



City of Westminster

# Committee Agenda

Title:

**Children, Sport & Leisure Policy & Scrutiny Committee**

Meeting Date:

**Monday 9th February, 2015**

Time:

**7.00 pm**

Venue:

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

Members:

**Councillors:**

Brian Connell (Chairman)  
Iain Bott  
Ruth Bush  
Paul Church  
Nick Evans  
Barbara Grahame  
Robert Rigby  
Karen Scarborough

**Elected Voting Representatives**

Aki Turan, Parent Governor  
Annie Ee, Parent Governor

**Co-opted Voting Representatives**

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

**Co-opted Non-voting Representatives**

Smita Bora, Principal of Westminster Academy  
Darren Guttridge, Headteacher, Edward Wilson  
Primary School

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



**Admission to the public gallery is by ticket, issued from the ground floor reception at City Hall from 6.00pm. If you have a disability and require any special assistance please contact the Committee Officer (details listed below) in advance of the meeting.**



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

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

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

## **AGENDA**

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

#### **1. MEMBERSHIP**

To note that Councillor Karen Scarborough is replacing Councillor Richard Beddoe.

#### **2. DECLARATIONS OF INTEREST**

To receive declarations by Members and Officers of the existence and nature of any personal or prejudicial interests in matters on this agenda.

#### **3. MINUTES**

To approve the minutes of the meeting held on 26 January 2015.

**(Pages 1 - 10)**

#### **4. ACTION TRACKERS**

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

**(Pages 11 - 16)**

#### **5. CABINET MEMBER FOR SPORTS, LEISURE AND OPEN SPACES**

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

**(Pages 17 - 22)**

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

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

**(Pages 23 - 28)**

#### **7. REVIEW OF WESTMINSTER VOLUNTEERING SERVICES**

To review the Volunteering Services.

**(Pages 29 - 58)**

#### **8. STRATEGY FOR THE NEW LEISURE FACILITIES MANAGEMENT CONTRACT**

**(Pages 59 - 76)**

To consider the overall performance of the leisure facilities contract and provide input to help shape the future specification and required outcomes for the new contract.

**9. CHILDREN AND FAMILIES OF SERVICE PERSONNEL**

**(Pages 77 - 80)**

Report for Information Only.

**10. COMMITTEE WORK PROGRAMME**

**(Pages 81 - 82)**

To discuss the Committee's Work Programme.

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

Verbal Update (if any)

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

**Peter Large**  
**Head of Legal & Democratic Services**  
**3 February 2015**

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CITY OF WESTMINSTER

## MINUTES

**CHILDREN, SPORTS AND LEISURE  
POLICY & SCRUTINY COMMITTEE  
26 JANUARY 2015  
MINUTES OF PROCEEDINGS**

Minutes of a meeting of the **Children, Sports and Leisure Policy & Scrutiny Committee** held on Monday 26 January 2015 at Westminster City Hall, 64 Victoria Street, London SW1E 6QP.

**Members Present:** Councillors Brian Connell (Chairman), Paul Church, Barbara Grahame, Karen Scarborough, Papy Qureshi and Robert Rigby.

**Co-opted Members:** Smita Bora, Annie Ee, Darren Guttridge, Brenda Morrison and Aki Turan.

**Also present:** Councillor Danny Chalkley (Cabinet Member for Children and Young People) and Councillor Barbara Arzymanow.

**Apologies for Absence:** Richard Beddoe and Louise McCullough

### 1. MEMBERSHIP

- 1.1 It was noted that Councillor Karen Scarborough would be substituting for Councillor Iain Bott.
- 1.2 The Chairman welcomed Councillor Danny Chalkley (Cabinet Member for Children and Young People) and Councillor Barbara Arzymanow who took part in the Early Help Strategy to the meeting.
- 1.4 The Chairman also welcomed Kevin Jones, Interim Director of Children's Services to his first meeting and looked forward to his support and contribution to the Committee.
- 1.5 The Chairman advised that Councillor Steve Summers would not be attending the meeting. Any questions that Members had regarding his portfolio would be placed on the Committee's Action Tracker.

## **2. DECLARATION OF INTEREST**

- 2.1 Councillor Barbara Arzymanow declared that she was a Local Authority Governor for Mary Paterson and Dorothy Gardner Early Years Nursery Schools.
- 2.2 Councillor Karen Scarborough declared that she was a Governor of St Mary's of the Angels Catholic Primary School.
- 2.3 No further declarations of interests in respect of items to be discussed were made, other than those noted in the circulated schedule.

## **3. MINUTES**

- 3.1 **Resolved:** That the minutes of the meeting held on 24 November 2014 were approved for signature by the Chairman as a true and correct record of the proceedings.

## **4. ACTION AND RECOMMENDATION TRACKERS**

- 4.1 Councillor Danny Chalkley advised that a letter was being sent to Nicky Morgan MP regarding how school meals were going to be assessed in the future.
- 4.1 **Resolved:** That the Action and Recommendation Trackers be noted.

