an increase in compliance with all 3 levels of safeguarding children training and continues to strengthen the number of staff who have attended prevent training.

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

Central London Community Health Trust

Central London Community Healthcare NHS Trust (CLCH) provides community services across nine London Boroughs and the county of Hertfordshire. CLCH is committed to working in partnership to support the wellbeing and safety of children and young people in Hammersmith and Fulham, Kensington and Chelsea and Westminster.

CLCH has a nurse-led Safeguarding Children Service in covering the three boroughs, providing advice, support, in-house safeguarding training and mandatory safeguarding supervision. The CLCH Safeguarding team is managed by the Head of Safeguarding who reports directly to the CLCH Chief Nurse and Director of Quality Governance) who reports to the CLCH Board, as the CLCH Executive Lead for Safeguarding. The CLCH Board receives an annual safeguarding report and a mid-year update to assure CLCH meetings its statutory duty under the Children Act 2004.

There are two Named Nurses for Safeguarding Children (NNSC), one covering Westminster, the other covering Kensington and Chelsea and both jointly covering Hammersmith and Fulham. The NNSC are supported by Safeguarding Children Advisors who support the delivery and development of the CLCH safeguarding service and to progress the LSCB work and priorities.

CLCH has participated in Board meetings, Section 11 audits, the LSCB multi-agency audit on domestic abuse and has contributed to serious case review action plans and the delivery of the Luton Child J Serious Case Review. CLCH has also achieved a minimum of 90% compliance for Level 1 and 2 Safeguarding Children training, and staff also attend WRAP Workshop to Raise Awareness of Prevent) training. CLCH has updated internal policies, including FGM, Domestic Abuse and Safeguarding Supervision, and continues to escalate concerns with partner agencies where there was a difference in professional decision making. CLCH continued its high uptake and evaluation of safeguarding supervision, achieving 95-100% compliance with safeguarding supervision targets.

Challenges in the past year have included managing the impact of change within the NHS and partner agencies, as well as the acquisition and loss of services within CLCH itself.

CLCH will continue to support the work of the LSCB in preventing the harm and abuse of children, young people and families in Hammersmith and Fulham, Kensington and Chelsea and Westminster.

Central and North West London NHS Trust (CNWL)

Compliance of safeguarding children training continues to improve and at the end of the financial year had reached 95%. Embedding this learning in practice has been supported by both the Internal Auditors who reported reasonable assurance that controls were in place. They noted an improved use of the internal safeguarding children helpline for staff, increased referrals to Children's Social Care and Early Help and audits of frontline staff demonstrated that staff have a good understanding of safeguarding.

The Trust has consistency of safeguarding children processes with a cohesive Named Nurse Team who now understand each other's portfolio of services and who to contact at an operational level regarding safeguarding queries.

Development work on SystemOne Read coded templates and questionnaires on safeguarding activities, including supervision, means that reports can be generated automatically without distracting staff from frontline work. In future this will allow benchmarking across teams/services.

Key Challenges:

Despite considerable training on domestic abuse, coercive control and peer on peer abuse, routine enquiry across all services is not in place robustly, so this is a priority across adult and child safeguarding for the coming year. Communication regarding the revised Domestic Abuse Protocol will be used as one of a range of ways to promote this.

NHSE recommissioned Child Health Information Services starting in April 2017 to a new specification, but did not address risks that had been flagged to them prior to launching these. This has resulted in a delays of new birth notifications being received by the Health Visiting Teams and A& E notifications not being sent for over 6 year olds to School Nursing. Additional admin support and systems have been established to address the risks although this has not been funded so is an extra unexpected pressure on budgets and further work is taking place with NHSE to mitigate these concerns.

Priorities for CNWL Safeguarding Children in 2017/18:

- Ensure preparation for the JTAI and on the specific theme being reviewed
- Revising LSCB membership and support following the Wood Review
- Improving the Trust awareness of Domestic Abuse, rolling out routine enquiry and looking at evidence based interventions to address the growing body of research that DA includes many types of abuse with respect to partner dynamics, context and consequences.
- Improving SystemOne support for safeguarding good practice

Probation

The National Probation Service (NPS) continues to work with partners agencies across the three Boroughs. NPS chairs MAPPA and contributes to MARAC, MASH and MASE. All practitioner staff are trained to work with cases and are expected to update their skills and knowledge in 2017-18 by attending one course on child protection during the year.

Locally, we will be conducting an audit of all cases where there is known to be a child on a child protection plan to ensure that children are being effectively protected. There is continuing work between NPS Court teams and Local Authority safeguarding teams to ensure that necessary information around safeguarding children is available to sentencers where this is appropriate.

NPS has, and will, maintain its commitment to the Local Safeguarding Children Board in the coming year.

Community Rehabilitation Company (CRC)

London's Community Rehabilitation Company (CRC) has seen a return to borough based offender management, alongside a re-structured and new senior management team.

The CRC has strengthened the lines of accountability resulting in increased management oversight for all cases with a child safeguarding concern. Monthly one-to-one meetings between Senior Probation Officers with Safeguarding as a fixed agenda item ensure oversight of all safeguarding cases. There are also monthly one-to-one meetings between Senior Probation Officers and Area Manager reporting on all safeguarding cases.

There is monthly monitoring of all child protection and child in need cases, alongside monthly monitoring of all referrals made to social services.

The CRC has increased auditing of all cases. This includes monthly audits across the business plus each Offender Manager having two cases audited by managers per month. There is also greater oversight from our Quality and Performance team to ensure no cases are unmanaged or not seen at appropriate intervals.

A new recording convention to ensure that all records are kept up to date in a timely fashion has been introduced. Safeguarding training is available for all staff and is a requirement for all staff that have not had training within the last two years.

Looking forward, a HMIP (HM Inspectorate of Prisons) Inspection is due place in October and November 2017. 150 cases will be inspected across the whole of London CRC, with five cases selected from Hamermith and Fulham to be inspected.

Children and Family Court Advisory and Support Service (Cafcass)

Cafcass is a non-departmental public body, sponsored by the Ministry of Justice. It works in the family courts in circumstances where children have experienced or are at risk of experiencing abuse, neglect or trauma. Cafcass also work with families in circumstances where there is a dispute about where a child should live or with whom they should spend time, often following divorce or separation.

The role of Cafcass is to make recommendations to the court about the right courses of action for children and young people. Cafcass was inspected by Ofsted in 2014 and judged to be good with outstanding leadership and management. Since then Cafcass continues to prioritise safeguarding activity and internal audit reveals that the organisation is making good progress.

Cafcass's recent annual report detailed work with 125,230 children and young people across England. Cafcass's key performance indicators were met 2016-2017 despite a private law increase by 9.1% compared with the previous financial year, and 19.7% compared with two years previously and a public law increase by 13.8% compared with the previous financial year, and 30.4% compared with two years previously. Cafcass received a number of sector and industry awards including Gold for Practice Educator of the Year and Silver for Children's Team Leader of the Year at the Social Worker of the Year Awards.

Community Safety

Community safety across the three Local Authorities has continued to provide a significant focus around safeguarding young people during the last 12 months. This has included a number of projects:

- The safer schools project, which is a collaborative approach between schools, police and the council that focuses on establishing and developing effective working relationships between partners and the local community, reducing crime and anti-social behaviour in schools / locality, providing a visible and familiar contact with their assigned school, contributing to improvements in school attendance, working with school staff to prevent truancy and reducing the fear of crime amongst students. There are slight differences in modelling across the three Authority areas, which includes funding support but their aims are consistent. One of the significant outcomes in terms of this programme of work has been the breaking down of barriers between teachers, pupils and partners that has given individuals the confidence to come forward and seek help. Examples of other outcomes have included weapon sweeps, engagement projects, class presentations and working groups.
- Safeguarding through the Channel process. This is a statutory, early intervention and multi-agency process designed to support those who are at risk of radicalisation. Work has taken place to enhance the current referral process, developing an integrated approach to receiving and assessing those referrals to ensure an appropriate support plan has been put in place for vulnerable young people. This has included officers from the prevent team, Child protection and early help. In addition, much work has taken place in partnership with local schools to cascade knowledge and awareness of prevent and how officers can work with local schools to tackle areas of concern.
- Development of a more creative framework that will support a preventative strategy for schools focused on partnership contribution. This includes a directory of contacts that can be used to enhance communication between schools and partners. This links into the safer schools project outlined above.
- Development of an anti-social behaviour policy and protocol for managing and supporting young people involved in anti-social behaviour.
- Tackling youth violence through an integrated model that includes developing multi agency work to safeguard young people and those at risk of violence. There are many examples of providing or commissioning services to support those involved in gangs, prevention in schools, joint workshops to support women or those at risk of being exploited by potential sexual exploitation perpetrators.

Housing and Housing providers

A wide range of housing services are provided to vulnerable households including providing:

- Housing advice and assessment services to those households in housing need and at risk of homelessness
- Temporary and long-term accommodation for the homeless households
- Specialist supported housing, predominantly through the voluntary and community sector, for vulnerable to support moves from hospital and residential care into more independent housing
- Direct help to support rough sleepers off the streets

- Housing Pathways for vulnerable groups such as young people leaving care and at risk of homelessness to support moves into independent housing
- Provision of large numbers of social and affordable housing whether owned by authorities or through Registered Providers (Housing Associations)

All the organisations involved in the provision of such housing and advice services have a strong focus on safeguarding, (for example within job descriptions, induction plans and commissioning arrangements) and made use of the available safeguarding training via the LSCB training programme and in-house.

Voluntary / Faith Sector

Although the LSCB has not has a member of staff in post in this role owing to the departure of the previous post holder, the LSCB team has retained its commitment to engaging with diverse groups across our local communities. The LSCB Business Manager has met with local supplementary schools to deliver basic safeguarding awareness sessions and to brief them on LSCB priorities and key safeguarding contacts, as well as the wider training programme available through the LSCB.

The LSCB Business Manager has also worked in partnership with a local children's social care social work team in north Kensington to deliver a 'family fun' day at the local Al Manaar Mosque and Community Centre, to raise awareness of local partners and key safeguarding messages such as neglect and how parents and carers can request help and support if this is an issue for them.

The LSCB team will also continue to work with key colleagues such as our Prevent teams on community engagement events in the future. For example, the 'Community Question Time' type events that are in keeping with some of the concerns or requests raised by local community members. Importantly, the vacant post for the LSCB Community and Children and Young People role is being recruited to so that further work to engage other 'hard to hear' groups can be progressed.

Schools

As of January 2017³, there were there was a total of 256 schools across the three boroughs. 157 of these were state funded including 12 nursery schools, 105 primary schools, 31 secondary schools, 10 special schools (1 non-maintained) and 5 settings which were either pupil referral units or alternative provision.

There is a significant independent sector (93 schools) across the three boroughs, with 22 in Hammersmith and Fulham, 42 in Kensington and Chelsea and 29 in Westminster.

Safeguarding Work with Schools 2016/17

The Safeguarding Lead for Schools and Education has a key role in advising schools and building links between them and other key partners. Some of the work carried out this last year has included preparing information briefings and highlighting changes in the updated Keeping Children safe in Education (KCSIE) in September 2016.

A centralised programme of training for Designated Safeguarding Leads (DSLs), Governors and Newly Qualified Teachers (NQTs) was made available, and further sessions for Designated Safeguarding Leads were delivered to meet demand. A termly DSL network forum is also an opportunity for all DSLs to come together a receive key safeguarding updates, air concerns and challenges and share best practice.

Alongside these sessions, safeguarding training was delivered to individual schools, including priority schools. In-house safeguarding training was delivered to schools in the independent sector also.

All schools can participate in multi-agency training provided by the Local Safeguarding Children Board. For example, they can attend Safer Recruitment workshops, and all local schools were invited to participate in the Southbank International School Serious Case Review learning event, co-ordinated by the Learning and Development Subgroup, in March 2017.

Particular schools linked to recent serious case reviews have been supported throughout the process (eg Clare and Ann Serious Case Review).

The Safeguarding Lead in Schools and Education has also completed safeguarding audits at individual school level, including priority schools. Factors which contribute to schools being identified as a priority include having a new Headteacher and/or DSLs; emerging significant safeguarding themes eg challenge from parent community; Ofsted reports identifying any issues around safeguarding; significant changes in the Governing Body and feedback from the School Standards team regarding the school performance and profile (including attendance and persistent absence levels).

The Safeguarding Lead for Schools and Education attends the MASE Panel, and has a focus on specific safeguarding issues such as CSE and Peer on Peer Abuse.

The Safeguarding Lead for Schools & Education attends Tri Borough Prevent Steering Group meetings, including Channel Panel, and supports schools to access Prevent training, liaising with Prevent to consult on individual scenarios and materials to include in curriculum delivery.

³ DfE "Schools, pupils and their characteristics: January 2017"

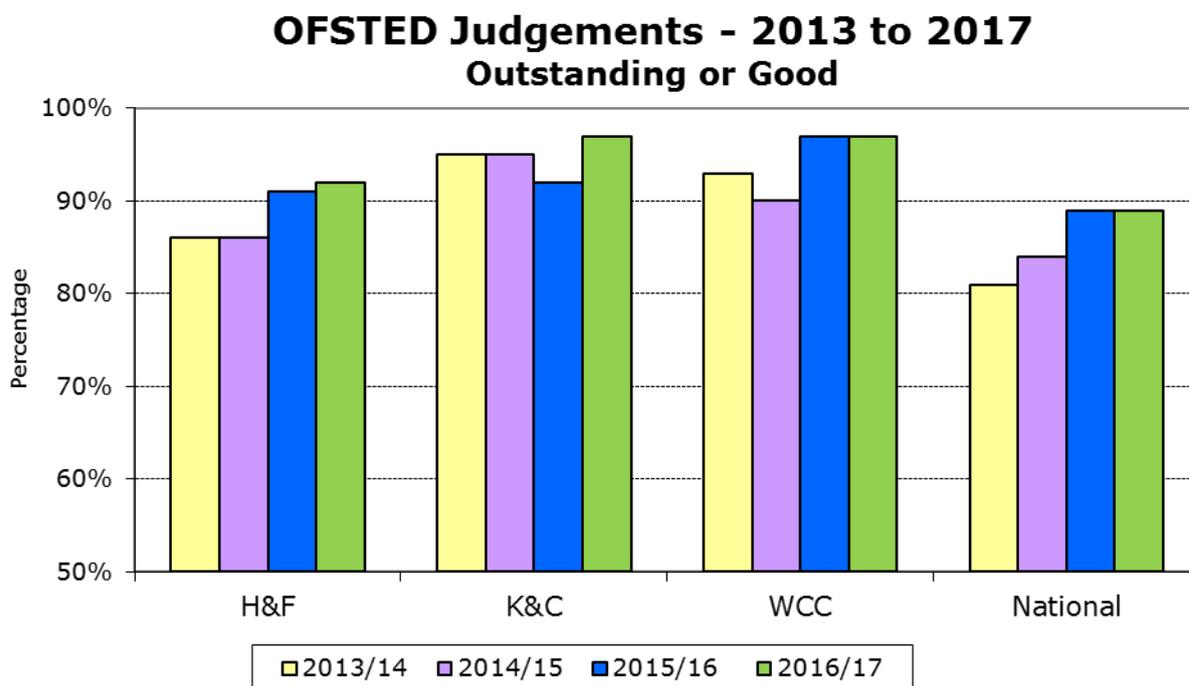
Other areas of focus in 2016/17 were Elective Home Education (EHE) and Children Missing Education (CME) in collaboration with the local authority ACE team (Attendance, Child Employment and Elective Home Education) and clear systems are in place for schools to give feedback on starters and leavers.

Future work in 17/18 will include Section 11 (Section 175 audits) to be rolled out in the summer term 2017 and a self-audit tool will be revised for schools to use from September 2017. A safeguarding workshop tailored for HR staff with a focus on LADO processes is planned for May 2017. A small selection of schools will participate in the LSCB multi-agency audit on Neglect in the summer term 2017. Guidance on promoting safeguarding for services commissioned by schools will also be shared with schools later in 2017, and we aim to build on the Safer Schools partnerships with the Police in each of the three boroughs.

Ofsted Inspections of Schools 2016/17

The percentages of schools in the tri-boroughs which are rated outstanding or good by Ofsted inspectors have remained consistently high during the last three academic years. Four schools are currently judged inadequate (Hurlingham Academy and Phoenix, in Hammersmith & Fulham, and Wilberforce and Harris Academy in Westminster), while four of the 157 schools are judged to require improvement which is a reduction from last year.

The percentages ranked outstanding or good at the end of the last three academic years is shown below; overall judgements for all three boroughs were above the national average and have remained consistently high during the last four academic years.



During 2016/17 academic year, there have been eleven full inspections of schools across the three local authorities. There have also been short inspections of a further 26 schools. The reports from such inspections include specific commentary from Ofsted regarding the effectiveness of safeguarding arrangements in individual schools and these reports are all publicly available.

Children's Homes

The Haven in Hammersmith and Fulham is a local authority children's home, registered to provide care for up to seven children who have learning disabilities and/or physical disabilities. The home provides a mix of short-break placements, shared care placements and permanent placements. The Haven has moved towards an increased focus on longer-term placements in order to support young people with complex needs to remain at home wherever possible.

A successful recruitment process took place in July 2017 which resulted in the appointment to two newly created senior residential care worker posts.

A recent Ofsted inspection took place in September 2017 and found a previous recommendation (from July 2016 inspection report) regarding safeguarding training has been met and Ofsted noted that:

'Staff have appropriate safeguarding knowledge, and are clear about what to do if they have a concern about a young person. Several staff have recently attended safeguarding training, and they are enthusiastic about practising their new learning. This helps keep young people safe from possible harm.'

Ofsted also noted an increased training focus:

'Training is a major positive factor for staff. A new training programme for working with disabilities has recently begun and staff are enthusiastic about this and very keen to participate.'

The Royal Borough of Kensington and Chelsea maintained two children's homes in the area (Olive House and St Marks). Olive House had an interim inspection in January 2017 and Ofsted judged it had sustained its effectiveness since the previous full inspection where it had received a rating of 'Good'. Ofsted noted that listening to and acting on the views of young people are strengths of this service. For example, young people are effectively involved in staff recruitment. The home has since undergone a major re-organisation with a creation of a specialist social work practitioner post and a social work qualified team manager post both to enhance and embed systemic practice within the home. The home is now registered as a 7 bedded unit combining long, medium and short term beds.

St Mark's ceased to be a children's home at the end of June 2017. It has since undergone some refurbishment and opened its doors mid-September as a low to medium support care leavers hostel. There are plans in place to develop care leaving services to be delivered from St Mark's. There are currently two group programmes operating from St Mark's providing support around developing independent living skills and crucial soft skills and equip them with tools to strengthen their emotional wellbeing and improve self-esteem. It is planned that housing, immigration and virtual school support will be delivered from this hub from the New Year.

HM Prison Wormwood Scrubs

Safeguarding comprises a significant part of the work carried out by HM Wormwood Scrubs Prison with families and children of offenders. A lead administrator, who is also an attending statutory member of the LSCB, is in place for safeguarding. Her role includes liaison with other departments in prison, visitor centre staff, social workers, schools, charities and families regarding children's visits to the prison and discussing any safeguarding issues. There are also links between the prison and external Multi-Agency Public Protection Arrangements (MAPPA) and other agencies and charities which provide training for

prisoners with parenting responsibilities. The administrator has attended Level 3 multi-agency safeguarding training provided by the LSCB and the Academy of Justice and has a NVQ level 2 in health and social care. Furthermore, she provides a basic training to the officers who supervise visits and there is a family officer who deals with the operational side of the training and visits.

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

A recent Justice Inspectorate inspection in August 2017 noted that public protection procedures were adequate and that applications for contact with children were assessed appropriately and suitable levels of contact approved where possible.

ANNUAL REPORTS

Child Death Overview Panel (CDOP)

The 2016/17 Annual Report for CDOP provided analysis of cases reviewed over the course of the year, rather than those notified during the same period. These included reviews of cases of children who died between April 2014 and March 2017. Timings of reviews are subject to the information available from agencies involved, other processes including police investigations, serious case reviews or inquests and the number of cases relating to particular themes.

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

In addition, a further eight deaths that occurred in local private hospitals were also reviewed in this period. All of the deaths that occurred in private hospitals were of children who normally resided abroad. The majority of the children died in private hospitals having accessed care in the UK for on-going complex medical issues.

Reviewing the deaths has enabled the panel to scrutinise their processes, seeking further information as to how families and children who reside abroad are managed in relation to end of life care and the bereavement process. This process gives the panel an insight into the quality of service provision in private hospitals which are part of the local health economy and falls under the jurisdiction of the Local Safeguarding Children's Board.

The CCGs have continued to lead on the work of CDOP on behalf of the LSCB, which enables the CCGs to scrutinise and act on issues of service quality and provision, whilst working in partnership with the LSCB with quarterly updates submitted to the Board and with good links maintained with other subgroups.

Progress from 2015-16 priorities and action plan

1. The CDOP panel is now chaired by the Deputy Director of Public Health who is actively engaged in adding a public health perspective to the work that is being undertaken.

2. The issue of child deaths abroad is being addressed by the Foreign Commonwealth Office who is planning to produce guidance on deaths which occur abroad.
3. Information for a web page on the LSCB website has now been circulated to the CDOP members. This information will be uploaded shortly.
4. A Specialist Nurse for Child Death Reviews has been recruited and will work in collaboration with the Designated Doctor for Child Death. It is envisaged that the work of CDOP will be further enhanced and developed.

Priorities for 2017/18

- The Chair, Designated Doctor and the Specialist Nurse for Child Deaths are to work with the Healthy London Partnership in the work streams that are being undertaken for CDOPs across London.
- An audit schedule is to be developed. The first audit will be looking at the number of reported deaths from private hospitals, the demographics and cause of deaths followed by an audit on risk factors associated with Sudden Unexpected Deaths in Infancy.
- A literature review and analysis by Public Health, of deaths that have occurred in children as a consequence of infection, to assess if the guidance on prescribing antibiotic therapy has had an adverse impact.
- To establish links with CDOPs across Northwest London, so that patterns and trends can be identified across a wider geographical area and shared learning and initiatives can be established and implemented.
- The Specialist Nurse to work more collaboratively with Provider services, both in the acute and private sector to raise awareness of the CDOP process and to establish links with the bereavement team.
- CDOP leaflet and letter to communicate the CDOP process with bereaved parents
- Review, analyse all child deaths reviewed by the CDOP panel since 2013 to identify if the recommendations proposed in “Why children die: death in infants, children, and young people in the UK Part B”⁴ are applicable in those cases identified as having modifiable factors to determine local actions or recommendations for change.

Looking ahead to 2017/18 and possibly beyond, the CDOP panel will await the outcome of the Public Enquiry and criminal investigations following the Grenfell Tower Fire before it will review the deaths of the children in this very sad and unprecedented event. The CDOP panel is keen to capture any local learning now from practitioners to assist with the reviews in due course.

⁴ A policy response for England to the report Why children die: death in infants, children and young people in the UK - Part B. Royal College of Paediatrics and Child Health National Children's Bureau 2014.

<http://www.rcpch.ac.uk/sites/default/files/page/Why%20children%20die%20part%20B.pdf>

Local Authority Designated Officer (LADO) – Safer Organisations

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

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

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

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

All staff should be made aware of their organisation's whistle-blowing policy and feel confident to voice concerns about the attitude or actions of colleagues; learning from Serious Case Reviews indicates that early reporting of low level concerns around rule breaking and boundary keeping can help to prevent the abuse of children.

In 2016/17, the local LADO service has been strengthened and developed. Referral points have been rationalised to facilitate referrals getting to the right person in a timely manner. Child protection advisors in each of the boroughs handle incoming cases on a duty basis with support from the Safe Organisation manager /LADO lead. The majority of Child Protection Advisors are now permanent members of staff which means practice is embedded and there are opportunities to take advantage of discussing emerging themes and thresholds across the three boroughs. Guidance and toolkits have been developed to support key aspects of the safeguarding system; for example guidance for schools on applying safer recruitment ideas to organisations who wish to rent their facilities or deliver services to their pupils.

Safe Recruitment and learning from Serious Case Reviews

The LADO has continued to offer accredited safe recruitment training as part of the LSCB training programme. This has been well attended as have sessions on learning from SCRs and 'meet the LADO' events. The LADO service continues to contribute to the overall development of awareness of abuse by professionals via learning events like the Southbank Learning Event.

Raising the profile of the role

The LADO has worked closely with the Safeguarding Lead for Schools and Education officer and the LSCB Training Officer to raise the profile of the role with schools and in particular in the independent school sector (in part prompted by the learning from the Southbank International School SCR). The LADO has also continued to promote collaboration of good practice and relationship building in other sectors such as sports organisations, human resources teams, and the voluntary sector.

Origin of Referrals

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

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

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

Another trend in the LADO referrals is an increase in referrals relating to sexual abuse or misconduct. This includes grooming behaviour, blurring of professional boundaries with the intent of forming relationships and abuse of positions of trust. This trend is in line with national trends and is likely the result of a greater awareness in all organisations from recent media coverage of non-recent abuse such as with Jimmy Savile or the recent Football Abuse Scandal. Generally, organisations are more aware than they were previously about what grooming looks like and the importance of listening to children as a way of offering them protection from abuse. This has resulted in more referrals but also in referrals at an earlier point when protective action can be more effective.

Upcoming Project: Changes to the London Child Protection Procedures

The LADO is contributing to update of the London Child Protection Procedures in relation to the area of managing allegations against professionals and volunteers and these are anticipated to be published in the autumn of 2017. The updates will be shared across the multi-agency partnership.

Private Fostering

A lead practitioner undertakes assessments and holds all identified private fostering arrangements, which include carrying out visits for the duration of the arrangement, direct work, maintaining a Child in Need plan and 'stepping down' arrangements as they come to an end, and implementing post 16 plans.

Approvals of assessed private fostering arrangements are made through a multi-agency Panel which meets quarterly. Interim approval is given by Designated Manager within the MASH Team. The private fostering role ensures that all children who are privately fostered in the three boroughs receive a consistent response with good quality assessments ensuring that the needs of those children who are privately fostered are met. Having the role based in the MASH ensures that awareness is raised and all opportunities to identify cases are taking place.

The lead practitioner is also responsible for raising awareness across the LSCB area and raising the profile of private fostering within the organisation, partner agencies and the community, as well as providing advice and consultation to partner agencies as any private

fostering enquiries arise. The lead practitioner has worked with the LSCB trainer to ensure that the appropriate information is cascaded to the multi-agency workforce in core training.

The lead practitioner also attends The Private Fostering Special Interest Group facilitated by CoramBAAF (formally facilitated by BAAF), which meets on a six monthly basis. The group provides an important forum for private fostering practitioners across Greater London and the West to discuss practice issues, legal advice, raise awareness, best practice and inform and influence policy wherever possible.

Independent Reviewing Officers (IRO)

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

Over the course of 2016/17, the IROs have been working as part of a unified service. The teams have remained relatively stable, with caseloads within the recommended limits set in the IRO Handbook. This allows IROs to know their children well, and to monitor cases between reviews. They have continued to work in collaboration with the social work teams to resolve issues and concerns about children's care plans in an informal manner wherever possible. There is a positive working relationship between IROs and front line teams across the three authorities, and this has kept the need for recourse to the formal Resolution Protocol to a minimum.

The looked-after children figures have increased in two of the boroughs. There is evidence of a high turnover of children within the figures. 54% of the total looked-after children population across the three local authorities had been in the care system for less than 12 months at 31st March 2017, with 37% having been looked after for less than 6 months.

The percentage of children looked after for less than 6 months is broadly similar in Westminster City Council (35%) and the London Borough of Hammersmith and Fulham (37%) compared with 10% in Royal Borough of Kensington and Chelsea. Numbers in care for 12 months or less is higher in London Borough of Hammersmith and Fulham indicating that 57% of looked after children have been in care less than 12 months compared with 47% in Westminster and 17% in Royal Borough of Kensington and Chelsea.

The anticipated decrease in the looked-after children numbers has not continued, partly as a result of the recent increase in the number of unaccompanied asylum seeking children in Westminster and Hammersmith and Fulham.

The age profile of the children and young people in care has continued to be biased towards children 10 and over, consistent with higher numbers of unaccompanied asylum seeking young people and a continued increase in young people entering care as older adolescents. The options for permanence for some of these young people are often limited, and the complexity of their needs presents challenges in ensuring stable placements and optimising outcomes for them as a result of their late entry to the care system. Late entry into care tends to be associated with complex emotional and psychological challenges arising out of family stress. This necessitates careful placement planning. IROs actively engage in oversight in this regard and there is clear evidence from their records of ongoing consultation by front line teams to ensure that the IROs are both aware of the challenges and able to monitor the plans effectively as a consequence.

Across the three authorities, 78% of the looked-after population is over 10, with figures in the individual authorities ranging from 77% in London Borough of Hammersmith and Fulham and Westminster City Council to 83% in the Royal Borough of Kensington and Chelsea.

The ethnic profile of the looked-after children across the three authorities is diverse. 28% of looked-after children identify themselves as White British, while 30% identify themselves as Black / Black British. In Westminster, 24% of looked-after children are categorised as identifying with 'other ethnic groups'.

Across the three local authorities 96% of looked after children reviews were held within statutory timescales. Over 97% of looked after children participated in their review meetings over the year. They have also been involved in key service development initiatives through their Children and Young People's Panel / Children in Care Councils. These included engagement activities and a number of events to celebrate key achievements

Violence Against Women and Girls (VAWG) Partnership⁵

In April 2015, the VAWG Strategic Partnership for the London Borough of Hammersmith & Fulham (LBHF), the Royal Borough of Kensington and Chelsea (RBKC) and the City of Westminster (WCC) launched a three-year Strategy. The Strategy was written after considerable consultation with survivors, service users, stakeholders from a range of statutory and voluntary organisations as well as elected members across the three councils. The Strategy details how the Partnership will deliver a Coordinated Community Response (CCR) to VAWG; it keeps survivors and children at the centre of its aims and objectives, whilst also holding perpetrators accountable for their actions.

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

In year two of delivery, the Partnership made considerable progress against 31 out of 43 (72%) actions, achieving **GREEN** status. This represents an increase of 16% from last year. For 9 of the 43 actions, the Partnership made some progress against the actions and 21% of actions achieved **AMBER** status (decrease of 14%). Finally, for 3 out of 43 actions, the Partnership has not made any progress or has encountered considerable challenges; those actions have given **RED** status and actions will need to be taken in the final of the strategy to achieve against those outcomes.

Successes include the roll out of the [#SpeakSense campaign](#) for young people, which aimed to encourage young people to learn more about relationship abuse, how to best support a friend, and details of both local and national support services for victims and perpetrators. The Angelou Partnership held training on consent in schools, and held young women's

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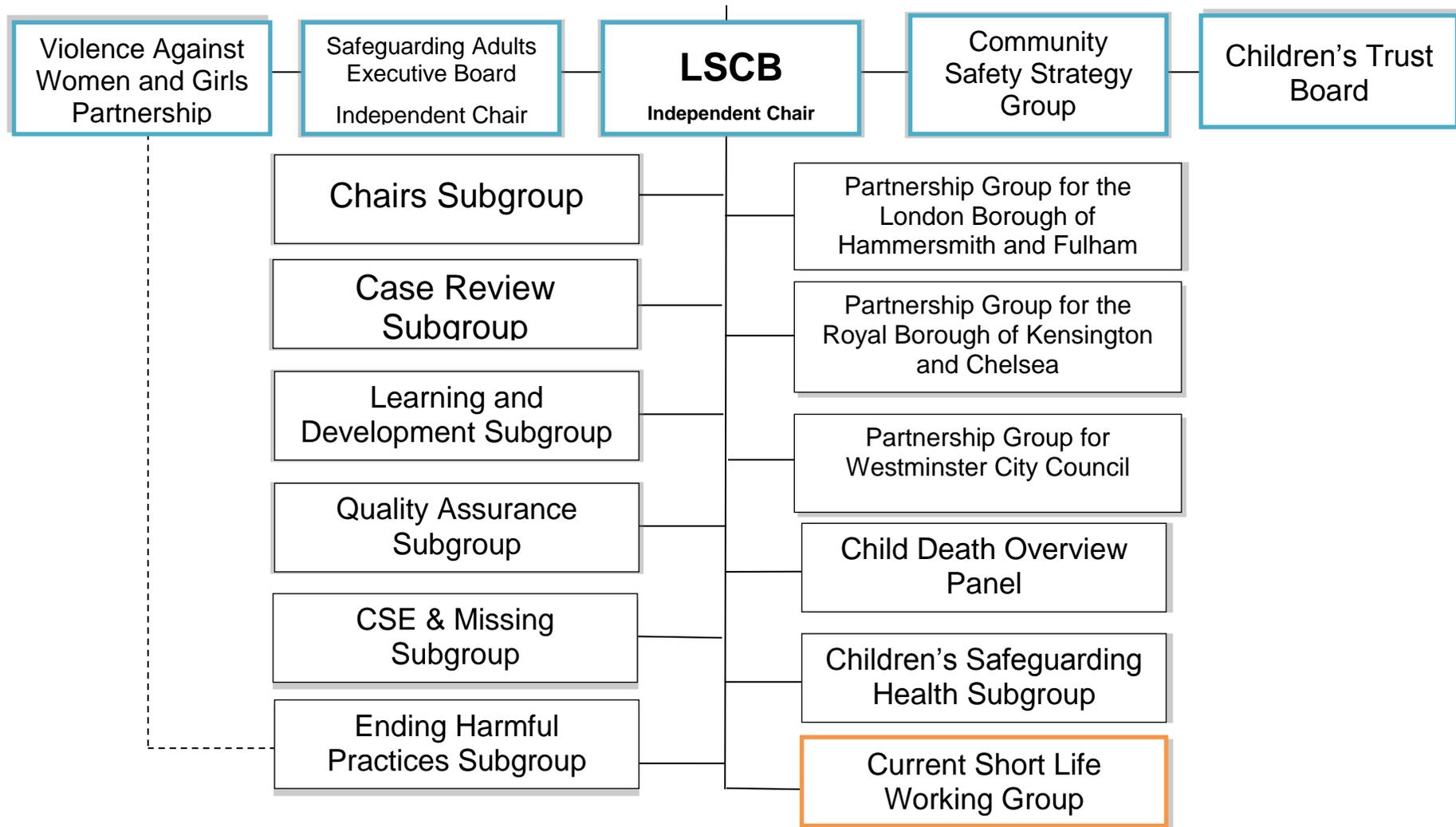
<https://www.rbkc.gov.uk/lscb/sites/default/files/atoms/files/Violence%20Against%20Women%20and%20Girls%20Partnership%20Annual%20Review%202016-17.pdf>

groups in schools. Advance worked with Action on Disability to create a training package for their workers who work with young people.

Looking forward to 17-18 and beyond, a key aspect of the work will be linking with children and young people services and delivering provision that focuses on trauma and gender informed approaches to supporting survivors and their families. The Partnership will continue to highlight gaps in access to specialist services for survivors, children and perpetrators alongside consultation and analysis in order to have a better understanding to develop future services. The Partnership will continue to hold community engagement and school based events around FGM. The Partnership aims to continue to promote a 'Whole School Approach' via preventative and education programmes that improve attitudes towards conducting healthy relationships and VAWG from primary school to adult education.

GOVERNANCE AND ACCOUNTABILITY ARRANGEMENTS

The current structure of the LSCB is as follows *



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

PRIORITIES OF THE LOCAL SAFEGUARDING CHILDREN BOARD – 2016/17

The headline priorities of the Local Safeguarding Children Board for 2016/17 were as follows:

Priority	Action	Outcome
<p>1. Build on partnerships to improve the capacity of vulnerable parents to safeguard their children effectively</p>	<ul style="list-style-type: none"> • Maximise partnership arrangements to evaluate and increase the impact upon safeguarding children of multi-agency approaches to parents affected by domestic violence and abuse, mental health problems and substance misuse. • Improve links and, where appropriate, hold to account key partnerships⁶ to demonstrate that strategic work has a positive impact upon frontline practice and 	<p>The Safeguarding Plan sought to renew the Board’s focus on parental needs which have a significant impact on children’s safeguarding. There has been significant activity reviewing and addressing the impact of domestic abuse and parental mental health. Multi-agency auditing activity on domestic abuse (Jan 2017) and the parental mental health working group have contributed to a more comprehensive understanding of frontline service delivery and its challenges to address. The Borough based Partnership Groups have sought to gain opinions on the effectiveness of services to meet the needs of parents with substance use issues, and to map the changing delivery landscape of specialist commissioned services.</p> <p>The Violence Against Women and Girls Group (VAWG) have provided the strategic overview of our partnership response to domestic abuse across the three Boroughs. This has strengthened our knowledge and response to this key safeguarding area, with regular MARAC reporting to the Borough based Partnership Group, and escalation of blocks and concerns to key strategic leads enabled appropriate responses e.g. regular agency attendance at monthly MARAC meetings. Our learning from serious case reviews and the work of the VAWG has highlight need for further learning in respect to coercive control, which has been transferred to a priority in 2017-18.</p> <p>Significant activity has continued to engage a number of community groups in safeguarding developments including the Somali community in Hammersmith,</p>

	<p>outcomes for children.</p>	<p>Madrassahs, mosques and supplementary schools. The lead worker for this activity left her role in the LSCB and action is being taken to recruit a replacement.</p> <p>The work of the joint FGM project in partnership with Midaye (Somali Development Network) has enabled an enhanced offer to a wide range of FGM affected communities. This has supported the promotion of the wider safeguarding agenda across a wider audience.</p> <p>Action for 2017-18: The Board should develop a view on where to focus any future targeted work to better engage vulnerable families from particular communities.</p>
<p>Page 59</p> <p>2. Improving communication and engagement</p>	<ul style="list-style-type: none"> • Develop a comprehensive communications strategy for all Board activity. • Listen to and review issues raised by multi-agency staff about safeguarding and confirm action taken by the LSCB in response. • Listen to feedback from vulnerable 	<p>There is an ongoing need to coordinate our overall approach identifying key audiences, in respect to the most effective methods of communication and ensuring such communication has an impact. Particular priorities for better communication have been via the respective Partnership Group to the frontline workers in all partner agencies and children and families.</p> <p>The development of the LSCB website has enabled the use of it as an efficient communication channel, supplying information and providing resources to professionals primarily. For example, the website was used to promote the work of the joint NSPCC & LSCB Neglect Campaign which led to convening a conference with leading academics and practitioners in the field participating.</p> <p>Action for 2017-18: While this may not need to be a headline priority in the forthcoming year, it is important to ensure that other priorities are expressed and</p>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 60</p>	<p>children and young people about the impact of safeguarding upon their lives and ensure the Board responds to this where required.</p> <ul style="list-style-type: none"> • Build upon progress and further develop an interactive LSCB website. 	<p>communicated in a way that is accessible and understandable to staff and wider communities.</p> <p>The LSCB recognises that there is more work to do in order to hear the voice of children and young people across our partnership in a meaningful way and the recruitment of a community and children and young people’s engagement officer will be key to assisting with this.</p>
<p>3. Demonstrating our impact and knowing where more effective practice is required</p>	<ul style="list-style-type: none"> • Develop a shared outcomes framework and other approaches (including dip sampling and focus groups) to better measure our impact, progress and where we need to improve. 	<ol style="list-style-type: none"> 1. The Focus on Practice programme has had a major impact upon children’s social care and early help practice across the three boroughs. The most significant impact has been in how social care practitioners develop relationship with families to work alongside to create opportunities for positive change, and in the use of Signs of Safety model in the delivery of child protection conference. The Programme has lead into the establishment of the Centre for Systemic Social Work, and delivers the practice leaders programme across England. 2. Following a joint LSCB & NSPCC campaign around neglect, considerable efforts have been made to ensure professional and public awareness is sufficient about

- To inform the dataset that is aligned to the Board's priorities.
- To measure the impact of actions arising from data scrutiny, audits and case reviews.
- Maximise impact and of learning from serious case reviews across the three boroughs by coordinating subsequent action plans.
- Review how the impact of the Focus on Practice programme is experienced by agencies responsible for safeguarding children and the opportunities for

identification, and sources of support and advice. The LSCB website provides information, and NSPCC distribution of posters and leaflets to raise awareness across a wide range of health and community settings was also undertaken.

3. Significant changes to Early Help provision have continue in the boroughs. The impact is being experienced by wider agencies and will continue to be discussed at Partnership Group level. Evidence of this is documented in the Partnership Group minutes of the three Boroughs.
4. There was a priority to review multi-agency action and planning to improve outcomes for children and young people whose needs are difficult to meet, and who may pose risks to other children. This stemmed from particular cases which were discussed at sub-group level but was not specifically progressed at Board level. Evidence is located in discussions at the Case Review Subgroup.

Action for 2017-18: There is a need to review and agree whether further Board action is needed to evaluate the degree to which developments over the year in relation to a number of areas are understood by the partner agencies and whether more is needed to embed these.

multi-agency learning from the programme.

- Promote the best outcomes for children who have experienced neglect.
- Assess the effectiveness of multi-agency early help partnership work at a borough level in improving outcomes for children, ensuring the LSCB is sighted on service changes that may impact on safeguarding.
- Review multi-agency action and planning to improve outcomes for children and young people whose needs are difficult to meet, and who may

	pose risks to other children.	
<p>4. Improving the effectiveness of the Board</p>	<ul style="list-style-type: none"> • Continue to monitor attendance of partners at Board meetings taking effective action when attendance is infrequent or turnover of key members is anticipated. • Develop a forward plan to include key Board activities and scheduling in other required reports. • Develop a work plan for the LSCB business support team that coordinates activities arising from the Board and partnership groups and drives through the priorities for children. • Ensure there is an analysis of the impact of multi-agency safeguarding training at a tri-borough level. 	<p>The outgoing Independent Chair has been proactive in monitoring the attendance of partners at Board meetings and subgroups and challenging partners where appropriate, and this continues with the new LSCB Chair, with timely requests for support from partners in relation to chairing LSCB subgroups as the need arises.</p> <p>Whilst it is recognised that this was not a headline priority, there was an ongoing need to develop a forward plan for Board activity for the business team and Independent Chair. This was important to ensure the different elements of the Safeguarding Plan were delivered over the course of the year.</p> <p>There were some challenges this year with the analysis of the impact of the multi-agency training provided by the Board. The LSCB Business Manager was also covering the role of the Multi-agency Trainer for much of the year and a priority was the delivery of the training programme, which continued to be well attended. This came at the expense of the longer term monitoring of the impact, however, evaluations received from delegates on the day of training was positive. Looking forward, a key area of work will be to re-energise the multi-agency training programme with a new training lead in place. The learning and development subgroup will ensure that the Board's priorities are reflected in training content along with learning from Serious Case and other reviews.</p> <p>Finally, a "watching brief" has been kept to alert the Board of changing requirements of LSCBs and safeguarding arrangements from the Government and legislation with consideration of the potential to make changes in the short and longer term in the light of available resources and the views of partners. The implications of the Wood Review and the Children and Social Work Bill (now Act 2017) have been considered by the Board and a working group of key members had been set up to reflect on the questions posed and opportunities for innovation.</p>

KEY ACHIEVEMENTS FROM LSCB SUBGROUPS

Hammersmith and Fulham Partnership Group

The partnership group has continued to engage the community and voluntary sector and has sought to strengthen collaboration and partnerships by bringing them into the core of safeguarding work. The ongoing attendance by voluntary partners such as QPR Football Club, is having a positive impact. For example; there has been an increase in referrals to 'QPR in the Community' activities following a presentation to the Partnership Group. QPR are also supporting Children's Services in finding missing young people by providing soft intelligence.

The partnership group has routinely sought to encourage challenge among partners in a measured and proactive way. All challenges are recorded on the challenge log, which is regularly reviewed to measure outcomes and the impact of any action taken. Challenges have included inclusion of Health in strategy meetings/discussions; the inclusion of fathers in assessments and key safeguarding meetings such as Child protection Conferences; and ensuring that referrals are made to MAPPA. The Board is kept informed about all challenges that are raised.

'What are you concerned about' has remained a standard item on the partnership group agenda. This item facilitates the raising of key safeguarding issues which can then be escalated to the Board. These discussions help members consider safeguarding in the wider context and can prompt particular actions. For example; In response to the increase in knife crime, the Partnership Group made a recommendation to the Board for a short life working group to be set up to develop a multi-agency strategy in relation to knife crime and other serious offences such as acid attacks. This is now being taken forward.

The partnership group has continued to work to maintain the link between front line services and the Board. The partnership Group has been key in facilitating the dissemination of information to front line staff, including LSCB newsletter and SCR newsletter.

There has been a focus on ensuring that lessons from Serious Case Reviews, Domestic Homicide Reviews and other relevant reviews are shared with Partnership Group members and disseminated to front line staff. A half day event 'learning from Serious Case Reviews' was held in September 2016 to which all Partnership Group members were invited.

The partnership group has continued to develop strong partner relationships. There has been good and consistent attendance and contribution by partners.

Key issues such as DV, substance misuse and adult mental health have remained high on the agenda and are standing items for discussion.

Kensington and Chelsea Partnership Group

Throughout 2016 – 2017 the partnership group has benefited from continued commitment from a diverse and experienced multi-agency professional group. Four

meetings have taken place over the year, with one in each quarter of the year ahead of the main LSCB meeting.

Organisational change has been a main theme of our safeguarding discussions, with partners presenting updates on changes to their operational delivery model, key personnel or commissioned arrangements to provide services directly to children, families and communities. Changes within the Police and their capacity led to a number of discussions about attendance at Child Protection Conferences and strategy meetings. The Partnership has also been kept up to date in respect to the school nursing and health visiting changes from Public Health, CLCH and CNWL, as well as the organisational changes within Children's Services and the commissioning arrangements within Public Health to deliver upon the substance use offer.

The partnership group plays a key role in creating the opportunities for continuous learning and development, and to be the connection between their own agencies and other partners to lead upon this. Over the year the group has reviewed all three boroughs' Serious Case Reviews (SCR) and learning reviews. Significantly for partners working within the Borough, the SCR for the children 'Clare and Ann' had specific impact as many services had been involved with the family. Whilst the process for the SCR took some time due to twin holding of a domestic homicide review and matters being reviewed with the Coroner's Court, learning and reflection evolved as findings from the case became clearer and the Partnership Group were able to fully contribute at all stages.

A cycle of annual updates on key safeguarding themes and service areas continues to take place, with Early Help, the Multi-Agency Public Protection Arrangements (MAPPA), the Multi-Agency Risk Assessment Conference (MARAC) on domestic abuse, and private fostering being examples considered with a local focus and opportunities explored to contribute to strengthening responses. The child protection activity data had a renewed focus in this last year, with a need for the partnership group to utilise its experience, skills and capacity to be the 'critical friend' and challenge multi-agency practice where appropriate.

The LSCB partnered with the NSPCC to deliver a Neglect Campaign across the three boroughs. The campaign group consisted of many members of this partnership group from a wide range of services, and considerable contribution was obtained to deliver a multi-agency conference on Neglect in May 2016, with a number of academic and campaign specialist in this field speaking. The conference feedback was very positive and the partnership group assisted in the productive delivery of a key learning and awareness raising event.

Westminster Partnership Group

The Westminster LSCB partnership group have continued to host guest speakers who have provided presentations, answered questions and shared information on topics pertinent to practice across the multidisciplinary membership. Topics have included, Prevent, FGM, Missing, Child Sexual Exploitation, changes to Police bail, pressures on practice resulting in changes in Probation, transition of vulnerable children to Adults Services, Home Education and the work of the ACE team and the new Family Services Multi Agency Referral Form which included an online demonstration.

Learning from audits conducted in various areas of practice has been shared with the group. Imperial health presented an audit undertaken in relation to children referred into their hospitals as a result of falling from windows. The Tri Borough Quality Assurance Manager has presented learning from LSCB multi agency audits into Domestic Abuse, Neglect and single agency audit within children's services on Missing Children.

The Luton Serious Case Review (Child J) has been shared and the findings discussed.

Changes within Family Services have been presented to the group in particular Transformational Changes within the Early Help Service, changes of management structure within the Youth Offending Service and changes to the way Child Protection Cases Conferences are conducted after adoption of the Signs of Safety approach.

A new standing agenda item entitled 'What's Keeping You Awake at Night' has elicited much discussion and helpful information sharing regarding topics of concern practitioners are encountering in their day to day practice across the multidisciplinary forum.

Priorities for 2017-2018 have been discussed and agreed and are as follows:

- Peer on peer abuse including CSE and serious youth violence
- Radicalisation
- Internet safety (underpinning both areas above).

A working group is now to be formed to progress work in these areas outside the quarterly meetings.

Case Review Subgroup

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

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

Serious Case Reviews

During the year, the LSCB has published two serious case reviews (SCR). The first, regarding Baby Rose, was published on the LSCB website in September 2016, the second, regarding Clare and Ann, was published on the LSCB website in January 2017. Alongside this report, a domestic homicide review (DHR) for Robert and Clare was also published by the Safer K&C Partnership.

This year, the LSCB has also worked in partnership with Luton and Ealing LSCBs in regard to the Luton Child J serious case review, which was published in June 2017.

The Baby Rose review involved a young mother who gave birth abroad and returned to the UK four months later with the intention of taking the baby to a specialist eye hospital for an operation. The mother informed her parents, who lived abroad, that Children's Services had removed the baby from her care, and they were so concerned that they came to the UK immediately and took their daughter to the Police to report the baby missing. Following a Police investigation, the mother was charged and convicted of murder. Police advised that she had accepted that she suffocated and disposed of the baby's body.

The report author made three recommendations for health partners to consider:

- perinatal and maternity services must audit referrals made to the service to provide assurance that their systems are robust and vulnerable women are identified and followed up.
- midwifery services must demonstrate that there is a plan in place to implement a centrally held electronic record system
- health services should work together to develop a communication pathway locally to improve outcomes for service users

The Clare and Ann review involved a mother who, whilst acutely unwell, killed her partner and eldest daughter, and seriously injured the couple's youngest child. The serious case review concluded that there were significant levels of good quality practice across a range of agencies involved in this case; that any risk of harm to the children was very difficult to predict; and that opportunities to intervene further to help the mother, were very limited. Two findings in particular have been given attention with staff: the first is to ensure the focus given to safeguarding children is fully integrated into systems for responding to parents who present in crisis with serious mental health problems. The second is to ensure there is shared understanding across the partner agencies about the purpose and processes for undertaking urgent welfare checks on children whose carers present with significant concerns.

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

The review highlighted eight findings in total:

- One finding highlighted that current transfer arrangements within health visiting, and between Family Nurse Partnership (FNP) and health visiting, assume a degree of co-operation from families which means that when avoidant families with vulnerable children move, it is easy for them to avoid contact with services, leaving the children at risk of possible harm. Our local Family Nurse Partnership (FNP) have been working with the National FNP Unit to seek further clarification on procedures when a family stops engaging with the programme (which is voluntary for parents to participate in).
- Another finding highlighted that there is no requirement (in England) to do an assessment when a family with a Child in Need plan moves into the area, which increases the possibility that decisions to cease providing social work services have no relation to the risks to the child and needs of the family. The Cabinet Member for Children's Services in Hammersmith and Fulham has written to the

responsible Minister within the Department of Education to escalate this matter.

- There were three findings relating to domestic abuse within the report. One queried whether current national emphasis on the emotional harm to children of domestic abuse leads professionals to under-estimate the risk of physical harm to young children in domestic abuse situations involving physical violence. The second queried whether practitioners fail to identify risks to children when the violence is between adults, who are not living in the family and does not involve children and therefore it may not be seen as a core issue. The third finding in relation to domestic abuse stated that services for victims of domestic abuse are predicated on one model around 'coercion and control' meaning that there is a formulaic response that fails to recognise other aspects of domestic violence which may require a more nuanced reaction. This finding has more recently been the subject of a challenge from Standing Together and Respect. At the time of writing this report, the final response from the commissioning LSCB was unavailable, however, this matter will be explored further to ensure that appropriate learning can be shared with the workforce.

COMPLETED REPORTS RECEIVED AND REVIEWED

The subgroup reviewed the action plans in relation to the Southbank International Serious Case Review, as well as the Clare and Ann Serious Case Review.

Adult Z

A case management review was held in relation to Adult Z, aged 18 when he stabbed a peer and was subsequently found guilty of manslaughter. One of the learning points from this review was provided by Adult Z himself: he thought practitioners could have challenged him more and been clearer about their concerns during early interactions with him. The deterioration in his behaviour as he moved from minor school attendance issues to petty and then more serious crime, without the services involved making effective changes meant he continued with impunity. The case review group discussed how he had seen drug dealing as a victimless crime; there were also few incentives for him to stop, especially when he made more money from selling drugs than other opportunities.

Other learning included gaining a better understanding of which interventions might work with young people like Adult Z – perhaps using older peers who have gone through similar experiences – and ensuring that younger siblings are stopped from following the same pathway.

Mr S

The case review subgroup looked at two reports on a young man who had been in our care, and killed another man during a burglary.

The report found that the early assessments for Mr S could have been more holistic. More attention could have been paid to Mr S' journey, given the background features of his life and presenting issues that were already apparent by age 13, particularly the relationship with his mother. By the time he was 13, he had been looked after for two years and was beginning to accumulate a long offending history. Youth Offending and

Probation risk assessments concluded that he was at high risk of re-offending and of harm to himself and others. By the time he was 16, concerns increased as his offending had escalated, and efforts to reduce this did not have an impact.

Mr S was assessed by mental health services as not having a mental illness but a personality disorder. Earlier assessment with more flexible engagement in therapy might have helped him deal with his difficulties sooner. Had the Local Authority obtained parental responsibility for Mr S, this might have helped with seeking a Child and Adolescent Mental Health Service assessment, and certainly with attending appointments. It may also have been appropriate to have considered a welfare secure or a residential therapeutic placement for him, in order to achieve some stability and therefore a better opportunity to secure ongoing treatment. Moreover, if skilled foster carers had been found who could have offered him a sense of belonging, family life and stability, he may not have progressed so rapidly through an escalating criminal career. There is, however, no evidence to suggest that different approaches recommended in retrospect would definitely have led to the necessary changes.

Youth Offending Team assessments had previously indicated that Mr S was at a high risk of further violent offence and he had been subject to MAPPA oversight at both Levels 1 and 2. There is evidence that a violent assault had been predicted; unfortunately, neither this information, nor his mental health history was known to adult mental health staff treating him before the fatal incident. However, had the relevant information been available, adult mental health staff would have been better placed to be able to predict a further violent offence.

External Serious Case Reviews

Sutton Child D

This was a case of Child D, girl aged 6 years and 10 months who died. Child D's father was convicted of murder and her mother of child cruelty and perverting the course of justice in the cover-up of her death. There was a long history of physical injury and her father was convicted of grievous bodily harm when Child D was a small child. However, his conviction was quashed on appeal and a High Court Hearing overturned the previous Finding of Fact, which meant the parents were found not to be culpable of involvement in Child D's injuries.

The Judge appointed an Independent Social Work Agency (ISWA) to carry out an assessment of the parents – and Child D and her sibling went back to live with their parents. A number of concerning events followed but, despite these, the ISWA continued to regard the parents positively, even though they were hostile to Sutton Children's Services. Most professional contacts with Child D in the last few months of her life were with universal services.

The Serious Case Review found that the case was particularly unusual due to:

- the extreme level of avoidance, deception and resistance from the parents, who were often evasive, contradictory and aggressive
- the use of an ISWA for reunification of the children with their parents and the exclusion of the council's Children's Services

- the fact that despite significant concerns being documented, the effect of the court judgement and exoneration, combined with the parent's refusal of any voluntary engagement with support services, was that no intervention that might have made a difference was possible.

The review identified 14 learning points for multi-agency partnerships, some of which include:

- to be aware of the bigger picture and to use a wide lens to consider information and expertise in complex cases
- the importance of focusing on the children and their voices
- concentration on the behaviour, demands and challenges of the adults must not to the detriment of the focus on the child
- never lose sight of how the child experiences behaviours of parents who are resistant and hostile to outside support.

Other reviews/subject brought for discussion

The case review subgroup heard from colleagues in health about a complex case involving fabricated and induced illness and working with difficult and challenging parents carers. Working with fabricated and induced illness and chronic ill-health in children, especially in hospital settings can be a considerable challenge for front-line staff. The LSCB is keen to explore ways to help staff deal with parental behaviours that obstruct access to therapies and recovery for children. Aggressive behaviour toward professionals when children are present, and children hearing defamatory allegations against professionals, both contribute to the child's mistrust of their professional team.

The case review subgroup considered the difficulties encountered by practitioners where the child becomes isolated from social interactions and if professionals are unable to care for the child without fear of repercussions, the child can become serially 'let down' as the parental behaviour blocks any ongoing professional relationship with the child – and it can reinforce the child's belief that they are too unwell to access therapies. In some cases, criminal investigations can be taking place simultaneously making the child's situation very complex to manage.

Often many hospitals are involved with such children, as well as social workers and other health staff in the community.

The case review subgroup is working in partnership with the learning and development subgroup to explore how we can put together a learning event /conference on the topic of fabricated and induced illness and come together to share best practice regarding this very complex subject and a learning review is being explored to extract the specific learning from the case discussed at the subgroup (this will take place in 2017-2018).

Communication of the Lessons

As a matter of routine, all three local partnership groups in the three local authorities take the review reports to their meetings to ensure there is wide dissemination of the lessons. The LSCB training offer is amended where required to incorporate learning.

In addition, all LSCB members are expected to communicate and cascade lessons back to their agency networks as appropriate. A key task for the future will be to ensure the LSCB's Learning Review newsletter, which includes a summary of the lessons from cases discussed in the subgroup, is re-launched and that we track the dissemination of this to ensure it reaches practitioners on the front line.

Quality Assurance Subgroup

Reports and recommendations from the Missing Children and CSE and Domestic Abuse audits carried out in 2016-17 were discussed at the QA group and shared with the full LSCB Board. Key learning points and recommendations from published reports:

Missing Children and CSE

- The majority of children were known to services, vulnerable to a variety of influences, often showing signs of substance abuse and self-harm. Practitioners generally found the young people difficult to engage.
- Practitioners working with these children are often in need of support, and are most effective when they are able to build a strong relationship with the young person.
- CSE leads in each borough and Missing Person's Co-ordinator were roles valued by practitioners who appreciated the opportunity to consult with specialist workers.
- Return Home Interviews were more effective when carried out by someone independent of the child's care and has the best relationship with the young person (e.g. teacher, school nurse, CAMHS worker).
- When done well, return home interviews can help to identify triggers and push pull factors, or who a child is associating with. Other practitioners found a return home interview was duplicating information from the Police debrief with the child and can lead to child / family feeling frustrated as they are repeating themselves.
- The audit has demonstrated the clear link with CSE and Missing cases.

Domestic Abuse

- Agencies demonstrated an awareness of the serious risk and as a result of some dedicated work children are safer and positive changes have been made with families.
- More joint working and intelligence sharing was required around supporting early referrals, agreeing how information will be cascaded during a case and between Police CSU and Family services to support children and survivors.
- In working with families there is a need for creative approaches where traditional routes are not working and for the use of clear and meaningful language.
- The information loop needed also to be tightened to ensure regular updates and progress is known by all.

- A *danger statement* or similar was recommended when communicating concerns to both parents and the full professional network.
- MARAC referrals needed to be considered on all cases by agencies and eligibility reviewed within supervision highlighting the analysis of risk and whether a referral to this forum is appropriate – this should take into account any recommendations by MASH.
- Consideration needed to be given to starting a working group to include agencies involved with completing work with survivors and perpetrators around the abusive behaviours to map the different services available and consider potential gaps/creative working opportunities to the work we complete with families.

Section 11 Audits

Section 11 of the Children Act 2004 details the responsibilities that agencies have for safeguarding children. In 2016-2017, a revised online audit tool was launched and returns were received from CNWL and CLCH. The audit tool was rolled out to schools, however there was poor take up in the first round, therefore the audits were revised again and sent out via email in 2017-18. The next round of partners to be audited in 2017-18 include Imperial, the private health providers, and Children's Services, including commissioned services. Returns from the independent schools and private, voluntary and independent nursery providers, will also be scrutinised, with the assistance of our LSCB Lay Members.

Next steps with multi-agency audits

The QA subgroup recommended that there would be two full audits a year: one a new topic and one a 'revisit' of a previous theme focused on progress with the recommendations that were made. Future audit topics will align with the Joint Targeted Area Inspections themes and Board priorities.

In addressing the Ofsted action that recommendations from multi-themed audits are carried out and used to improve practice, it is the expectation that each agency takes responsibility for the actions identified from the case audits, and report by exception. As part of the new Audit schedule, repeat audits will also take place in order to measure impact.

New organisation of sub-group meetings

The QA subgroup this year reviewed the meeting structure to strengthen the schedule and relationship with the key work around audits and dataset development. It was agreed that:

- Two of the meetings (June and December) across the year would link to the multi-agency audit workshops and a discussion on the initial findings. This would allow the QA members to hear directly from the practitioners involved. We will also seek data that relates to the audit theme for those meetings.

- The remaining two meetings a year (September and March) will continue to scrutinise the core data set that we collate and produce by exemption key data reports for the LSCB board, particularly around the LSCB priorities.

Harmful Practices Steering Group / FGM Early Intervention Pilot

The Harmful Practices Steering Group was formed in June 2015 as part of the new governance structure to deliver the 2015-2018 Shared Services Violence Against Women and Girls (VAWG) Strategy and regularly reports to the VAWG Strategic Board and the LSCB.

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

The two year MOPAC Harmful Practices (HP) pilot ended in March 2017. The pilot aimed to improve the way agencies identify and respond to Female Genital Mutilation (FGM), so called Honour Based Violence (HBV), Forced Marriage (FM), and Faith Based Abuse (FBA), with a focus on early identification and prevention, safeguarding and support, and community engagement. The pilot was delivered by the Partnership to End Harmful Practices (PEHP, a consortium of seven women's organisations) in Westminster, Kensington and Chelsea, Hammersmith and Fulham and two other London Boroughs.

Ending Harmful Practices Training

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

Attendance in the second year of the training programme locally was less successful than in the first year, however, a process evaluation of the pilot undertaken by the MOPAC Evidence and Insight Team found that the training element was widely recognised as the key success of the pilot. During the course of the pilot, the training courses that were delivered were received well by attendees in terms of quality, content, and improving practitioner knowledge around harmful practices. Respondents to an evaluation survey felt the training had improved their ability to identify and respond to harmful practices, and often highlighted examples or plans to share learning with colleagues back in their respective workplaces.

Female Genital Mutilation Early Intervention Project:

The Female Genital Mutilation Early Intervention Model (MOPAC FGM EIM⁷) pilot was established to implement and refine an effective strategy to prevent new cases of FGM among women and girls, while supporting those affected by FGM. In order to achieve this, the pilot brought statutory health and social services together with community organisations to develop an effective and sustainable intervention delivering support to women who have undergone FGM and safeguarding those at risk of FGM. The pilot was delivered across Hammersmith and Fulham, Kensington and Chelsea and Westminster (alongside two other London boroughs).

This work included developing FGM clinics located within hospital midwifery services (at St Mary's Hospital, Chelsea and Westminster Hospital and Queen Charlottes Hospital) and staffed by a specialist FGM social worker, therapists, community and health advocates drawn from community organisations, and specialist FGM midwives. Women identified by health and other professionals as having undergone FGM – and, in particular, pregnant women identified by midwives – were referred to the clinics for support and safeguarding services. Women who have undergone FGM were also able to self-refer to the clinic.

The specialist FGM social worker has provided advice on the law around FGM and safeguarding children, as well as more general support with accessing services. Emotional support and therapeutic interventions have been provided by the therapists, and community advocates have acted as mediators between clinic staff and the women who attend the clinic. The specialist FGM midwives provide advice on the type of FGM that women have; and health issues women may face (including during pregnancy and labour) as a result of their FGM. Issues dealt with in the clinics have ranged from housing problems, to mental health, extreme isolation due to forced immigration or being refugees and also the devastating impact of FGM on women. There is also a more proactive element focussing on Child Protection, where women who have had FGM and have girls or give birth to baby girls have been assessed by Children's Services. This assessment seeks to speak to wider family members and also take into consideration other cultural and systemic factors that influence the belief behind the practice. This is done in conjunction with the community advocates, providing the families with a voice and a familiar figure and also providing social workers with a better cultural understanding.

This approach demonstrates a more systemic model recognising, that survivors of FGM don't always have the power to be able to protect their daughters. It also acknowledges that FGM is a traditional hidden practice, steeped in culture and it is different from other types of Child Abuse in two main ways:

- a. With FGM, prevention is protection. Once a girl has been cut – there is no going back and we have failed in our duty to protect her.
- b. Unlike other types of abuse, girls who come from FGM practicing families do not show signs that we usually look out for in other types of child abuse; such as low school attendance or neglect; in fact, they usually come from families who are invested in their daughters.

It was acknowledged that midwives are often best-placed to identify women who have undergone FGM, while social workers have the most highly developed expertise in

⁷ [The Mayor's Office for Policing and Crime Female Genital Mutilation Early Intervention Model: An Evaluation](#)

safeguarding and direct work with families. The clinic aims to bring together the skills and expertise located within these professions in order to offer a high quality intervention that is developed alongside and facilitated by community advocates.

Alongside work in the FGM Clinics, the specialist FGM social worker and colleagues have delivered training to local professionals; engaged with members of potentially-affected communities to continue to raise awareness of FGM-related issues; provided support and information to men affected by FGM; and engaged with local school pupils to raise awareness about FGM.

An evaluation of the pilot was undertaken by the Department for Education ⁴ and overall found that the project has been successful in embedding safeguarding within an early help approach that is supportive to both women and children.

Safeguarding Children Health Subgroup

The Safeguarding Children Health Subgroup (SCHS) provides a forum for sharing good practice, learning, innovation and raising concerns regarding safeguarding children. The Designated Professionals for Safeguarding Children chair the LSCB Health Subgroup, which meets on a quarterly basis.

The SCHS has facilitated and aligned collaboratively with health partners reporting requirements and developed quality improvement initiatives for safeguarding children across the child's journey in the health economy.

The SCHS has facilitated a discussion between providers and a joint approach in relation to responding to and promoting national initiatives in meeting targets and performance indicators which enable clinical benchmarking and peer review, with guidance from NHS England (London) when appropriate.

Key achievements of the group during the reporting year

- The Terms of Reference and membership of this sub-group were reviewed: thus improving group's quoracy by identifying the key organisational representatives who should attend, rotating meeting days and setting dates for the year ahead to enable the right representatives to attend.
- The standing agenda items were revised to ensure meeting outcomes were robust and relevant to group members.
- Serious Case Reviews have been added as a standing agenda item whereby the recommendations for health agencies and action plans incorporated into practice to ensure learning is embedded across the health economy.
- The group achieved the use of a standardised referral form to children's social care developed by Imperial Healthcare Trust and shared with the acute NHS Providers.

- In collaboration with the LSCB Business Manager, the Designated Nurses strengthened the Section 11 audit tool to support a health focus so that providers can demonstrate the fulfilment of their statutory duties.
- Strong links were developed with the Public Health representative on the subgroup to ensure that both providers and commissioners who attend the LSCB Board discuss the whole economy.
- The Designated Drs proposed that the structure should be changed and that there should be one post across the three boroughs, this was supported by the CCGs and will be progressed in 2017-18.
- The CCGs facilitated a workshop with the health partners of the LSCB to consider a local response to the options proposed in “**Developing a Local Safeguarding Arrangement in the Context of the Alan Wood Review and the Government’s Response**” and presented a range of proposals for how the LSCB might develop in the future.
- Guest speakers were invited to meetings to raise awareness of changes across the NHS landscape to the group members and how these changes will have an impact on safeguarding children examples of this are:
 - Sustainable Transformational Plans
 - Accountable Care Partnership

Priorities of the Safeguarding Children Health Subgroup for 2017 -18

- To review the model of 2 Designated Doctorss for the LSCB and propose the establishment of one post.
- For health partners to undertake internal audits to evaluate the learning from SCRs ensuring it is embedded in practice.
- To ensure the Named Doctors from providers organisations are engaged in the SCHS in some way.
- To hold an annual learning event for the group to ensure group’s work is captured effectively and feedback to the LSCB.
- To develop formal feedback mechanisms for subgroup members to their respective organisations as currently feedback is only via the LSCB
- Undertake a root cause analysis on how the group can strengthen and influence changes across health and social care.

Learning and Development Subgroup

This has been a particularly challenging year for the learning and development subgroup, as following the departure of the LSCB trainer, the delivery of and co-ordination of the training programme fell to the Business Manager.

Despite this, the LSCB has continued to provide a wide-ranging training offer. This year, a total of 9 Introduction to Safeguarding Children workshops, and 36 Multi-agency Safeguarding and Child Protection courses were offered, alongside 3 multi-agency Safeguarding and Children Protection Refresher workshops. Specialist workshops included in the programme included two sessions on domestic abuse,

parental mental health and parental substance misuse, and also one on working with difficult and evasive families.

In partnership with the Women and Girls Network, we continued to offer a series of five workshops on child sexual exploitation.

The LSCB continued to facilitate the roll out of the Partnership for Ending Harmful Practices Pilot (PEHPP) training. This included eight half day multi-agency workshops (open to all agencies) covering FGM, forced marriage, honour based violence and faith based abuse.

Working in partnership with the Safer Organisations Manager and Tri-Borough LADO (Local Authority Designated Officer), we hosted accredited Safer Recruitment Workshops and Meet the LADO workshops to raise awareness of this important role, although it was noted that attendance at these workshops was low. This may be a reflection of the demands on delegates, such as headteachers and managers who get called away from training at short notice.

The LSCB published an e-learning course on private fostering and continues to signpost to free external e-learning on FGM, Forced Marriage and CSE as well as promote other key training such as the WRAP (Workshop to Raise Awareness of Prevent) sessions offered by the Prevent teams.

A well-attended conference learning event on the Southbank International Serious Case Review was hosted in March 2016.

Evaluation of the training courses was carried out by a pre and post workshop evaluation form, to show how much learning has taken place on the day. Further longer-term evaluations were not possible this year without the LSCB trainer being in post.

Our priorities for 2017-18 include improving the way we evaluate training workshops, by holding focus groups to further measure the impact of training. The specialist course offer will be reviewed and additional workshops on safeguarding adolescents, gangs, Working with Perpetrators of Domestic Abuse, Child Sexual Abuse, Parental Substance Misuse and the Impact on Children, Parental Mental Health and e-safety will be explored.

A learning event on the Clare and Ann serious case review is also being developed.

NEGLECT CAMPAIGN, IN PARTNERSHIP WITH THE NSPCC

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



A number of follow up workshops to raise awareness of neglect with key frontline practitioners were delivered, and neglect video and resources were published on the LSCB website.

The Board is working with the NSPCC to complete an evaluation of this project.

Short-life Work Group on Parental Mental Health

Parental mental health and wellbeing is a key factor in determining the life circumstances, wellbeing and safety of a child. Parents with mental health problems need support and recognition of their responsibilities as parents and their children's needs must also be addressed. The LSCB completed a short life working group on parental mental health this year. The aims of the group were to collate relevant national and local learning on the topic of parental mental health, including learning from published case reviews, the confidential enquiry into maternal deaths and any local relevant initiatives that could be identified.

The short life working group made several recommendations to the Board:

- 1. Joint Audits should be conducted between partner agencies in respect of mental health functions.*

The Board agreed to continue with an audit programme to include work identifying practice in respect of parental mental health. Mental Health Trusts and other providers should ensure support for completing, analysing and reporting results is provided to ensure the work load is shared by all partners.

2. *Development of relevant metrics for all agencies to ensure the ‘Think Family’ approach is delivered.*

The Board agreed that this is challenging in the current climate. However, the Board must consider how it includes assurance, from across the agency network, on issues relating to parental mental health and gathering evidence on the implementation of the ‘Think Family’ principles.

3. *Engagement with private mental health providers to support their engagement with best practice.*

The Designated Nurses for Safeguarding Children continue to engage with private healthcare providers through the private health network that meets quarterly.

4. *Developing an offer of training for the co-existing issues of mental health problems, substance misuse and domestic abuse.*

The 16-17 LSCB training programme included training on the ‘trio’ of concerns. An area to develop going forward will be more in-depth workshops on each of those topics separately, as well as reviewing and challenging what single agency training needs are in this area. The learning from a recent serious case review (Clare and Ann) has been incorporated into our core multi-agency safeguarding and child protection course. Additionally, a larger conference learning event focussing on this serious case review is planned for early 2018.

LSCB PRIORITIES FOR 2017-2019

Following a review by the Board and consideration of developing needs across the three local authority areas, the following four priorities with associated outcomes and actions form the basis of LSCB’s Safeguarding Plan for 2017/2019, whilst not losing sight of key ‘business as usual’ for safeguarding across the partnership.

Priority 1: Domestic Abuse and Coercive Control	
Outcomes	Actions
An evidence-based response to coercive control with a focus on protecting and reducing risk to children and supporting those abused	<ul style="list-style-type: none"> • Identification of resources to strengthen work with perpetrators. • Review mechanisms to identify various types of coercive control and assess provision of interventions • Identify training needs of multi-agency professionals. • Raise awareness of coercive control in relationships. • Strengthen the co-ordination of the activity of both the LSCB and the VAWG partnership to deliver better outcomes for children and young people.

Priority 2: Peer on Peer Abuse and Serious Youth Violence	
<p>The LSCB is providing oversight and scrutiny of the effectiveness of services in preventing and tackling peer on peer</p>	<ul style="list-style-type: none"> • Peer on peer abuse - assess the access to support and therapeutic services • Coercive control – assess and identify gaps in support services for young people at risk. • Review resources for intervening with young perpetrators. • Work with agencies to develop a strategy around knife crime and serious youth violence.
Priority 3: Increase the Board’s meaningful engagement with children and young people	
<p>The LSCB is engaging with children and young people to ensure their representation on key matters that impact upon them.</p>	<ul style="list-style-type: none"> • Appoint the new post holder for community and children and young people’s engagement. • LSCB Chair and relevant subgroup members to visit existing young advocate groups, youth representation panels or other designated youth leaders. • LSCB Chair to assess representation of children and young people from diverse, marginalised or excluded groups. • Maximise the available participation forums across the three boroughs and via partner agencies, to engage a wider audience of children and young people. • Consult young people to plan and deliver a youth engagement plan for the LSCB • Ensure representation, in appropriate formats, of children and young people in LSCB events and activities.

Priority 4: Working with the Safeguarding Adults Executive Board (SAEB) and linked strategic partnerships	
<p>There are clear and understood transition pathways from child to adult services, especially where there are concerns about ongoing vulnerability</p>	<ul style="list-style-type: none"> • Work with the SAEB to promote a more holistic ‘Think Family’ approach to identifying safeguarding needs • Work jointly with agencies to establish set transition pathways including mental health. • Create a co-ordinated response to legislation and guidance on ‘Modern Slavery’ • Conduct a review of how effectively agencies work together to support problematic parental substance misuse to minimise its impact on children. In particular

A coordinated response to new legislation that includes adults and children's safeguarding issues.

A co-ordinated approach to safeguarding linked to parental and young peoples' substance misuse.

- How Public Health consider safeguarding in their commissioning of services
- Assess the clarity amongst commissioners regarding their responsibilities. Identify gaps / duplication and safeguarding impacts.

- Jointly ensure agencies have structured processes to identify the support needs of vulnerable parents and that a child's views and concerns are at the forefront of the assessment process.

- Work jointly on the quality, safety and safeguarding aspects of substance misuse by young people

LSCB Budget 2016-2017

	2016/17 Actual Outturn			
	LBHF	RBKC	WCC	TOTAL

	2016/17 Corrected Outturn			
	LBHF	RBKC	WCC	TOTAL

CONTRIBUTIONS

Sovereign Borough General Fund	-79,169	-59,462	-76,930	-215,561
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-79,169	-59,462	-76,930	-215,561
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Metropolitan Police	-10,000	-10,000	-10,000	-30,000
Probation				0
CAFCASS	-550	-550	-550	-1,650
CCG (Health)	-20,000	-20,000	-20,000	-60,000
Total Partner Income	-30,550	-30,550	-30,550	-91,650
Total Funding (excluding reserves)	-109,719	-90,012	-107,480	-307,211

-10,000	-10,000	-10,000	-30,000
			0
-550	-550	-550	-1,650
-20,000	-20,000	-20,000	-60,000
-30,550	-30,550	-30,550	-91,650
-109,719	-90,012	-107,480	-307,211

EXPENDITURE

Salary expenditure	14,669	56,918	27,030	98,618
Independent Chair	0	0	0	0
Training	0	6,219	6,600	12,819
Peer review/consultancy	0	0	0	0
Multi-agency Auditing	0	0	0	0
Other LSCB costs	1,123	24,282	2,871	28,277
Total expenditure	15,792	87,420	36,502	139,713
Serious Case Review related expenditure in-year				
Forecast variance	-93,927	-2,592	-70,978	-167,498
Moved to B/S for partner income				
Final outturn variance	-93,927	-2,592	-70,978	-167,498

32,873	32,873	32,873	98,618
0	0	0	0
4,273	4,273	4,273	12,819
0	0	0	0
0	0	0	0
9,426	9,426	9,426	28,277
46,571	46,571	46,571	139,713
-63,148	-43,441	-60,909	-167,498
63,148	43,441	60,909	167,498
0	0	0	0

BALANCE SHEET

Reserves Brought Forward	-5,500	-70,689	-55,226	-131,415
Adjustment in year				0
Contribution to LSCB balance sheet accounts	0	0	0	0
Reserves to take forward	-5,500	-70,689	-55,226	-131,415

-5,500	-70,689	-55,226	-131,415
			0
-63,148	-43,441	-60,909	-167,498
-68,648	-114,130	-116,135	-298,913

The tables above show the reported outturn at the end of the year and a revised outturn after errors were identified. Corrections are being made to re-attribute costs appropriately in 2017-2018.

GLOSSARY OF TERMS

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

CONTACT DETAILS

In writing to: LSCB, c/o 1st Floor, Kensington Town Hall, Hornton Street, London W8 7NX

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APPENDIX A: LEGISLATIVE AND STATUTORY CONTEXT FOR LSCBS

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

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

(b) to ensure the effectiveness of what is done by each such person or body for those purposes.

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

1(a) developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to:

(i) the action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;

(ii) training of persons who work with children or in services affecting the safety and welfare of children;

(iii) recruitment and supervision of persons who work with children;

(iv) investigation of allegations concerning persons who work with children;

(v) safety and welfare of children who are privately fostered;

(vi) cooperation with neighbouring children's services authorities and their Board partners;

(b) communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so;

(c) monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve;

(d) participating in the planning of services for children in the area of the authority; and

(e) undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.

APPENDIX B: LSCB BOARD ATTENDANCE 2016-2017

Role	19th April 2016	19th July 2016	11th October 2016	31st Jan 2017
LSCB Chair	y	y	y	y
Executive Director of Children's Services (Tri-borough)	y	y	y	y
Director of Family Services (H&F)	y	y	y	y
Director of Family Services (RBKC)	y	y	y	y
Director of Children's Services (WCC)	y	x	y	y
Director of Schools (Asst Director)	y	y	y	y
Head of Combined Safeguarding & Quality Assurance	y	y	y	y
LSCB Business Manager	y	y	y	y
Director of Adults Safeguarding (or rep)	y	y	y	y
Housing	y	y	y	y
Police Borough Command	x	y	y	y
Police CAIT	y	y	y	y
Probation	y	y	y	y
Community Rehabilitation Company	y	y	y	x
CAFCASS	x	x	y	x

Prisons	x	x	y	x
Ambulance Service	y	x	x	x
Voluntary Sector	y	y	y	y
Lay member	y	y	y	y(2)
NHS England	x	y	x	x
Health CCGs	y	y	y	y
Designated Doctor INWL/Designated Doctor Chelwest	x	y	y	y
Designated Nurse	x	y	y	y
Head of Safeguarding, CLCH	y	x	x	y
CLCH Director of Nursing	x	x	x	x
Imperial Director of Nursing	y	y	x	y
Chelwest Director of Nursing	y	y	y	y
WLMHT	y	y	y	y
CNWL	x	x	y	y
Public Health	y	y	x	y
Community Safety Team (Commissioning)	x	y	y	y
Policy Team (Commissioning) (advisory)	y	y	y	y
Head Teachers	y	x	y	x
Cabinet Member for Children's services, H&F	x	x	x	y

Cabinet Member for Family and Children's Services, RBKC	y	y	y	y
Cabinet Member for Children's Services, WCC	y	y	y	y

Please note for the purpose of this table 'y' means attendance of the LSCB Member or a representative, 'o' means a representative was not expected and 'x' that no representative attended.

This report was prepared by the LSCB Independent Chair, Jenny Pearce, with support from Emma Biskupski (LSCB Business Development Manager). We would like to thank the many members of the LSCB who made contributions to the report.

Approved by LSCB : xxx October 2017

Published on xxx 2017

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Children, Environment and Leisure P&S Committee

Date:	Monday 5th February 2018
Classification:	General Release
Title:	Perfect Pathways
Report of:	Annabel Saunders, Interim Director of Children's Commissioning
Cabinet Member Portfolio	Cabinet Member for Children, Families and Young People: Councillor Richard Holloway.
Wards Involved:	All
Policy Context:	City for Choice
Report Author and Contact Details:	Jonathan Skaife, Commissioning Transformation Lead jonathan.skaife@lbhf.gov.uk

1. Executive Summary

- 1.1. This report provides an update on the project Perfect Pathways, a system wide review of services for children with SEND drawing on extensive engagement with families accessing these services and practitioners. The project methodology has benefited from the involvement of the Design Council, whose service redesign toolkit has been applied to improve both outcomes and service efficiency.
- 1.2. Specifically, this report provides an overview of the project methodology applied and outlines the review findings and the service solutions being proposed to improve the experience of children and families with SEND through earlier intervention and improved sign-posting and navigation. Proposed service improvements include:
 - the introduction of a more graduated short break offer;
 - improvements to the referral process into SEND services;
 - the introduction of a key work function to support families to navigate SEND services, and;
 - improvements to the portage service.
- 1.3. The Perfect Pathways project also has a savings target of £365,000 against the Specialist Commissioning Intervention budget.
- 1.4. To date £320,000 has been achieved of the total £365,000 savings target whilst avoiding an adverse service user impact.
- 1.5. Further efficiencies of £45,000 are being sought to deliver the full savings target.

2. Key Matters for the Committee's Consideration

- 2.1 This paper provides an outline summary of progress to date for the Committee to note and seeks endorsement for the draft proposed next steps. The Committee is also asked to consider whether any additional activity, beyond that outlined within this paper might add value to the proposed outcomes delivered through Perfect Pathways.

3. Background

The Design Council

- 3.1. Following a successful bid based around the desire to provide improved support for Children with Special Educational Needs and Disabilities (SEND), the Perfect Pathways project was selected as one of seven London organisations to take part in the 'Design in the Public Sector' programme, which is delivered by the Design Council.
- 3.2. The Design in the Public-Sector programme brings together officers involved in the design and delivery of public services to learn and apply strategic design approaches to deliver impact and improvement for their communities. The focus of the programme is to enable local authorities to use innovative research and engagement mechanisms to effectively harness the voice of families and local stakeholders to develop radically different solutions to challenges whilst operating within tighter financial constraints.

Project Aims

- 3.3. The overarching aim of Perfect Pathways was to develop an improved system for providing targeted support for Children with SEND at a lower cost than is currently spent on the system whilst also improving the service experience and outcomes for families.
- 3.4. The challenge was to take a new look at the way in which we provide targeted support for children with special educational needs and disabilities from the age of 0-25, specifically focussing on:
- Short Breaks for Children with Disabilities
 - SEN Outreach
 - Early Years provision
 - Information, advice, and consultation.
- 3.5. The intended outcome is more efficient and effective services which provide the best value and experience for children and families.

Objectives

- 3.6. The commissioning objectives that Perfect Pathways set out to achieve can be summarised as follows:
1. Create an infrastructure that supports parents to understand, access and journey through the local offer to access the right support, for the right children, at the right time, with the right professionals;

2. Provide a more graduated Local Offer that's better able to meet the diverse needs of both children and parents and build resilience;
3. Shift the allocation of resource towards early intervention to improve both children's outcomes and value for money, and;
4. Achieve a savings target of £365k set against the Specialist Commissioning Intervention budget by 2018/19.

Research and co-design work

3.7 The project engaged parents, practitioners, and providers in a collaborative process of change. The detailed engagement work looked to deploy creative and meaningful approaches to engagement to gather both insight into issues faced in the system and ideas for improvement.

3.8. The methods applied are summarised in the table below:

Research Method	Step Taken
Photo Journals	<ul style="list-style-type: none"> • A small sample of parents with children with SEND, sourced via the Parent Reference Group, took photos of their lives during a calendar week to help the group consider all aspects of parents lives; not just the contact points with current services. This deep dive into a small sample of parents enabled the design team to consider the whole life experience of parents.
Journey Mapping	<ul style="list-style-type: none"> • Detailed mapping of cases identifying touch points with services; both local authority and health services, and opportunities for improvement.
Parent Interviews	<ul style="list-style-type: none"> • Semi structured interviews with parents about their experience of services offered.
Observations in Settings	<ul style="list-style-type: none"> • A number of days spent observing the existing commissioned services, engaging with children and professionals to better understand the need and the current offer in place.
Parent Events	<ul style="list-style-type: none"> • A number of workshops with parents to identify their experiences of the current system and ideas for improvements.
Meetings with Settings	<ul style="list-style-type: none"> • Each commissioned service was visited and introduced to the program. • Discussions were held about issues in the system and insight findings from the research undertaken with parents was triangulated with professionals. • A meeting was held with the Westminster Special Schools Head regarding SEN Outreach.

Stakeholder Engagement

3.9. Project research and consultation has been extensive, delivered as a joint effort between The Parent Participation Group, The Design Council, current service providers and a core project group with representation from commissioning and the SEND service. Following the research, visits took place to share the findings with a broad range of stakeholder groups, as follows: Early Years childcare board; Special Interest Group, Parent reference groups; CFA Exec board; Child Development Centre; Council for Disabled Children; Heads of service workshops: Early Years and Early Help; Commissioning; Disabled Children's Team, and; SEND management team meetings.

4. Key findings

4.1. This section summarises the findings from the research and engagement phase.

4.2. Parents, providers, and services identified the following themes:

- Parents provided examples of inconsistent advice and support that had been provided by services and professionals. This was not specific to commissioned services but a theme across the wider system.
- There is a lack of consistent knowledge and awareness of The Local Offer amongst some parents and practitioners and services were at times considered to be fragmented and difficult to navigate - transition between services felt especially complex;
- Services should more closely designed around the needs of parents;
- Parents reported experiences where nurseries and community environments had not appeared to be welcoming to parents of children with SEND raising questions about the inclusivity of parts of the mainstream sector.
- The social work assessment required to access short breaks provision was considered intrusive and unnecessary, and;
- A graduated offer is required for short breaks that can be easily accessed.

4.3. In response to the research findings, proposed solutions to the issues identified were co-developed with stakeholders across the system.

4.4. A process of prioritisation and rationalisation was then undertaken to identify solutions which could be achieved within financial constraints. The process has involved:

- A light touch service review to identify the final savings & any further available efficiencies
- Demand and spend forecasts to identify areas where escalating expenditure needs addressing
- The preventative value of each solution to prevent demand for and escalation into specialist provision
- Workshops so parents could identify their top priorities.

5. Proposed Deliverables

5.1. The deliverables identified through the process are outlined below. Next steps will now require more detailed delivery planning and engagement with existing providers.

An improved referral model and front door for SEND.

5.2. The introduction of an effective front door for health notifications and other referrals, which improves the process for identification and tracking of children with emerging SEND. A model has been agreed to capture a pathway leading from front door to a 'Triage' process to enable a screening and allocation process for children and young

people with SEND to be developed. The establishment and promotion of the improved front door will also establish more effective early identification and signposting to the local offer.

An early intervention Key Worker Service

- 5.4. The introduction of a Family Key Working model, which appropriate children and families can be referred to for personalised support. Key workers, directing traffic from the new front door, could enable parents to be supported through a more coherent set of pathways. This service will help them to navigate the SEND support system, access the right services at the right time to avoid escalation of need and be empowered to manage their lives more effectively.

This will be funded by reshaping the existing Portage service

A strengthened and reshaped Portage home learning service

- 5.5. The Portage service is a weekly home-visiting education service for pre-school children with developmental or learning difficulties, physical disabilities, or other special needs. It helps children become school ready by developing the capacity of parents and carers to develop their child through developmental activity.
- 5.6. The existing service currently offers both the portage home learning service and an informal key worker service. It is proposed that a revised and strengthened service specification is produced with detailed Key Performance Indicators. The revised service specification will formally reflect the introduction of a key worker service and strengthen outcome measures. It is proposed that staff from this service are located within the Council to ensure a coherent and integrated service offer for families.

A new Short Breaks core offer

- 5.7. Short Breaks are developmental activities run for children with SEND designed to offer parents/carers a necessary break from their caring responsibilities.
- 5.8. The bulk of the current Short Breaks provision is a targeted offer, accessed via social work assessment. Block contract arrangements with the Westminster Society pay for group centre based activities which run after school, during holidays and weekends. One to one care is spot purchased from a range of providers, available from centres, children's homes and in the community. Some children with highly complex needs also access overnight care.
- 5.9. This current offer would benefit from greater differentiation or graduation with the introduction of a core Short Breaks offer which would provide a lower tier of support available without social work assessment. Discussions with parents and professionals suggests that a core offer could involve new family based sessions, group based sessions and inclusion support into mainstream settings.
- 5.10. The core offer will enable more group based interaction and peer support. Running at a lower unit cost and available without expensive social work assessment.
- 5.11. The Short Breaks core offer will be re-shaped within existing expenditure. A review of the current spot purchased provision will also explore an opportunity to achieve greater efficiency by purchasing provision in block arrangements with a view to reducing spend outside of the existing short break budget.

Out of scope for next steps

5.12. An area that was raised by parents but will not form part of the immediate next steps include a drop-in family hub facility/facilities, which provides space(s) for families to receive information advice and guidance and access inclusive activities on an ad-hoc basis.

6. Savings

6.1. This section of the paper offers an overview of the savings achieved to date.

6.2. The total budget for services in scope of Perfect Pathways was £1.9m, of which circa £819k came from The Specialist Commissioning Intervention budget. There was a savings target of £365k set against The Specialist Commissioning Intervention budget, as per the annual reductions outlined below:

Financial Year	Budget	Savings Target	Cumulative Savings
2016-17	£818, 800	£160,000	£160,000
2017-18	£658, 800	£205,000	£365,000
2018-19	£453, 800	-	-

6.3. To date £320,000 has been achieved of the total £365,000 savings target.

6.4. We have delivered these savings through the following approach:

- A zero-basis budget approach to the formation of the 2017-18 budget which enabled the removal of several non-essential cost items. This delivered an initial saving of circa £96k. Examples of budget items included one off travel payments, a historic arrangement with a school which was no longer in place, contingency measures for commissioned contracts and payments related to historic service transition periods.
- A new model for Short Breaks Transport, piloted in 2016-17 and rolled out in 2017-18, enabled a saving of £36k. The budget for transport to and from the current commissioned Short Breaks provision has been delegated to the Westminster Society for management which enabled a reduction of buses. Instead, where appropriate, children and young people have learnt positive travel skills to aid their future independence; such as walking to and from the venue or using public transport. These changes have been well received by parents.
- The renegotiation and removal of waste from a range of commissioned block contract arrangements relating to accessible youth and nursery provision to deliver a saving of £188k in line with low service take up and a re-modelling in line with actual usage.

7. Next Steps

7.1. This section outlines timescales and next steps to achieve the deliverables outlined. For each deliverable detailed delivery plans will be developed.

The improved front door

7.2. The front door will be amended to include a specific reference for SEND referrals and health notifications by March 2018 according to the following steps:

- January – February 2018: Tweaked design of the front door, ensuring compatibility with wider infrastructure.
- March 2018: Establishment and promotion of the new front door, establishing more effective early identification and signposting to the local offer.

Key working and portage home learning.

7.3. The following phased approach will be taken towards achieving the new key working and portage home learning arrangements.

- January 2018: Test provider appetite to deliver new model within existing financial envelope.
- February - March 2018: Further co development sessions with parents to inform the future model.
- February – May 2018: Co produced service specification informs contract formalisation
- June – August 2018: Service mobilisation including service co location.

Short Breaks Core Offer.

7.4. The core Short Breaks offer will be developed according to the following timescales:

- Jan - Feb: Providers identified to pilot the Short Breaks core offer
- March – June 18: Pilot and mobilisation.

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Children, Environment and Leisure P&S Committee

Date:	5th February 2018
Classification:	General Release
Title:	Greener City Action Plan (2015- 2025) – year 2 update
Report of:	Richard Barker, Interim Executive Director for City Management and Communities
Cabinet Member Portfolio	Environment, Sports and Community
Wards Involved:	All
Policy Context:	Greener City
Report Author and Contact Details:	Ceridwen John x1021 cjohn@westminster.gov.uk

1. Executive Summary

- 1.1 The Council's 10-year sustainability strategy – the Greener City Action Plan (GCAP) was adopted in 2015, with the previous Policy and Scrutiny Committee for Environment and Customer Services playing a key role in its development.
- 1.2 In May 2017, this committee was presented with a revised set of actions to reflect the changing priorities of the council and residents and supported the re-prioritising of the action plan. The committee agreed that while all aspects of the GCAP remained important, some actions were more time-sensitive and should benefit from additional focus in the short term; specifically concerns around air quality have risen up the agenda of the Council and residents alike. A number of new City for All 2017/18 targets were also included as additional actions.
- 1.3 The main purpose of the report is to update the current Committee on progress against the GCAP's targets after two years. While the Committee already undertook a detailed assessment in May, it also supported an agreed commitment to bring back an annual report in Autumn of each year (Appendix 1) for review and discussion to ensure the strategy is on track. This annual report will be published on the website and shared with stakeholders.

2. Key Matters for the Committee's Consideration

- The Committee is invited to review the year 2 performance update in Appendix 1. Is the Committee satisfied with the progress made so far; and if not, make recommendations for action and to identify any key areas of priority?
- The Committee is invited to review the RAG rating (Appendix 2 and 3) of the highest priority commitments that were agreed in May and give an assessment of the continued suitability of these targets for the Council to focus on for the next year.

3. Background

Introduction

3.1 The GCAP was developed with extensive input from internal and external stakeholders and was adopted in 2015. It is a ten-year plan focusing on nine priority themes:

1. Addressing noise pollution across the city
2. Improving local air quality
3. Ensuring local energy security and delivering carbon reduction
4. Making better use of the City's waste resources
5. Supporting a sustainable transport system for Westminster
6. Making the best use of open spaces and improving local biodiversity
7. Managing water use and flood risk
8. Ensuring that sustainability is delivered through economic development
9. Communicating and empowering environmental action in Westminster

Responsibility in delivering the GCAP Actions

3.2 Overall strategic responsibility sits within the council's Policy, Performance and Communications directorate (PPC) which also leads on some pilot projects, for example the Low Emissions Neighbourhood (LEN) in Marylebone. Operational delivery of a 'greener city' falls across a number of council directorates - but the majority of actions sit within City Management and Communities (CMC) and Growth, Property and Housing (GPH). CMC coordinate the delivery of actions through a specific delivery plan which is reported through to the Executive Management Team member responsible for sustainability; Richard Barker, Interim Executive Director for CMC.

Reporting

3.3 This Committee receives an annual GCAP performance report of what the council has done to contribute to the strategy's objectives. In May, this committee asked that we should prioritise issues where the Council could play a real leadership role in delivering solutions and to engage partners in delivering outcomes - and the Council has in particular, tried to do this by building on the Air Quality Task Group of this Committee. The Council developed and delivered a high-profile thought leadership programme around air quality over the past six months – engaging

academics, scientists, the medical community, landowners, developers, the third sector and businesses in the agenda. The outcome of this was an air quality ambitions document, setting out the broad policy themes to build on for the new Air Quality Strategy being written in 2018.

- 3.4 The Committee is reminded however, that greener action delivery can and often should be non- Council-led wherever possible, as many of these issues across the range of environmental challenges our city faces cannot be fully resolved without stakeholder input and activity.

Accountability and Governance

- 3.5 Ongoing feedback is very much welcomed, and the Cabinet Member will update on progress quarterly on key issues and activity throughout the year at this Committee.

4. Next Steps

- 4.1 Most activity that the Committee agreed in May are on track, and any further ideas or actions that would help deliver a greener city are welcome as part of this reporting process.

**If you have any queries about this Report or wish to inspect any of the
Background Papers please contact Ceridwen John x1021
cjohn@westminster.gov.uk**

APPENDICES:

Appendix 1 – Year two performance update report

Appendix 2 (follows on immediately from Appendix 1) – Priority GCAP and City for All actions – RAG rated.

BACKGROUND PAPERS

For context, the original GCAP strategy, summary document and the year one update can be found here: <https://www.westminster.gov.uk/greener-city-action-plan-0>

Appendix 1 – Year two performance update report (next page) followed immediately by:
Appendix 2 – Priority GCAP and City for All actions – (Red/Amber/Green) RAG rated.



City of Westminster

City
for
All

Greener City Action Plan

2015-2025

Year 2 Update
December 2017

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Introduction

Foreword by Cllr David Harvey, Cabinet Member for Environment, Sports and Community

This year Westminster City Council has been more committed than ever to improving air quality in our city, especially as it has, understandably, been ranked as our residents' primary concern. I am proud that our #dontbeidle campaign, the first of its kind in the country, is proving a success. Over 14,000 drivers in the city have so far been asked by the Air Quality Team to turn off their vehicles whilst stationary and only a few people have refused to do so. Furthermore, more than 5,000 people have signed the pledge not to idle their engines.

The Marylebone Low Emission Neighbourhood is also the pilot for a parking surcharge, where pre-2015 diesel vehicles paying to park are now subject to a 50% higher charge than other vehicles. I am pleased that this has so far seen over a 14% reduction in the number of older diesel vehicles entering this area. Both initiatives to disincentivise polluting vehicles prove that our residents and visitors are more aware of the huge adverse impact that their vehicles can have on our health and well-being.

Our parks and green spaces also remain important to our residents and visitors and we are proud to not only have 23 Green Flag Awards, recognising our commitment to conservation and heritage, but also to have won 'Council of the Year' at the London in Bloom awards. We are also committed to ensuring that, whilst our parks are used for occasional events, they should be primarily used as a place of calm and tranquillity and a retreat from the fast-paced city.

I am proud that, thanks to the efforts of our staff, we are one of the few councils still offering at least a weekly waste collection to all residents. Clean streets continue to be a high priority. However, whilst Westminster is, just like throughout London, experiencing an ongoing issue with fly-tipping, I am glad that our enforcement rate on this matter remains the highest in London to help change the behaviour of offenders and protect our residents and visitors.

Whilst there is still some way to go before we make Westminster the green city that our residents deserve, we have, over the last two years, made great strides to ensuring that this happens and I am excited to see this progress.

Cllr David Harvey
Cabinet Member for
Environment, Sports
and Community

Executive Summary

We are now entering the third year of our ten-year Greener City Action Plan (GCAP), our vision of how we will maintain and improve the environment for our residents, visitors and people who work in the city. Environmental issues have continued to rise up the agenda over the past year, which is reflected by the inclusion of significant new environmental commitments being set out as part of our City for All programme this year.

With support and input from our Policy and Scrutiny Committee in 2017, we also agreed to re-prioritise all of the actions originally set out within the GCAP, to reflect what our residents told us was important to them right now. This means that although we still recognise the need to take action on a range of environmental themes (as set out below); given the constrained resources within the public sector, we need to re-focus on the more pressing and time sensitive nature of some issues – in particular air quality.

- 1 Addressing **noise pollution** across the city
- 2 Improving **local air quality**
- 3 Delivering **affordable, secure and low-carbon** energy supply
- 4 Making better use of the City's **waste resources**
- 5 Supporting a **sustainable transport** system for Westminster
- 6 Making the best use of **open spaces** and improving **local biodiversity**
- 7 Managing **water use** and **flood risk**
- 8 Ensuring that sustainability is delivered through **economic development**
- 9 **Communicating** and encouraging people into **environmental action**



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Addressing noise pollution
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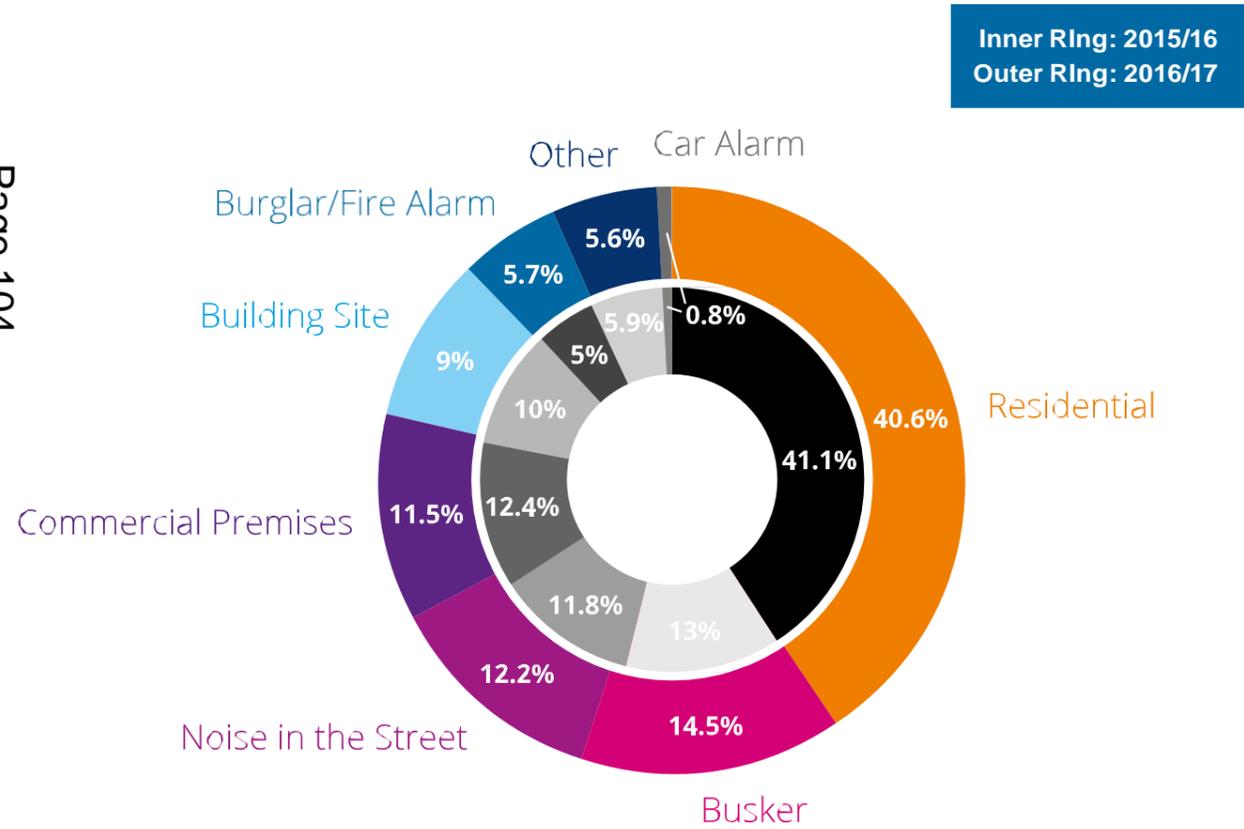
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1. Addressing noise pollution across the city

As the heart of a global city, Westminster's complex noise environment is part of the hustle and bustle of daily life. However, not all noise can be simply put down to city living, and the noise environment changes significantly across different parts of the city e.g. the night time economy results in very geographically specific noise environments – in the West End in particular. This also means city-wide solutions are not straightforward.

Figure 1: Breakdown of noise complaints; comparing 2015/16 with 2016/17



Over the first two years of this strategy, residential noise complaints remained the most common complaint received by the council, although this has reduced by 3.2% (582 complaints) in the last twelve months. Other types of noise remain broadly consistent and we will continue to monitor this over time.

What we did in year 2

- Our new Code of Construction Practice (COCP) agrees acceptable noise levels and traffic arrangements with the site contractors and stakeholders prior to the start of demolition and construction projects to limit the impact on residents. So far, 55 major construction projects, 12 basement developments as well as infrastructure projects like Crossrail and the Victoria Station upgrade have fallen under the COCP system. The development industry's compliance with these agreements is proactively monitored, and has led to a reduction of noise disturbance for residents and businesses.
- In the last three financial years, on average, the council's Environmental Services department met their target of 97% of noise complaints being responded to within 45 minutes. In the past twelve months, 727 notices were served – formal legal requirements made by the Noise Team against individuals or businesses under the Control of Pollution Act and the Environmental Protection Act, in order to try and maintain reasonable noise limits in the city.
- We monitored (but did not see an increase) in evening night tube complaints as individual lines were made into 24 hour operations.
- We worked with Crossrail, TFL and Tideway to minimise noise from a major long-term infrastructure project – Thames Tideway Sewer, particularly on their Victoria Embankment foreshore site; part of building a connection between a new 'super' sewer and the existing Victorian sewer system over the next four years.
- We continue to monitor and enforce outdoor events to ensure they finish by 11pm.
- We have launched a new mobile app for noise officers to use while out on inspections which means they can quickly identify historical complaints for addresses, to help them assess the best way forward in responding to new complaints.



CASE STUDY

Roadworks are an essential but inconvenient fact of life – often causing congestion which impacts on the economy and leading to noise and dust disturbance for local people. Working with TfL and City of London, we submitted a bid for TfL funding (lane rental project) to develop and trial a new approach to out of hours (non-daytime) street working on the TFL network. The main purpose of the two-year project is to develop guidelines for street works (any work requiring digging up of the road/pavement e.g. for improving utilities) with regards to working hours, noise and to mitigate measures, minimising impact on traffic flow and engagement with the community. The aim is to establish close working relationships with the City of London to jointly promote better practice and provide consistent expectations for those undertaking street works in central London. We will work with utility companies and other roadwork contractors to engage with residents and businesses to achieve the best possible outcome, especially where there is a conflict between the needs of residents for peace and quiet and the travelling public. If the project is to be successful it potentially could be rolled out to a wider area of London.

Still more to do next year:

- Work with more developers and construction companies to minimise impact from construction sites and street works
- Implementation of the protection of tranquil spaces into the planning process
- Work with the business community to help deliver noise reduction improvements through their operational practices e.g. through freight and waste consolidation
- Monitor the results of pilot schemes e.g. 20mph zones, street-working pilot

What you can do:

- If you need a private car, consider electric vehicles which will be less polluting and quieter. Even better, share with one of the many car club options we have in Westminster.
- Businesses need to keep machinery and equipment in good working order and be mindful of their impact on neighbours.



2. Improving our local air quality

Poor air quality is a problem for us all. Emissions from dust, pollution from heating and cooling our homes and offices, generating power locally, and driving vehicles all has a direct impact on the air that we breathe and consequently our health.

WCC has some of the highest air pollution in the country and our neighbouring authorities all suffer too, meaning wherever you are in Westminster – you are affected by poor air.

Thousands of Londoners die prematurely as a result of poor air and recent medical and academic reports highlight new evidence that links living with prolonged poor air to increased risk of conditions such as dementia and low birth weight in babies.

Air quality concerns have rocketed up the agenda over the past twelve months and residents have told us in the City Survey that it is their “number one concern”, and we are increasingly seeing residents complaining about vehicles idling in their area. Increased media reporting and general awareness now means that people are expecting more to be done in this area, but we need to work in partnership to see real change. To reflect this, we made a specific commitment in our City for All Year 3 programme around air quality:

‘City for All’ Year 3

Lead the way in demonstrating how responsible city government can address growing concerns over poor air quality. We will launch our new Clean Air Strategy filled with measures to improve air quality in

the city. At the heart of this will be our new ‘#DontBeIdle’ campaign to persuade drivers to make the simple change of turning off their engines when idle. Evidence shows that when we run anti-idling days emissions fall by 20%, we will spread this positive message across Westminster focusing on high-risk areas such as hospitals and schools.

The latest official air quality data we have, shown in the next graphs and tables, as well as community based monitoring completed across different parts of Westminster submitted by local residents all show that we regularly exceed healthy air quality limits. Although technically within EU limits for particulate matter, we exceed World Health Organisation standards and this is where we want to aim for long-term.

The London Atmospheric Emissions Inventory (LAEI) data is released by the GLA on an ad hoc basis; the most recent edition, released in 2016, includes NO₂ (Nitrous Dioxide), PM_{2.5} (Fine Particulate Matter) and PM₁₀ (Coarse Particulate) emission concentrations for every 20M₂ (measured in 2013). On average, concentrations of all three emissions in Westminster exceed the World Health Organisation’s (WHO) emission guidelines. These guidelines were set up to indicate whether concentration levels are at a level that may be harmful to health.

Figure 2: Air Quality Monitoring (King’s College) LAEI actual and projected emissions | Source: LAEI, 2016



Figure 3 shows that all three emission types exceeded the WHO guidelines by between 26% and 77% - and concentration levels of NO₂ also exceed the EU’s Limit Value.

Figure 3 - Fine particulate matter (PM_{2.5}), coarse particulate matter (PM₁₀) and

Nitrogen Dioxide (NO₂) concentrations | Source: LAEI, 2016

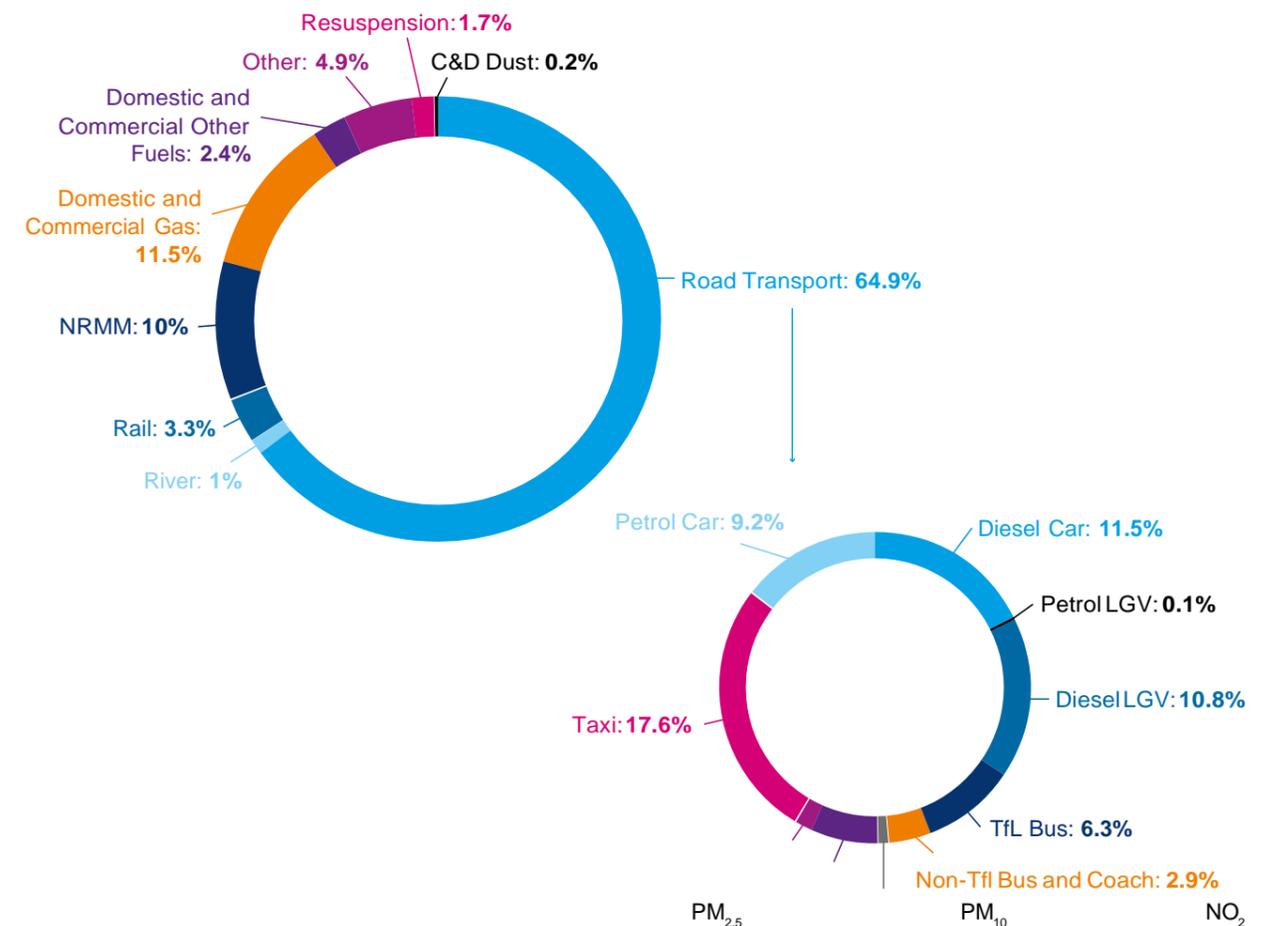
Pollutant	Exceedance over WHO Guidelines	Exceedance over EU Limit Values
PM _{2.5}	77%	-
PM ₁₀	40%	-
NO ₂	26%	26%

Analysis of the air we breathe is below. Fine particulate matter (PM_{2.5}) refers to small particles of dust that are circulated within our atmosphere. The small nature of the particles is particularly concerning as they are more likely to be inhaled into the lungs, it is for this reason that PM_{2.5} is particularly dangerous for negative health

outcomes. Like other pollutants they affect vulnerable populations disproportionately; they can be especially dangerous for young children and people who suffer from existing respiratory illnesses such as asthma.

Figure 4 shows that almost two-thirds of all PM_{2.5} emissions are derived from road transport, and in particular over 20% of PM_{2.5} emissions are caused by diesel emissions; which is partly why our most recent work attempts to tackle diesel emissions, for example through our pilot of the diesel parking surcharge in Marylebone.

Figure 4 - Source Composition of fine particulate matter (PM_{2.5}) in Westminster | Source: LAEI, 2016



Motorcycle: **1.3%**

Rigid HGV: **4.5%**

Artic HGV: **0.7%**

What we did in year 2

- The new Code of Construction Practice (COCP) was implemented in July 2016 and 67 construction projects as well as Crossrail and the Victoria Station Upgrade project have been required to reduce dust and air pollution on their sites and have permanent dust monitoring in place to be able to verify that the mitigation measures were sufficient. These measures led to a reduction in air pollution from major construction sites have been proactively monitored with regards to their impact including dust and air pollution.
- 55 above-ground sites were required to have permanent dust monitoring in place and dust levels have been agreed prior to the start of the development. The compliance of these projects as well as 12 basement developments with the COCP has been proactively monitored.
- We collect and publish real time air quality data on londonair.org.uk, helping residents and visitors be aware of current conditions – there are five official air quality stations.

A screenshot from the London Air website



- Westminster Parking team has also purchased three electric motorbikes, which the engine idling team use to help them to carry out their role.
- We've installed over 60 new charging points for electric vehicles across the city including over 20 lamp column points.
- The Marylebone LEN was a key area of focus and is explained in more detail overleaf:

Marylebone Low Emission Neighbourhood (LEN)

In July 2016 the council obtained funding to create a Low Emission Neighbourhood (LEN) in Marylebone and we are now half-way through this three-year project. Marylebone is situated among some of London's most polluted roads and the area as a whole suffers from some of the highest levels of air pollution in Europe.



The creation of the LEN provided an ideal opportunity to test new air quality initiatives in a controlled and measurable way informing any decision to roll them out on a citywide basis. Since then the following new initiatives have started:

• 50% Diesel Surcharge

A trial of a 50% surcharge for diesel vehicles paying for visitor parking in the LEN. The volume of transactions from diesel vehicles both prior to and post-trial will be collected and the effects monitored – but the three month initial results show a 12% decrease in older diesels parking within the LEN and they are not being displaced into neighbouring parking zones. Diesel vehicles manufactured 2015 and later will be exempt due to Government policy having encouraged the purchase of diesel vehicles in recent years. The diesel surcharge was developed in partnership with LEN stakeholders and the scheme has strong support from the local area.

• Vehicle Idling

In addition to the proposed LEN initiatives, throughout the whole of Westminster the City Council continues to focus on the issue of 'Engine Idling'. This is when a vehicle's engine is left running unnecessarily when stationary, parked or at the side of the road, for more than one minute (excluding at traffic lights). To help support this campaign the parking service now has dedicated 'Air Quality Marshals' deployed daily Monday – Saturday between the hours of 7am-7pm dealing with engine idling issues – with two specific marshals dedicated to the LEN. Each day the wider team visit the top twenty hot spot areas and educate drivers to switch their engine off, and residents are encouraged to help us identify current hotspot areas through reporting issues to idlingqueries@westminster.gov.uk

To help support this message "switch off your engine signs" have been erected at 69 key locations. There is also the #DontBeIdle campaign where drivers can sign a pledge to switch off their engines when stationary and as of December 2017 we had over 5000 signatures.

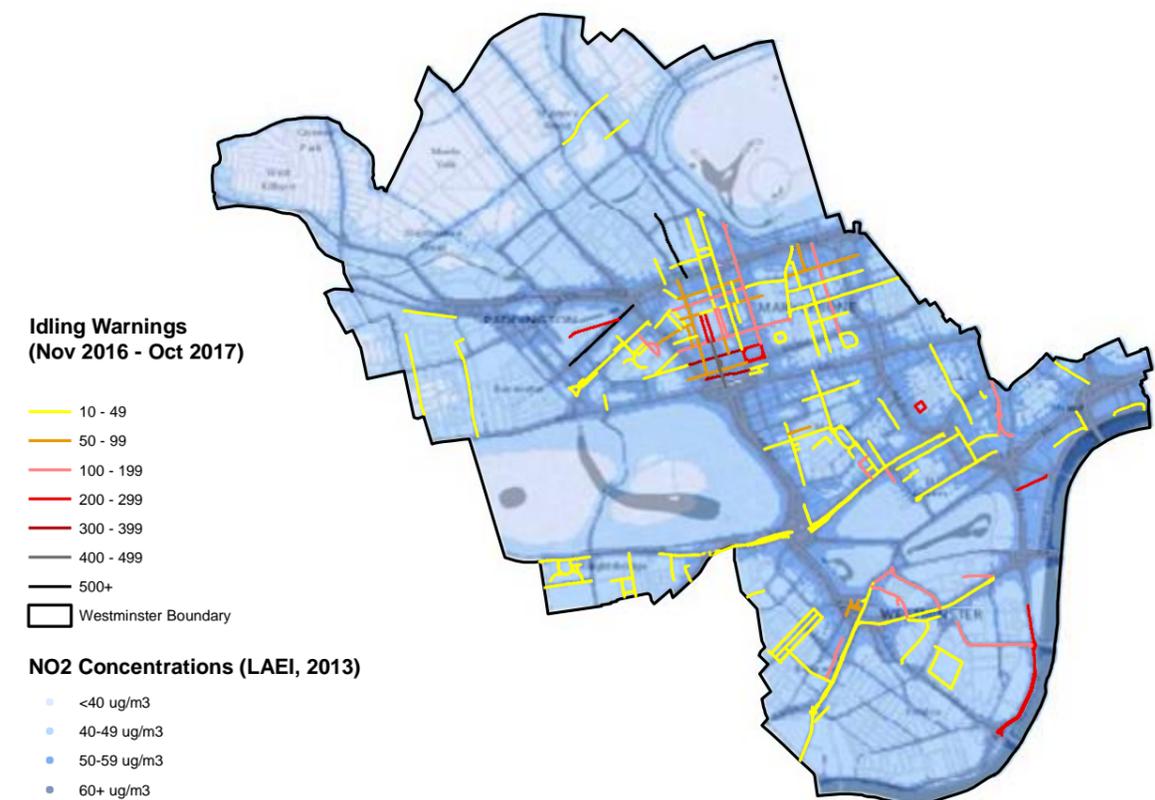
#DontBeIdle

WCC parking also ran a number of Air Quality Action days during the past year working with volunteers from local businesses, residents and Councillors, to get the 'Switch Off your Engine' message across to motorists. Nine 'Air Quality Action days' were held in identified hot spot areas, where 89 volunteers attended and 246 drivers were asked to switch off. Away from the action day events, air marshals have interacted with 14,000 individual people around their idling behaviours (as of December 2017).



A no idling campaign targeted on ambulance and other hospital vehicle drivers will encourage drivers working at hospitals in Marylebone to switch off their engines when stationary. The project started Princess Grace hospital to reduce engine idling and encourage patients, staff and visitors to use EV taxis. It is anticipated that this project could be replicated with Harley Street clinics and other private health clinics and we are hoping to work with Harold De Walden Estate as part of the LEN programme to deliver this.

Figure 5 – Map below shows Kings College research data used to identify areas of highest pollution and idling levels



Still more to do next year:

- Write a new air quality action plan
- Help deliver successful Low Emission Neighbourhood projects in Marylebone and the Northbank areas (working with Northbank BID)
- Work with the business community to help deliver air quality improvements – including expanding the #DontBeldle project to business users
- Work with TfL and property owners in Oxford Street to reduce vehicle numbers and emissions from vehicles which service the area
- Lobby the Mayor of London and Government to play their part on air pollution
- Level 1 and 2 construction projects will be audited with regards to the compliance with new non Road Mobile Machinery (NRMM) regulations.
- Introduce a further 30 EV charging points by the end of 2018 and up to 80 lamp column charge points. Also introduce rapid chargers both to support private use and to complement the shift towards and all EV black cab fleet

What you can do:

- If you drive – consider less polluting ways to move around and use the ParkRight parking app to find an available space more quickly and reduce circling time.
- If you don't consider your impact on air pollution through using delivery services for food and shopping – do you really need things within an hour?
- Choose green slots for online supermarket shopping, or pick things up as you need them from a local shop.
- Don't burn any fuel in your open fire or wood burner – only smoke free fuels are allowed.
- Think about improving air quality indoors – cook on electric not gas if you are upgrading your kitchen equipment, upgrade to a low NOx boiler and keep it serviced, even small efforts like choosing candles carefully and have as many plants inside to filter pollutants as possible will make a difference.
- When walking, take less busy roads and side streets.
- If you have any spare outdoor space, plant something - herbs, flowers or food are all good options.



3. Delivering affordable, secure and low-carbon energy supply

Powering, heating and cooling our homes and offices often results in wasted energy resulting in high carbon emissions and air pollutants being pumped into the atmosphere.

Unsurprisingly, Westminster is one of the highest energy consuming areas in the UK and uses more energy in our authority boundary than whole cities like Newcastle, Glasgow and Cardiff.

In supporting a significant economic output, 24 hour living and transport systems and the heritage nature of most of our buildings we put extreme pressure on our localised energy infrastructure, especially in the

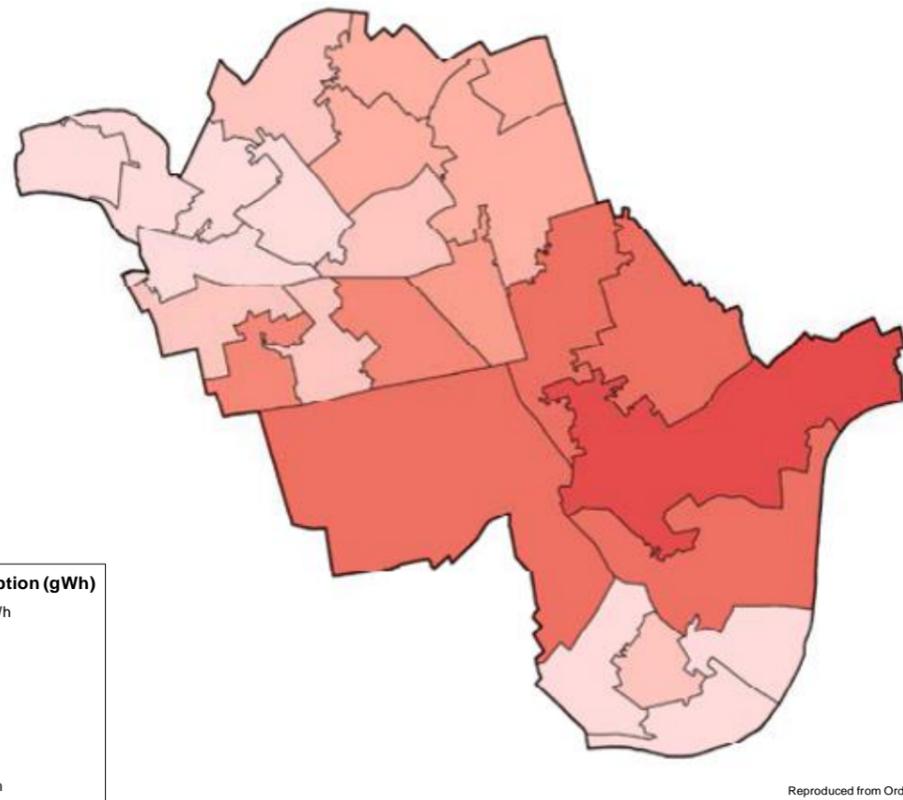
West End (Figure 6) during periods of hot weather which requires significant air conditioning.

'City for All' Year 3

Take direct action by refurbishing City Hall to make it 45% more energy efficient and bring forward a new Sustainability Manifesto to set the green agenda in Westminster

Figure 6 - Total Energy Consumption within Westminster

Total Energy Consumption (Electricity and Gas) in Westminster's MSOAs 2015

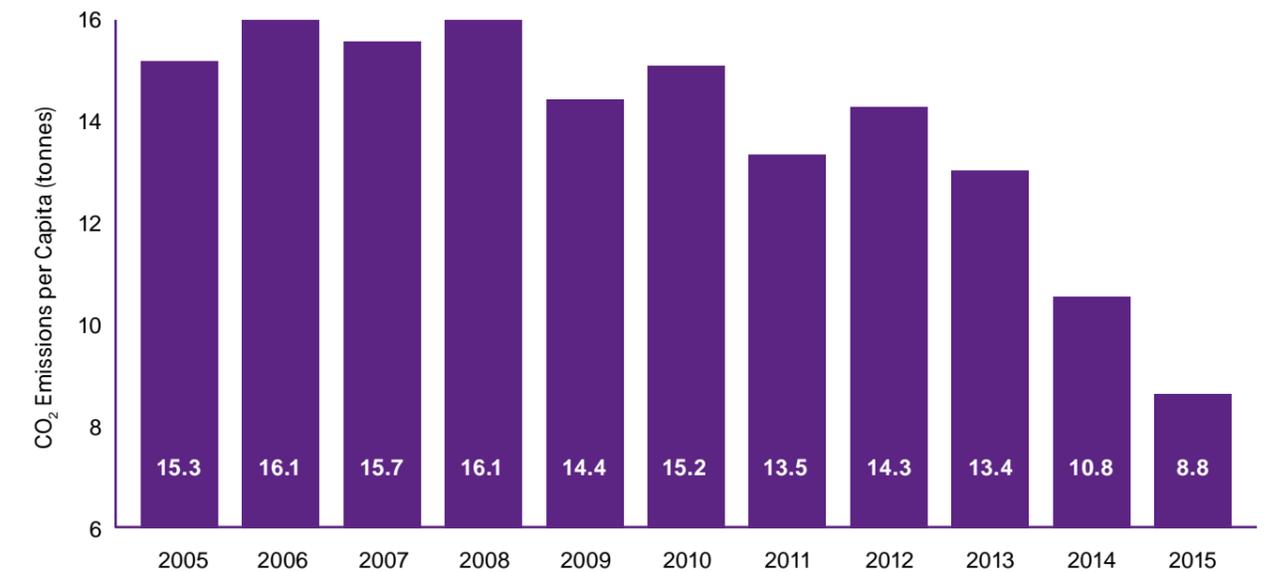


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In terms of our own energy consumption, in 2016 the council spent £3,799,339 on gas and electricity; this is £280,187 less than 2015 although we have reduced our portfolio which would account for the majority of this saving. However, over the past year we have set up a significant new commitment to

reduce our energy consumption - which is to reduce the carbon emissions from our operational properties against a 2014/15 baseline by 20% by 2019 and £600K has been set aside for next year to work towards this target. This is on top of the existing project to refurbish City Hall.

Figure 7 - CO₂ Emission Trends per capita



Greater London as a whole has comparatively low CO₂ emissions per capita compared to other regions due to the urban nature of the transport system, a high population density and a greater proportion of residential areas meaning large industrial facilities are unlikely to be located in the region. In Westminster 8.8 tonnes of CO₂ were emitted per person (residential population) in 2015. This represents a 19% decrease from 2014 and a 34% decrease from 2013. Whilst there has been a significant improvement, aside from City of London, Westminster still has a higher CO₂ per capita rate than any other London borough. A significant proportion of the recent reduction in carbon emissions per capita can be attributed to national policies to decarbonise the electricity grid – in 2017 the UK had its first coal free day in April this year, as gas and renewable energy take a bigger role.

What we did in year 2 City Hall refurbishment

The City Hall refurbishment is on track to achieve BREEAM Excellent and a "B" EPC rating - considered by the industry to be as high as it could get for an existing building. Construction is on programme and the contractor is either achieving or exceeding its environmental targets – for example during the strip out of the building in Autumn 2017, 94% of all the waste was recycled or reused.

In addition to more efficient plant and machinery, there will be controls on lighting, heating, and cooling to create more efficient systems. Lighting will be controlled by movement and daylight sensors and heating/cooling restricted to business hours and/or occupied floors. The operational times of the lifts will also be limited to reduce energy consumption - lifts can be put on standby outside peak hours and the number of lifts operating can be restricted outside normal business hours. Lighting will be controlled by movement and daylight sensors and heating/cooling restricted to business hours and/or occupied floors. The new occupiers of the building will also be subject to green leases and we are keen to ensure the use of the building is in line with its design to be an excellent environmental performing building over the rest of its lifespan.

CASE STUDY – ARCHIVE CENTRE REFURBISHMENT

Using carbon offset funds from nearby developments which were unable to meet their energy commitments on site, the Council undertook a successful energy refurbishment of the community library and Archive Centre in 2017, delivering improvements to lighting, heating and building management systems. Results from the preliminary analysis are:

- We delivered savings of 194,055kWh (of gas and electricity) annually
- This will reduce out carbon footprint by 74.28 tonnes of CO₂ per year
- The savings from the preliminary analysis are 21.9% higher (in kWh) than the initial projections.

Warm Homes Healthy People project

Our residential health team was successful in obtaining funding from the Public Health Initiative Fund for the Warm Homes Healthy People Project which runs until April 2018. The aim is to offer identified 'at risk' households a "healthy home check" to identify and address any housing issues that might compromise their health and wellbeing.

Still more to do next year:

- Work towards ensuring the City Hall refurbishment and corporate property energy project is delivered – ensuring that no Council owned investment or commercial property falls below an EPC "E" rating by 2019.
- Ensure the carbon offset policy is applied to developments not meeting the required environmental standard and ensure the fund is spent on high quality offset projects.
- Deliver the Church Street regeneration project, including a new district heating system proposal
- Using City Hall as an example, introduce green leases for all new lettings in the city council's investment properties to promote responsible occupancy
- Work with the WPA and BIDS to reduce energy consumption (and resulting air pollution) from our non-residential buildings.
- Deliver strong energy planning policies as part of the City Plan revision.
- Energy efficiency programme have agreed with the Corporate Property Team that they will target 19 operational buildings in order to deliver carbon savings. The project includes lighting, building management system (BMS) and boiler optimisation.
- Deliver a local offset fund of £1m – section 106 spend fund for carbon offsetting projects within Westminster.

What you can do:

- Insulate your loft and walls where possible, and install the most efficient boiler you can afford.
- Switch off lights and equipment.
- Make sure vulnerable neighbours are winter ready and keep an eye out for them during extreme weather.

CASE STUDIES - WARM HOMES HEALTHY PEOPLE PROJECT 2016/17

Emergency Heating Works – Mrs C, Cherwell House

This elderly lady in her 80s requested a Healthy Homes Check after the service was promoted on the phone by an apprentice in the Business and Performance Team. The occupant was a low income leaseholder in a right to buy City West Homes flat and her boiler was old and continuously breaking down. When a Healthy Homes Check was conducted, the boiler was not functioning, the flat was freezing cold and

the tenant did not have reliable hot water. Mrs C advised that in the past that they were afraid of using the heating / hot water frequently in case the boiler broke down. As a result of the identified problem, we were able to provide an emergency heating grant to provide a brand new A rated combination boiler to provide reliable and efficient hot water and heating.

Ms H, Hereford Road

Following an Open age community event, a healthy homes check was conducted at a split level flat with a number of hazards. This included a risk of falls, especially outside the flat, leaking water and dampness, smashed windows and a lack of ventilation to the bathroom. Residential Services subsequently worked with the housing association via a protocol agreement to quickly

resolve the problems identified and reduced the risk to the resident who was more vulnerable to harm as a result of their age. The resident provided some positive feedback to the organisers as they were previously unaware that such services were on offer.

'I am so grateful to Open Age. Until we had a talk at our social group from a person from Environmental Health I did not know I could ask for help from them; I thought it was only for council tenants as it was a council service. I live in a housing association flat, and have been asking my landlord for three years to deal with repairs and damp from flat above. Yet the EH officer came to visit and took photos of everything that was wrong and discovered a hazardous situation of unsafe different levels in my garden which I had lived with for 30 years. I cannot believe that all this has happened since meeting him at the group, I feel such relief and a weight taken from my shoulders. He has been on to my landlords who have agreed to do the work. I wouldn't have known any of this if it wasn't for Open Age's excellent speakers'.



4. Making better use of the city's waste resources

Westminster collected 193,000 tonnes of municipal waste in 2016/17. The recycling rate was 17.4% up from 15.5% in 2015/16.

Increasing the recycling rate is particularly challenging because we had over 23,000 households with a daily waste collection service, a high turnover of residents, large number of short term lets, a high proportion of flats making storage and segregation of waste difficult, streets being swept 24 hours a day generating 10% of the total waste arising, and historic building design and waste generation patterns necessitating many commercial streets having three waste collections a day, which can disincentivise the segregation of waste.

We have agreed a target with the Mayor of London to recycle 35% of collected waste by 2020, and we are making gradual progress through our awareness campaigns and champions. Plans are in place to continue increasing the quantity and quality of recycling collected but this will take time, especially when the economy is strong and all types of waste collected tends to increase.

Figure 8 - Percentage growth in household waste

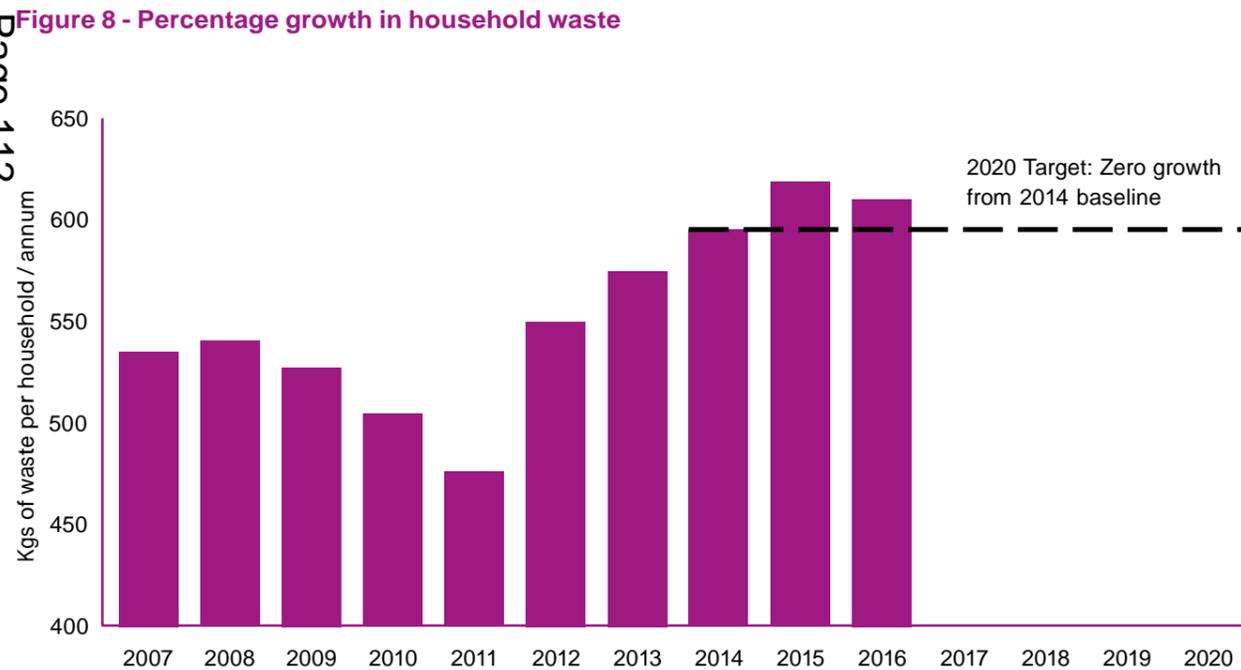


Figure 9 - Municipal Waste Recycling Rate

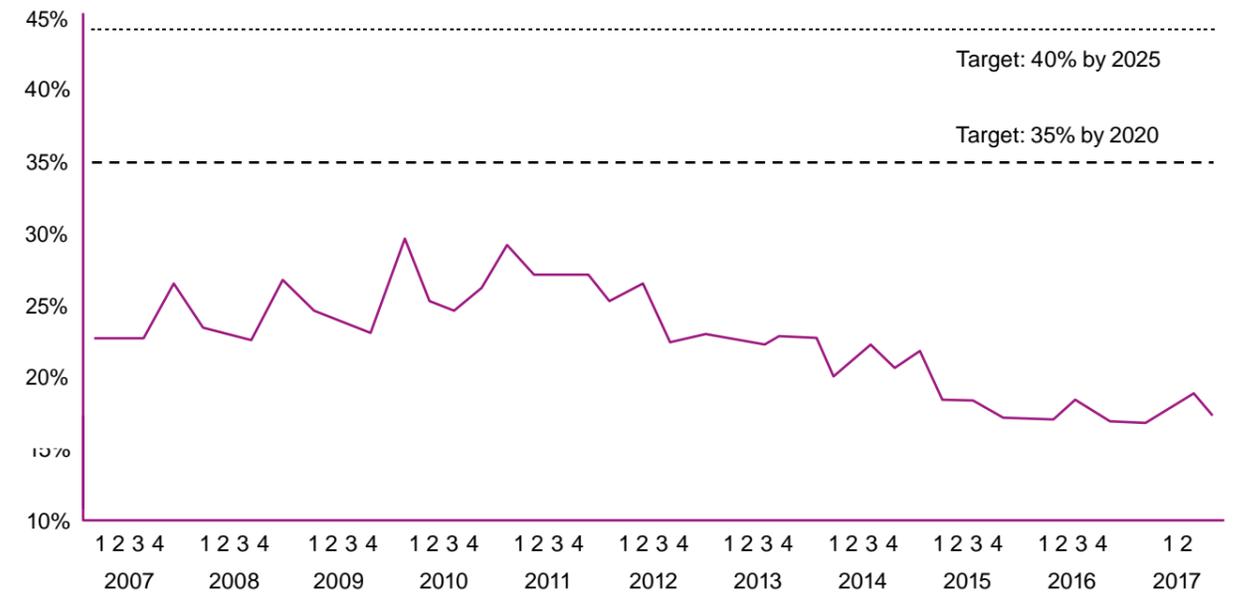


Figure 10 - Percentage of municipal waste being sent to landfill



We have been working hard to reduce the environmental impact of our waste management activity – and in September 2017 we stopped sending any of our collected waste to landfill (whereas in the previous year we sent 1.7%)

CASE STUDY FOR 'HEART OF LONDON'

A waste consolidation scheme has been established by Heart of London Business Alliance (HOLBA) to reduce the number of waste collection companies contributing to HGV movements in 30 streets around Piccadilly, St James's and Leicester Square. The City Council and Paper Round were the successful bidders and we expect to see positive results from the scheme in 2017/18 as existing waste contracts companies use close and they join in with the consolidation scheme.

What we did in year 2

- Three additional commercial waste recycling vehicles were added to the service so we are contributing to more food waste, cardboard and mixed dry recyclables being recycled from businesses locally. The commercial waste recycling rate is currently 16.3% (Nov 2017) up from 14.7% in 2015/16.
- We were granted £320K to trial dual fuel diesel/hydrogen vehicles waste vehicles, which could contribute to a much cleaner fleet in future if successful, as reliable alternatives to diesel fuelled HGVs have historically been difficult.
- The waste team door knocked 40,000 properties across the city to encourage recycling performance and increased the number of recycling champion volunteers from 83 to 96, giving out information and talking to residents about how to recycle more locally, as shown in the example below.



Still more to do next year:

- Adopt a sustainable procurement strategy and monitor its progress as we let more contracts under the arrangement.
- Establish a strategy to increase the recycling rate to 35% by 2020, and continue to be high performing on the low amount of waste we send to landfill.
- We want to lower contamination rates from 12% last year to 11.5% next year, and improve year on year.
- Improve 'on the go' recycling services to increase the recycling of free newspapers, drink bottles and cans.
- Further investigate waste management capacity both within the city and through our duty to cooperate with other authorities.
- Trial cleaner vehicles in the waste management fleet such as a hydrogen waste collection vehicle.

What you can do:

- Recycle everything possible, reduce unnecessary waste and encourage your friends and neighbours to do the same.
- Reuse items and donate unwanted gifts and clothing to your nearest charity shop.

5. Supporting a sustainable transport system for Westminster

Westminster is one of the best served locations by public transport in the world.

There are four main rail stations, two with direct connections to London's principal airports; new Crossrail stations are due to open in 2018; 32 underground stations with 10 of the 12 tube lines running through the city; 4 river bus piers; 157 daytime bus routes and several 24-hour bus routes; and national, international and airport destination coach services. Given the numbers of people in Westminster (residents, visitors and workers) the transport network and public realm can struggle to cope with the demands. With this intensity of use, there are issues such as overcrowding, poor air quality, social isolation, noise and road safety.

We have focused our efforts this year on young people through this new pledge:

'City for All' Year 3

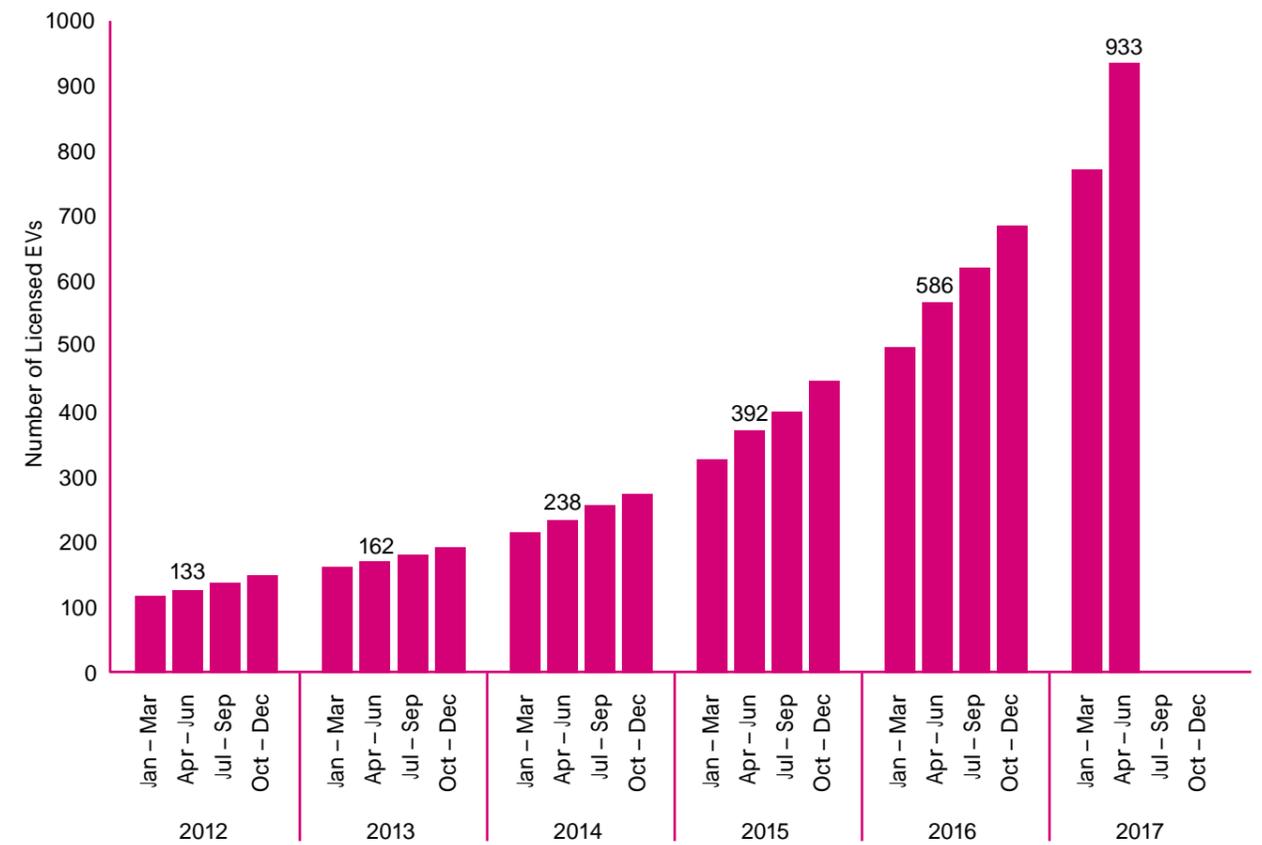
Encourage the next generation to create a greener city by rolling out the Daily Mile so that every child who goes to school in Westminster is walking or running a mile every day. We will also celebrate our 7,000 'Little Green Giants' who take part in the Forest Schools programme, learning about the environment and visiting our open spaces to become the green ambassadors of the future.

Expansion of On-Street Electric Vehicle (EV) Charging

There are currently 118 on-street EV charging points across 72 sites in Westminster from four different competing suppliers, as well as 21 Ubitricity Lamp Column points which are recent additions. In addition to this there are a further 44 charging points available for the 44 Westminster Car Club electric vehicles. Sales of EVs and their corresponding new registrations to Westminster

addresses) Figure 11) and plug-in hybrid vehicles (PHEVs) have continued to grow over the last couple of years and the City Council has tried to complement this growth by expanding the number of charge points available to drivers. There are currently 1473 active resident Eco permits.

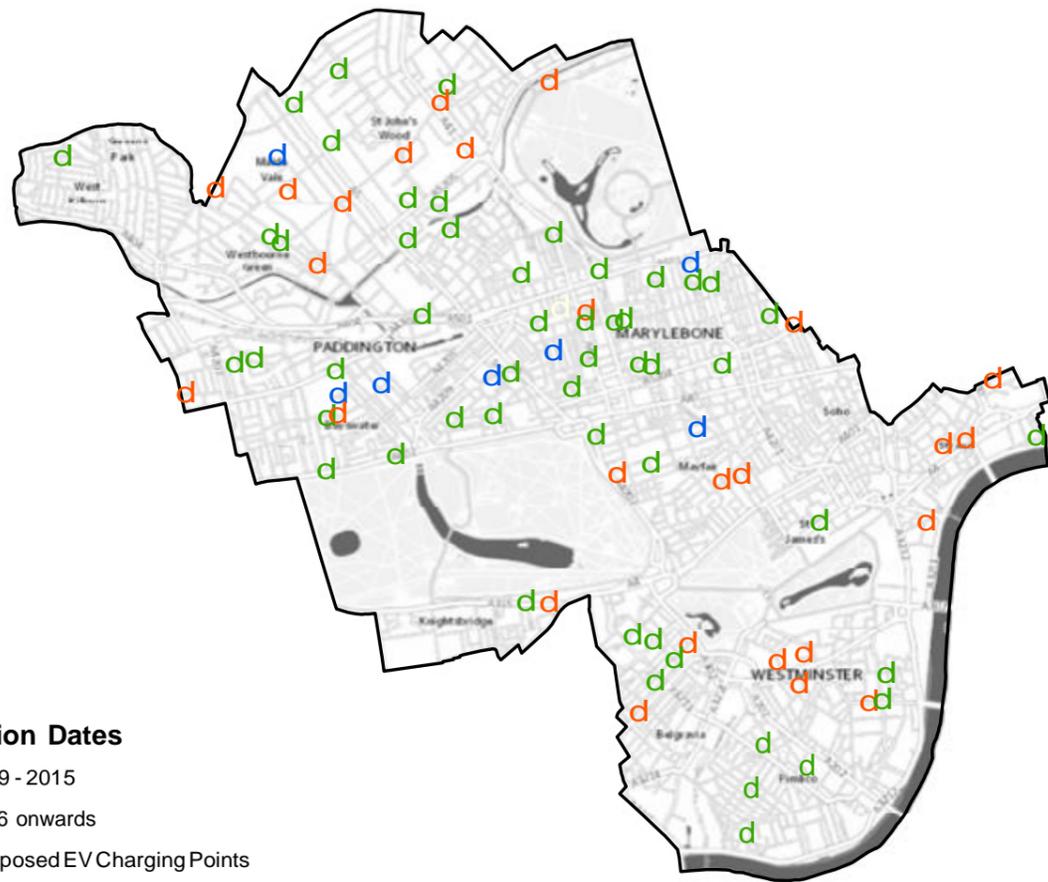
Figure 11 - EV Licensed Vehicles in Westminster



As of the end June 2017 there were over 900 licensed Electric Vehicles in Westminster. There has been a 600% increase in the number of licensed electric vehicles in Westminster since 2012. Between 2016 and 2017 alone there was a 59% rise in the number of licensed electric vehicles in Westminster, a rise of nearly 350 extra licensed vehicles.



Figure 12 – Total number of EV charging points within Westminster



Installation Dates

- d 2009 - 2015
- d 2016 onwards
- d 'Proposed EV Charging Points

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What we did in year 2

- In June 2017 we implemented a diesel surcharge (an industry first) on visiting vehicles (pre-2015) who are paying to park in F parking zone. Since the start of the trial there has been a 6% reduction in the number of visiting cars paying to park in the LEN and a 12% reduction in pre-2015 diesels paying to park.
- Westminster became the first borough in the UK to enforce unnecessary vehicle idling by PCN under Road Traffic regulations, and have engaged with over 8,000 idling motorists this financial year educating them on the effects of unnecessary idling and air pollution.
- We have deployed dedicated Air Quality Champions across the City to support the work carried out by our on-street Marshals.
- We have held monthly Anti-Idling Action days where staff and volunteers have engaged with idling drivers.
- We have grown our car club membership to over 11,000 members and over 25% of our car club fleet is now Zero Emission Capable (i.e hybrid). Our work in electrifying vehicles, with car club owner Zip Car, won the 'Parking Partnership Award' at the 2017 British Parking Awards.
- We approved the Westminster Walking Strategy and Action Plan for publication in early 2018.
- Westminster completed the Quietways between Bloomsbury and Southbank, and Hyde Park and South Kensington, and are currently progressing one between Bayswater and Edgware Road.
- 91 schools will have school travel plans in place. There are 17 schools with TfL STARS Accreditation; Bronze, 3, Silver 3 and Gold 11 and we are committed to encouraging sustainable travel in schools and will strive to encourage 100% of our schools to have a travel plan.
- Cycle training – 1177 children have been trained so far, with 849 of these completing the course in 2016/17, along with 837 adults.
- Dr. Bike was offered to the general public, as well as information about our training programme and other services, including our bicycle maintenance classes
- The Council was awarded a "Parking Partnerships Award" for the collaborative work carried in partnership with Zipcar for the transition and electrification of the car club fleet and parking infrastructure. Westminster has the largest fleet of car share plug-in hybrid electric cars in London with dedicated charging points.

Play Streets – Marylebone Low Emission Neighbourhood

Play streets create a safe and fun outdoor playing environment for children in their local area. By temporarily closing the street or a portion of the street, children are encouraged to play and explore outside.

We will work directly with schools, residents and families with younger children to identify locations for play and potentially 'Play & Cycle' streets.

A Community Green street was trialled on 22nd September, on Luxborough Street which achieved excellent engagement with the University of Westminster and a local school.



CASE STUDY – THE DAILY MILE

Last year officers from the Sport, Leisure and Wellbeing team noticed an emerging campaign that is successfully engaging children to lead a healthy, active lifestyle from an early age by encouraging primary school pupils to walk or run a mile every day. It was

also recognised that the Daily Mile programme sat perfectly with one of the city's flagship legacy events the Westminster Mile which took place in May. The Daily Mile is a simple and proven programme that complements the Government's new obesity strategy, delivering real change to a whole generation of young people.

The Daily Mile is far more than a Sport or Physical Education class. The programme delivers health and wellbeing benefits far beyond a child's physical metrics, improving concentration in the classroom and helping children learn. It is fully inclusive, resulting in transformational change in the physical, mental and emotional health and wellbeing of all participants. All children benefit, no matter their circumstances, age or ability and should help them towards a lifetime of sustainable travel activity.

The Daily Mile fits very well with Westminster's City for All pledges to provide all children and young people with at least an hour or physical activity a day, as well as vital work around the whole council approach to tackling childhood obesity. Pilot programmes have already been launched at Hallfield Primary and Ark Atwood and we hope to have 50% of schools participating by the end of March 2018.

CASE STUDY – CYCLE PARKING

As part of Westminster City Council's Cycling Strategy (2014), we install as many cycle parking stands per year as possible. The level of the current pavement provision is at a point where it is becoming difficult to find additional suitable locations where demand is highest. We continue to look at various methods of increasing provision, including space allocation in public realm projects and safe residential storage. There are currently 20 secure cycle parking facilities, such as bike hangars and cages, on housing estates within Westminster with an additional five being delivered in early 2018. A trial to install two secure bike hangars on the highway north of the borough was undertaken this year, to hopefully pave the way for more secure cycle facilities available on the highway. We look to install 100 cycle stands and at least 50 cycle hoops annually, in 2016/17 34 cycle stands were installed with a further 294 cycle stands and 65 hoops on order to be installed as part of the 2017/18 implementation.

School Engagement Programme

Air quality lessons were facilitated at six schools in 2017, and in two of these, we also ran an air quality filming project resulting in two promotional videos to be shared across the school community.

There is a dedicated Bike It Officer that will provide cycling activities to encourage active travel choices. There are 4 schools signed up.

Pedestrian training is available to all schools. So far, 2 schools from the Marylebone LEN have taken part and seen approximately 29 year 2 pupils and 28 year 6 pupils receive on-road training.



20mph limits pilot

20mph speed limits have been introduced at up to 40 schools throughout this year. This trial is part of our drive to create a safer, healthier and more pleasant environment.

The aim is to increase walking and cycling, and to make more vulnerable road users like cyclists, older people and school children feel safer.

The 20mph limits are being implemented in areas highlighted by a road safety review and as a result of residents' requests for speed restrictions.

Council officers and organisations have been visiting schools to deliver road safety education through theatre and workshops, lessons and on-road training. The theatre show was to inform pupils of the 20mph limits as well as to increase their awareness of their own road safety and reduce any distractions.

Still more to do next year:

- We will continue to monitor the effects of an emissions based parking policy on the demand for kerbside space.
- We will introduce a floating car club model to support of current fixed point operation to further increase the popularity and membership of car clubs amongst Westminster residents.
- We will continue to expand our EV charging point network to facilitate the growth in electric vehicle ownership.
- We will trial the introduction of Zero Emission Capable (i.e hybrid) taxi ranks in the city.
- We will install rapid charging points for Zero Emission Capable (ie hybrid) taxis in the city.
- We will ensure 10,000 motorists sign the #DontBeldle pledge.

What you can do:

- Think about the form of transport you need to get to your destination.
- Can you walk or cycle there?
- Have you thought about joining the Westminster car club?
- Could you car share on journeys?



6. Making the best use of open spaces and improving local biodiversity

biodiversity

Our latest audit shows we have a total of 204 open spaces, the majority of which offer free access to the public. This means Westminster is able to

provide more than the national average amount of publicly available open space, with 2.17 hectares per 1000 resident population.

Westminster has a high proportion of Sites of

Interest for Nature Conservation (SINC) designations compared to other local authority areas, especially

within London, with 32 sites equating to 77% of our total open space. The number of green walls and roofs are steadily increasing, creating more green

space aiding air quality and biodiversity, as well as

making people feel happier. While these new green spaces are broadly spread out across the city, we do

have some areas of wildlife deficiency; something that our new Green Spaces and Biodiversity Strategy (2017) aims to tackle moving forward.

'City for All' Year 3

Build Westminster's reputation as an environmentally friendly city by bringing forward a new Open Spaces and Biodiversity Strategy to make sure the city's green spaces remain world class. Create the first new play streets within the Marylebone Low Emission Neighbourhood, where children can enjoy playing without harmful emissions and roll out the first green business club across Westminster, making it easier for businesses to make their buildings more energy efficient.

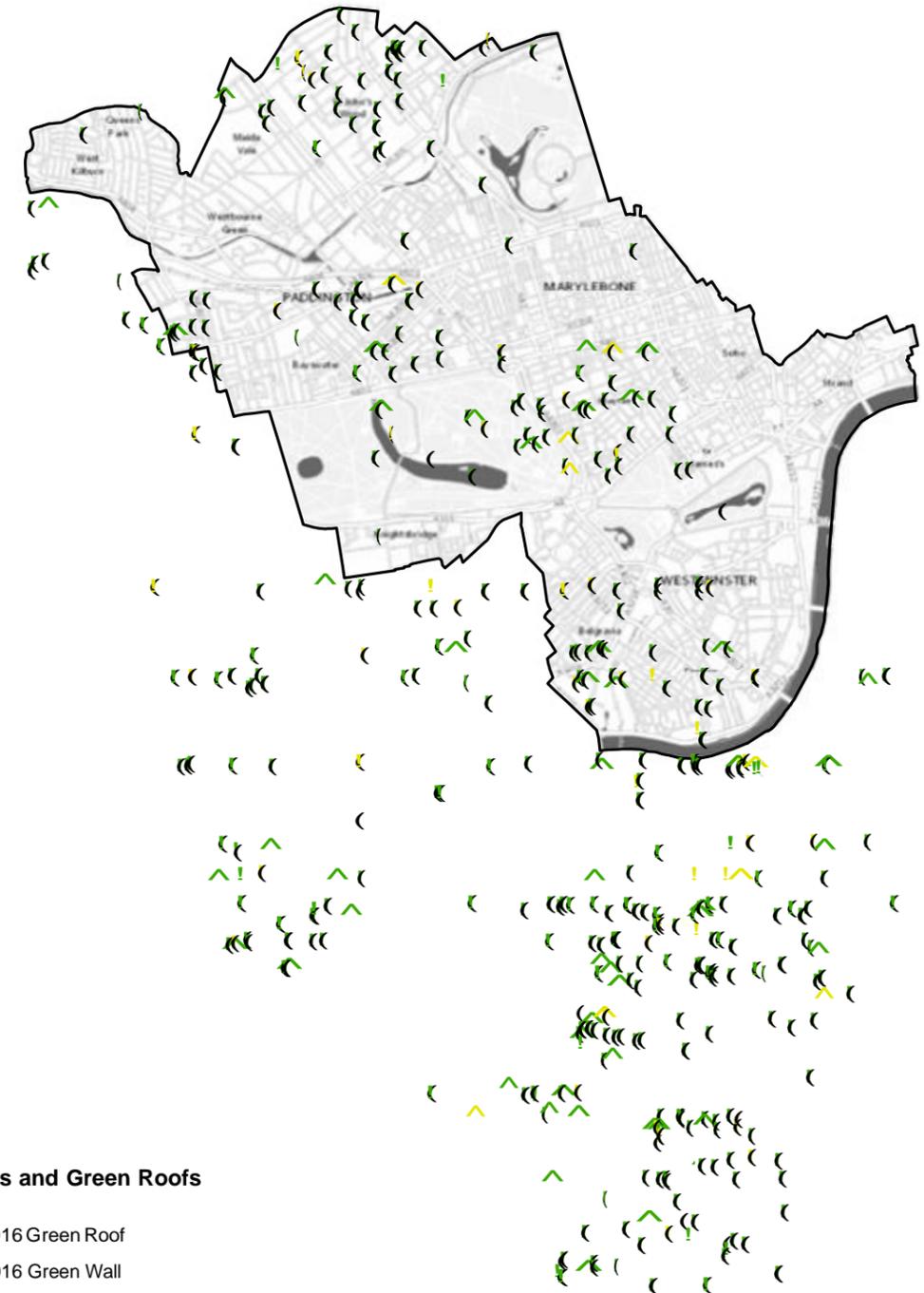
'City for All' Year 3

Create seven new horticulture hubs, bringing people together in schools and community spaces to grow their own food. We will also offer community gardening and education at eleven additional sites, demonstrating the clear link between nature and a healthy life as part of our programme to tackle the unacceptable level of childhood obesity in our city.

Figure 13 - Total Number of Green Walls and Roofs



Figure 14 - Number of Green Walls and Green Roofs | 32 Green Flag Awards



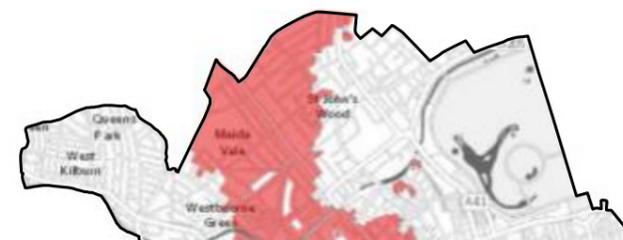
Green Walls and Green Roofs

- (Pre 2016 Green Roof
- * Pre 2016 Green Wall
- (2016 Green Roof
- * 2016 Green Wall

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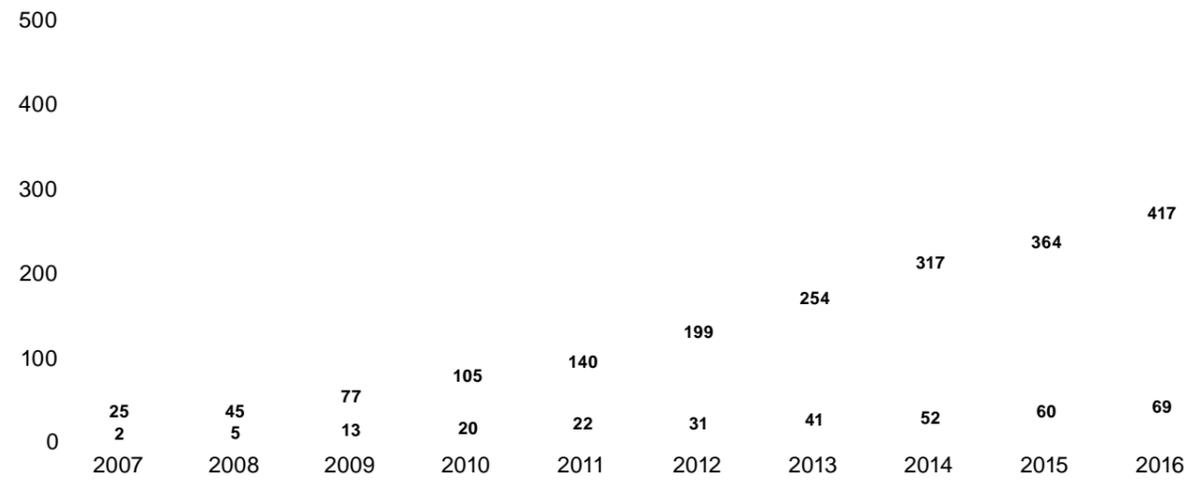
Figure 15 - Access to Wildlife (SINCs), Wildlife Deficiency Areas in Westminster

Deficiency in Access to Wildlife Map



Green Walls

Green Roofs



Areas of Wildlife Deficiency (Source: GIGL)

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What we did in year 2

- A new, combined strategy for Open Spaces and Biodiversity is being produced and will be launched for public consultation before the end of 2017/18. The draft strategy will outline how the council, its partners and the local community can all work together to protect, enhance and make the most of Westminster's open spaces, green infrastructure and wildlife.
- The wildlife area at Paddington Recreation Ground has been extended and further developed, enabling more children than ever to benefit from opportunities to learn about nature, through our Forest Schools programme.
- The number of children (Little Green Giants) participating in our outdoor learning sessions in 2017 are:

	Session Participants
April	422
May	1139
June	2503
July	923
August	471
Total	5458



- Participants visit either the Environmental Area at Paddington Recreation Ground or our residential Outdoor Learning Centre at Sayers Croft in Surrey. At both sites we deliver a wide range of outdoor sessions that encourage engagement in and understanding of natural spaces. We expect to reach 7,000
- Recognising the challenges around providing adequate space for play in the City, we are proposing a pilot scheme - Active Streets - to restrict traffic in designated places at specific times, to offer additional play space for children to get active.
- We are extending our Community Food Growing project to deliver several new sites focusing on Housing Estates around the city.
- As part of the work to develop the new Open Spaces and Biodiversity strategy it was identified that we need a targeted approach to supporting the city's wildlife, working directly with local partners. As a first step we are working to establish a joint task group with Royal Parks colleagues, which will work on developing specific actions and priorities which can be delivered at a local level within the next two years.
- We have worked with developers, landowners and other local partners to deliver additional green infrastructure sites, continuing our trend of year on year increases.

Still more to do next year:

- Build policy on living roofs and green infrastructure on new development into the City Plan revision
- Continue to support BIDs and landowners to deliver green infrastructure
- Ensure that when key services are being procured, they take on board the biodiversity impacts
- Work with partner organisations and deliver ten new green infrastructure projects within housing estates and private developments
- Deliver new green infrastructure as part of the Church Street regeneration

What you can do:

- Support wildlife by hanging a bird feeder and planting bee-friendly flowers.
- Water communal plants and street trees with your waste water during droughts.
- Visit and enjoy our parks and open spaces.



7. Managing water use and flood risk

In Westminster, water is needed for human consumption, dust damping, washing and cleansing, waste removal, and watering planting. Our current demand for water is unsustainable, and as the number of Londoners increases and summer rainfall decreases, there are challenges to meet demand.

As well as using water, the water courses we have transport goods, people, and waste and the demand on this is likely to increase.

Westminster is well protected against tidal flooding with the Thames Barrier, but during periods of extreme weather events, which are anticipated to increase in frequency and intensity, heavy rainfall is

the most likely source of surface water flooding. The Council, and partners have a role to play in managing this risk and improving the resilience of people and property to future flooding. New developments can help mitigate this by complying with planning policies designed to improve drainage locally through the introduction of sustainable urban drainage schemes (SUDS).

Figure 16 - London Fire Brigade Flooding Call Outs

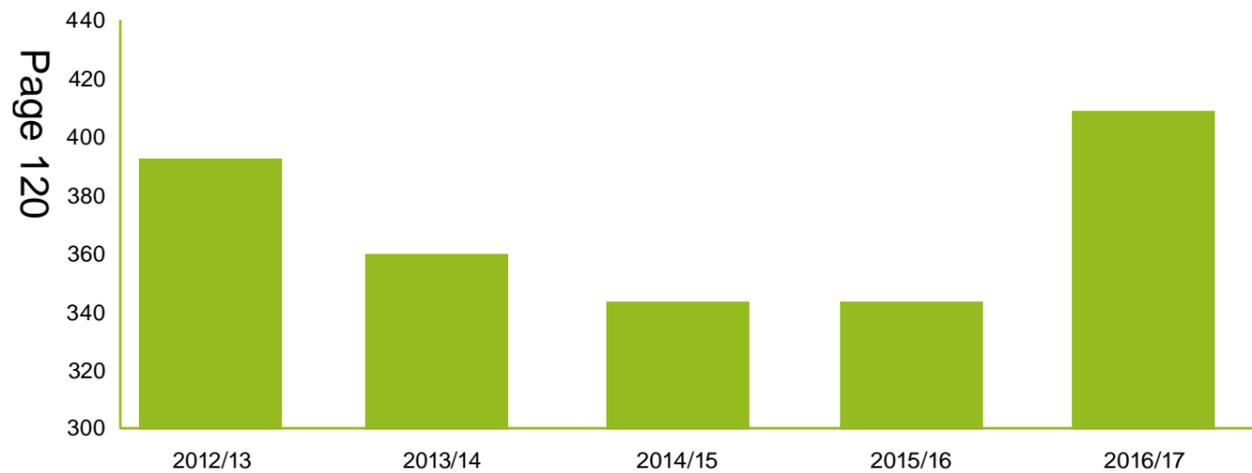


Figure 17 - Thames Barrier Closures



Only closed once in 2015/16 as a result of a tidal flooding incident.

Case Study – gully cleansing

In July this year F M Conway took over the gully cleansing contract and the whole gully service is being reviewed in 2017/18 with the aim of improving the service by making sure that the service:

- Has a strategically developed gully cleaning regime in place
- Integrates with our known surface water flooding 'hotspots' derived from flooding models to minimise the risk of surface water flooding;
- Has in place protocols so that the drainage team has advance notification of a heavy rainfall event and can put in place measures to mitigate the risk of surface water flooding

Since taking over the service in July to clean the 16,500 gullies in Westminster, F M Conway has cleaned approximately 25% of the total gully stock, which should greatly improve the way water drains from our city.

Some of the more unusual findings and requests the gully cleansing gangs have become involved with include: -

- Retrieving weapons at the request of the police
- Retrieving personal property for the public e.g. car keys, mobile phones etc.
- A gully near Oxford Street was found to be filled with five full sand bags
- Number plates found in gullies

In terms of innovation, 95% of a gully's content is recycled. The waste from each gully is taken to F M Conway's drainage treatment plant where the first stage of the process is to separate the solids and liquids. The two waste products are then fed into a waste classifier and segregated further by splitting the waste into solids, organics, and water.

The recovered sand is reused, and 'litter' taken for further segregation and recycling, and the organics taken for landfill capping. The water is filtered through processes to remove suspended particles, hydrocarbons, and sludge. The extracted sludge solids get pressed and formed into a filter cake used for landfill capping and the hydrocarbons are collected for processing as a fuel source. The clean water remaining is used to wash sustainable recycled aggregate used for building and construction.

Still more to do next year:

- Continue to promote water efficiency
- Work with Thames Water to roll out their water meter programme to all residents
- Review Westminster's Strategic Flood

- Risk Assessment
- Review local flood risk strategy

What you can do:

- Don't buy bottled water but use re-usable containers to drink tap water, saving plastic waste, air pollution and carbon emissions (as well as your wallet.)
- Install a water butt at home to water plants with collected water.
- Only fill your kettle with the water you need.
- Report leaks straight away.
- Order some free water saving devices from watersavingdevices.thameswater.co.uk

8. Ensuring that sustainability is delivered through economic development

London's green economy continued to grow between 2008 and 2013 in contrast to national growth trends. Over 9,200 green businesses in London (18% of the national total) now employ over 163,500 people.

This sector was worth approximately £25.4bn to London's economy in 2011/12, and has grown by more than 5% over each of the last two years, one of the quickest growing sectors in London. The same study shows that this growth is predicted to continue to the end of the decade by approximately 6% per year. Within London this sector includes financial institutions trading on carbon, consultancies and small start-up energy efficiency companies. It is a high value sector which requires a range of skills. This is a longer term ambition but initial work is underway.

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What we did in year 2

- Work closely with the local business community to help them undertake their Corporate Social Responsibilities (CSR) projects in Westminster.
- Developed our own sustainable procurement strategy.
- Launched the www.businesswestminster.com microsite. The microsite will host best practise and support for making your business more environmentally friendly.
- Started developing sector profiles for key sectors within Westminster. An initial profile has been created for the Green Economy. A sector engagement event will take place in 2018/19 as part of the wider roll-out of our Sector-based Employer Forums.
- Created a pilot project to support long-term unemployed into gardening, horticulture and landscaping jobs with the charity Groundwork London. The Economy Team is in the process of fundraising to scale up these activities.

- The Economy Team is in the process of creating a further 16,250 sq.ft of affordable workspace within Paddington. This space is not focused on a specific sector but could create affordable workspace for start-up Green Economy businesses. This is in addition to space at Impact Hub Westminster which houses businesses that have a positive environmental impact.
- Employed a Business Engagement Officer to work with businesses within Westminster to help shape their Corporate Social Responsibility plans.
- Launched the Connect Westminster project to provide businesses with micro-finance to help them get connected to gigabit capable broadband. This enables firms to work in a more environmentally friendly way through cloud computing, going paperless, agile working, etc.
- Below is an update on consequential improvements to business connectivity in Westminster:

Number of applications	86
Number of SME's who have applied	84
Total funds committed to date	£144,028.50
Download speed uplift for new applicants (%)	903%
Upload speed uplift for new applicants (%)	1657%

* To download a 50GB 4k film it would take 7hrs 3minutes on the average pre-scheme download speed. With the average new download speed it would only take 39 minutes.

Still more to do next year:

- Work with universities to develop research projects that can support the delivery of environmental objectives
- Undertake a business case to develop an "Enviro-Hub" in Westminster, to be a centre of excellence for new environmental start-up companies
- Create dedicated pages of the Business Unit microsite to better signpost businesses to the wide array of support available in London and nationally for making your business environmentally friendly.
- Fundraising to scale up the pilot project to support long-term unemployed into gardening, horticulture and landscaping jobs. Should fundraising be successful the pilot project will be expanded.
- Work closely with the local business community to help them undertake their Corporate Social Responsibilities projects in Westminster
- Launching an Enterprise Space at Paddington Exchange to create affordable workspace that could be utilised by the sector.
- Host a sector engagement event for Green Economy businesses to understand in greater detail the needs and opportunities of the sector.

What you can do:

- Get involved with the environment sector
- Support businesses that operate responsibly
- Businesses can join BIDs to share best practice and resources
- As a business close doors to keep heat during winter and cool air in summer
- Use your purchasing choices to buy responsible goods and services.

'City for All' Year 3

 Create seven new horticulture hubs, bringing people together in schools and community spaces to grow their own food. We will also offer community gardening and education at eleven additional sites, demonstrating the clear link between nature and a healthy life as part of our programme to tackle the unacceptable level of childhood obesity in our city.

Effective communications plays a vital role in helping to achieve the council's vision for a sustainable Westminster. It demonstrates the council taking the lead, and strengthens the council's position when lobbying central government. Our communications work encourages those in Westminster to adopt more environmentally-friendly behaviours such as recycling more and not dropping litter, taking steps to protect and improve their health, and everyone's environment.

CASE STUDY - SUPERFAST BROADBAND

We launched 'Connect Westminster' in 2017, and the first upgraded connection has been delivered. Below is an update on improvements to business connectivity in Westminster.

To download a 50GB 4k film it would take 6hrs 37 minutes on the average pre-scheme download speed. With the average new download speed it would only take 34 minutes.

Number of applications	74
Number of SME's who have applied	69
Total funds committed to date	£124,717
Download speed uplift (%)	953%
Upload speed uplift (%)	1729%

9. Communicatin g and encouraging people into environmental action

Effective communications plays a vital role in helping to achieve the council's vision for a sustainable Westminster.

and strengthens our position when lobbying central government. Our communications work encourages those in Westminster to adopt more environmentally-friendly behaviours such as recycling more and not dropping litter, taking steps to protect and improve their health, and everyone's environment.

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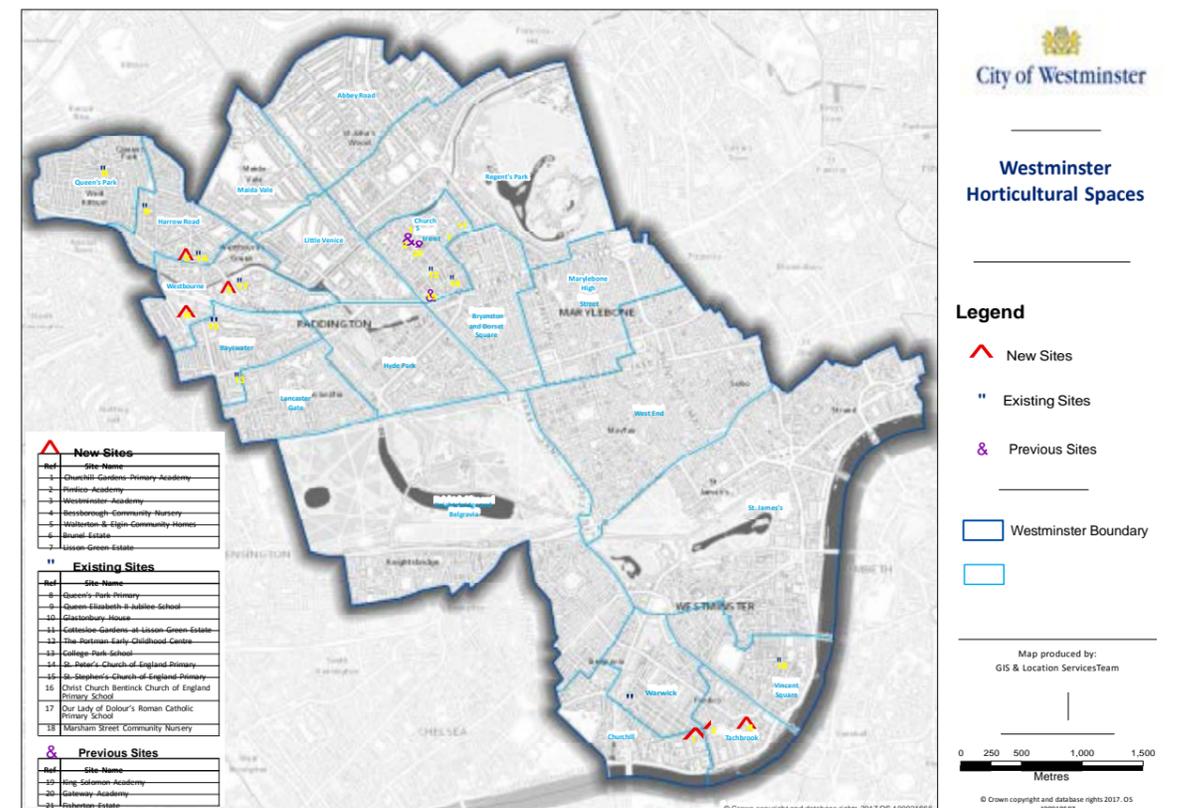


CASE STUDY – SEVEN HORTICULTURE HUBS, WESTMINSTER FOOD GROWING PROGRAMME

The Food Growing Programme is a service level agreement between Public Health and GPH, funded through the Tackling Childhood Obesity Together (TCOT) programme. The project aims to lead Westminster to becoming a place where communities grow and eat fresh fruit and vegetables and know what contributes to a healthy lifestyle.

The project will harness community engagement and be a chance for young people to develop new skills and enterprise. The seven new horticultural sites have been selected: three schools, one nursery and three housing estates all situated in areas of the borough with a high index of deprivation and a high population of young people.

Figure 18 – Horticultural Hubs Attendees



CASE STUDY – #DONTBEIDLE CAMPAIGN



Westminster suffers from the worst air pollution in the country and each year nearly 10,000 Londoners die from illness linked to poor air quality. It is the leading concern among residents and car emissions are a large part of the problem. In response to this Westminster City Council has launched a hugely successful #DontBeIdle campaign to encourage all drivers to switch off their engines when they are parked in the city. The campaign specifically seeks to raise awareness of the pollution caused by idling engines, create a social conscience amongst drivers and to permanently change driver behaviour so that they switch off their engines when parked.



With 9.9 million drivers in the capital and 370,000,000 miles driven in Westminster each year road transport contributes to over half of the most deadly emissions (NOx and PM_{2.5}). Tackling air quality is a national issue and will take action at all levels to tackle the problem. But it's also a very local issue and the action that each individual takes every day has a big impact. We can improve air quality by changing behaviour, one driver at a time. Our campaign was informed by research conducted by world renowned scientists at Kings College. Poor air quality is linked to asthma, heart disease and lung cancer as well as other respiratory illnesses. A car idling produces up to 150 balloons of

exhaust emissions containing harmful chemicals like cyanide, NOx and PM_{2.5} every minute.

The campaign will raise awareness of the dangers of engine idling amongst target audiences across different media. Directly interact with over 1000 idling drivers each month, getting them to turn off their engines, and permanently change their behaviour, and to date, over 14,000 people have been interacted with on this message while driving around Westminster. A key ambition is to get over 10,000 drivers to sign the #DontBeIdle pledge within a year. Conduct community led Idling Action Days and Roadshows each month promoting local awareness of the issue and to recruit Air Marshal volunteers to act as champions in their own communities to lead education.

This campaign supports the council's Greener City programme that will help to deliver its City for All vision. We will make Westminster an example to all, with cleaner air and widely prized open spaces that are the envy of the world.

The campaign has seen a number of departments from within the council come together to work on the campaign including Policy, Communications, Highways and Parking Services. It has also been supported by central government, TfL and involved work with various trade associations. As the campaign gathers pace this engagement will continue to strengthen and we hope to build on the existing base of volunteer engagement with 45 volunteers within three months and expected to rise.



CASE STUDY – LEN PARKLET COMPETITION

The LEN Parklet competition was delivered in conjunction with the University of Westminster to give students the opportunity to develop designs to develop a parking space into a park. WCC received seven excellent entries, showing a wide range of thinking on how greening could improve air quality in the LEN. The competition entrants had given consideration to sustainability of building materials, local

environment and how different planting could impact upon local air quality. The competition proved invaluable in building relationships with the university, and improving stakeholder engagement for the Marylebone Low Emission Neighbourhood. There were two winning designs were presented to the LEN Steering group, and both were chosen as joint winners.



By Jinhyo Lee, Deependra Pourel, Sanjog Shrestha, Bernadette Widjaja



By Lukas Virketis

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by Getty Images

Still more to do next year:

- Review the council's internal environmental performance and staff engagement
- Lobby the government on a fairer local deal for Westminster to address our energy needs and address air quality
- Develop a digital engagement programme. This will include refreshing the council web pages and improved ways in which residents can interact with the council to share ideas
- Develop an awards project to reward good environmental behaviour in the city
- Include an environmental section into the ward profiles reports
- Promote local environmental projects that could be delivered by ward budgets
- Work with schools to deliver education packs for schools and colleges to involve young people on the environment.

What you can do:

- **#DontBeldle!**
- Talk to people in your community about the local areas and its environment.
- Take part in environmental schemes and initiatives run by local businesses and the council.
- Report issues such as fly tipping and antisocial behaviour to the council.
- Suggest ideas to improve your neighbourhood to your ward councillors.



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Agreed Action (Years 0-3)	GCAP Theme	How we will deliver the agreed action	Departmental Delivery lead	Deliver by	Key Cabinet Members	RAG status at Year 1	RAG status at Year 2
Engine idling	2 - Air Quality	A combination of community volunteers and staff to take part in idling engine action days as 'Air Quality Champions'	CMC	2017/18	Cllr D Harvey	GREEN	GREEN Monthly Anti-Idling action days where staff and volunteers have engaged with idling drivers. There have been nine air quality action days in identified hot spot areas, to which 89 volunteers attended and 246 drivers were asked to switch off. Launched a successful #DontBeldle campaign to encourage drivers to switch off their engines, we currently have over 5,000 pledges and had over 14,000 interactions with drivers to switch off their engines.
Work with the business community to help deliver air quality improvements through their operational practices.	2 - Air Quality	Place-shaping work through the engagement of partners including BIDs and the West End Partnership (WEP)	GPH PPC	2017/18	Cllr D Harvey Cllr Davis	GREEN	GREEN GPH – work is ongoing around the Oxford Street District project, Stand Aldwych and the wider WEP area to engage with businesses, the freight industry and BIDs with the aim to reduce freight movements and contribute to an improvement in air quality. An Oxford Street freight plan has been developed and a wider WEP freight plan is being produced. PPC – PPC have worked with Victoria BID, Marble Arch BID, Baker Street Quarter BID, and Northbank BID, as well as the Westminster Property Association on Air Quality initiatives.
New Air Quality Strategy and Action Plan	2 - Air Quality	Provide a new statutory strategy to respond to the new policy thinking around air quality.	PPC	2017/18	Cllr D Harvey	GREEN	GREEN Three Thought Leadership events have been held and an AQ Ambitions document published, building up to the revision of the AQ strategy in 2018.
Diesel Surcharge Project	2 - Air Quality	Undertake a pilot project to discourage diesel vehicle's coming into Westminster.	CMC PPC	2017/18	Cllr D Harvey	GREEN Working through some issues around classifying different vehicles before we can start.	GREEN Launched in June 2017. The trial set a 50% surcharge on all diesel vehicles manufactured before 2015 using Pay to Park bays. The results of the trial to date have seen a reduction of over 10% in the number of vehicles paying to park in F zone versus last year, and the percentage of pre-2015 diesels paying to park has reduced by more than 14%. The results continue to be closely monitored.
Leisure Contract – reducing carbon emissions by 20% across the council's leisure facilities.	3 - Energy	Reduce carbon emissions in facilities through a programme of capital investment and refined operational practices.	CMC	2017/18	Cllr D Harvey	GREEN	GREEN Through a series of capital schemes and by appointing a carbon champion at each site, our contractor has reduced electricity use by 6.24% and Gas use by 13.4% in 2017 compared to the previous year (between July-November). Further reductions are targeted over the next period.
Deliver a local offset fund of £1m. Needs consistent application of policy and clear spend plan	3 - Energy	£106 spend fund for carbon offsetting projects within Westminster.	GPH PPC	2017/18	Cllr Astaire Cllr D Harvey	AMBER The London Plan introduced a zero-carbon homes policy from 2016 which we can apply to major developments. New London Plan due 2018 likely to retain and strengthen this policy and encourage each LA to identify best way to spend local funds.	AMBER The councils approach to the application of the Carbon Offset fund is being reviewed in the first quarter of 2018 to ensure a consistent application of the policy.

Agreed Action (Years 0-3)	GCAP Theme	How we will deliver the agreed action	Departmental Delivery lead	Deliver by	Key Cabinet Members	RAG status at Year 1	RAG status at Year 2
City Hall refurbishment project	3 - Energy	Environmental benefits secured through capital project and in-use work e.g. introducing green leases for tenants, enhanced freight delivery arrangements etc.	GPH	Sept 2018	Cllr D Harvey Cllr T Mitchell	GREEN	GREEN On track to achieve BREEAM Excellent, with work to complete on green leases and ensuring the building performs to excellent environmental standards once occupied.
No municipal solid waste disposed of directly to landfill.	4 - Waste	New disposal contract removes option of landfill as a disposal route.	CMC	Sept 2017	Cllr D Harvey	GREEN	GREEN As of 16 September 2017 WCC no longer sends any waste directly to landfill. Previous years we had sent 1515 tonnes (2017/18) and 3637 tonnes (2016/2017).
Pilot less polluting vehicles in our own operations e.g. hydrogen in waste collection – procurement	4 - Waste 5 - Transport	Grant funding received to trial waste hydrogen vehicles.	CMC	2017/18	Cllr D Harvey	AMBER Grant funding application completed.	AMBER Grant funding secured. Hydrogen refuelling plant at Veolia depot requires planning permission - in progress. How to best ensure compliance with the ULEZ early adoption rate to be agreed.
Install an extra 20 electric vehicle recharging points and implement an electric charging point scheme for residents.	5- Transport	Introduce a residents EV charging pilot that provides dedicated charging in 4 pilot areas.	CMC	June 2017	Cllr D Harvey	GREEN	GREEN On target to exceed this with the intention of installing over 120 EV charging points across the City.
Update and adopt our Biodiversity and Open Spaces Strategy.	6 - Open and Green Spaces	Align with strategy's priorities.	PPC	2017/18	Cllr D Harvey	GREEN	GREEN Final draft prepared and ready for consultation whenever most appropriate, alongside other priorities.
Publish our Flood Risk Management Strategy	7 - Flood Management	Set out the strategic vision for reducing flood risk and identify hotspots which might benefit from physical works.	PPC	2017/18	Cllr Chalkley (flooding) and Cllr Astaire (Sustainable Urban Drainage Systems - (SUDS))	AMBER Subject to consultation, approval and publishing. Likely to happen before end of 3 year target timescales.	GREEN The Local Flood Risk Management Strategy was signed off by Cllr Chalkley and published in November 2017.

Agreed Action (Years 0-3)	GCAP Theme	How we will deliver the agreed action	Departmental Delivery lead	Deliver by	Key Cabinet Members	RAG status at Year 1
Launch a Clean Air Strategy	2 - Air Quality	Write a new strategy in consultation with partners and academics.	PPC	2018	Cllr D Harvey	GREEN Significant background work underway to build towards a publish date in 2018.
#dontbeidle campaign	2 - Air Quality	Deliver a communications and operational campaign to raise awareness of the impact of individual vehicle idling on local air pollution.	PPC CMC	2017	Cllr D Harvey	GREEN On track to achieve 10,000 pledges. 5,000 pledges achieved by December 2017.
Show leadership on the green agenda	3 - Energy	Deliver the City Hall refurbishment capital project and ensure the building is used sustainably as well as being designed to BREEAM excellent.	GPH CMC PPC	2017/18	Cllr D Harvey	GREEN On track to achieve BREEAM Excellent for City Hall refurbishment. Corporate property has committed to reduce our energy consumption and to reduce the carbon emissions from our operational properties against a 2014/15 baseline by 20% by 2019. This energy efficiency programme has been agreed for 19 operational buildings in order to deliver carbon savings. The project includes lighting, building management system (BMS) and boiler optimisation.
Walk the green mile	5 - Transport	Launch a 'green giants' schools education programme, pilot play streets initiative and a childhood obesity initiative to walk a mile a day.	CMC Public Health	2017/18	Cllr D Harvey Cllr Chalkley Cllr Acton Cllr Holloway	GREEN Walk the mile campaign launched. Daily mile is a simple and proven programme that complements the Government's new obesity strategy, delivering real change to a whole generation of young people. Pilot programmes have already been launched at Hallfield Primary and Ark Atwood and we hope to have 50% of schools participating by 2017/18. Two successful play streets events taken place in 2017 in the Marylebone area. Play streets create a safe and fun outdoor playing environment for children in their local area. By temporarily closing the street or a portion of the street, children would be encouraged to play and explore outside. Over 7,000 outdoor learning sessions. The 'green giants' visit either the environmental area at Paddington recreation ground or our residential Outdoor Learning Centre at Sayers Croft in Surrey. At both sites we deliver a wide range of outdoor sessions that encourage engagement in and understanding of natural spaces.
Businesses Green Club	8 - Economic Development	Roll out a scheme to make businesses more energy and waste efficient and deliver air quality improvements.	GPH	2017/18	Cllr D Harvey Cllr Davis	GREEN Looking to create a section on the business unit microsite www.businesswestminster.com To then collate information about initiatives that can support businesses becoming green.
Create 7 horticulture clubs	6 -Open and Green Spaces 9- Communicating Environmental Action	Encourage healthy eating for children through the delivery of new horticulture hubs.	Public Health, GPH Citywest Homes	2017/18	Cllr Acton Cllr Holloway	GREEN The seven new horticultural sites for 2017 have been selected: three schools, one nursery and three housing estates. The project aims to lead Westminster to becoming a place where communities grow and eat fresh fruit and vegetables. Project will harness community engagement and be a chance for young people to develop new skills and enterprise.





If you have any queries or want to get involved, please contact:

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