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

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

### **5.2 ACTIONS:**

- 1. Notes to be sent to the P&S Committee regarding the new location of the Paddington Children's Library and whether the Marylebone Library could remain in its temporary position.
- 2. Briefing Note to be sent to the P&S Committee on the planned improvements to be made to Broadly Street Gardens.

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

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

- George Elliot Primary School.
- the support that children receive during Year 6-7 Transition.
- Westminster topping the national league table for school attendance.
- the support that the Council offers school governing bodies.
- the decline in GCSE results, partly attributable to the revised methodology.
- the fostering and adoption of children.
- the work of the Youth Offending Team.

### **6.2 ACTION**

1. The Cabinet Member for Children and Young People to write to the Headteacher of Soho Parish Primary School to congratulate him on the schools Year 6 examination results.

## **7. EARLY HELP STRATEGY 2014-2108**

7.1 The Committee received a report containing the Early Help Strategy 2014-2018 which set out the Council's Strategy for Early Help Services for children and young people aged 0-18. The Committee heard that a key objective was to revise the service model of investment in universal services together with key partners in line with priority outcomes, in particular in respect of Play, children's Centres and Youth Services. The Committee noted that consultation was now being undertaken with service users and key stakeholders on the specific proposals set out in the report.

7.2 Andrew Christie, Tri-Borough Executive Director of Children's Services, advised that the primary aim of the proposed new model was to improve service delivery by making the best use of reducing Council funds by structuring the service in a more efficient way and joining up with health to ensure that families who needed the Council's services most could access them as early as possible.

7.3 Jayne Vertkin, Head of Early Help Services, discussed the consultation taking place with parents, both in Children Centres and using an on-line survey. She advised that feedback to date had been consistent in that investment should continue to be available for universal services, especially amongst groups at Essendine, Marshall Street and Micky Star Children's Services, who would not be entitled to the same level of play provision if resources were targeted at vulnerable groups. The Committee noted that all Children's Centres would remain open and stay and play sessions would continue at some level at each Children Centre for all families.

- 7.4 Paul Williams, Emergency Duty Worker, discussed the consultation taking place on Play Services. He advised that officers had looked at the provision provided by other Local Authorities and that the existing in-house service had relatively high management and administrative costs compared with other ways of providing the service. He further advised that the initial findings of the review had found that schools could be very effective in the delivery of childcare and play services and that there were a number of third sector organisations that already provided childcare and play in Westminster at no cost to the Council.
- 7.5 Rachael Wright-Turner, Tri-Borough Director of Commissioning, discussed the consultation taking place on Early Help Youth Services. She advised that current contracts ended in September 2015 which gave the service the opportunity to enhance the early help offer and arrangements within future contracts. She advised that young people were invited to feedback via an online survey and that they would be liaising with youth providers to deliver workshops in each locality in late January/February to further capture young people's views and ideas. Rachael then outlined that there would be universal provision for young people but also targeted services to reduce youth offending.
- 7.6 The Committee then heard from Councillor Barbara Arzymanow who spoke about the findings of her report 'Future for Nursery Education in Westminster' Councillor Arzymanow advised that studies had shown that vulnerable children benefited most from early intervention and that Westminster had a good nursery provision infrastructure which could be used to share good practice. She further advised that a Project Officer should be given overall responsibility to ensure that all nursery provision providers were applying for the funding that they were entitled to by the Government. Barbara then summarised her recommendations for the Committee. (The recommendations are attached at Appendix A of the minutes).
- 7.7 The following key themes emerged from the Committee's discussion:
- the acknowledgement that the consultation process had been widely publicised throughout Westminster and the level of engagement by parents, youth groups and young people through the organised workshops and the on-line surveys so far had been good.
  - the advantages and disadvantages of providing universal services versus targeted services for early years provision.
  - the importance of introducing an integrated pathway in order to publish an early year offer to families within their child's first year so families could see what was available to them. This would hopefully increase the take up of the free care opportunities for two year olds for families that meet the criteria.
  - the potential to utilise the health visiting service to improve access to the services in the future.



- the importance of identifying and working with families in need, especially encouraging those families to sign up for the 2 year old offer.
- the benefits of changing the balance to move towards a more targeted service and the importance of effective communication and partnerships between key partners.
- the possibility of schools taking on the responsibility for play services and the commissioning of the third sector to take responsibility and manage play services.
- the cost of play services and the eligibility criteria needed to receive a discount on After School and/or school holiday play provision.

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

7.9 **ACTION**

1. Briefing note to be sent to the P&S Committee setting out the fees charged at the various Play Services in Westminster.

7.10 **RESOLVED:**

1. That the Committee acknowledged and recognised the proactive and effective communication of the three consultations led by the Westminster Communications Team. The Committee are reassured of this by the tone of the debate, which was both pragmatic and constructive.
2. That the Committee welcomed the potential to utilise the health visiting service to improve access to the services in the future. The Committee requested to be kept updated on progress in implementation including targeted support for those who need it most as outlined in the Early Help Strategy.
3. That the change in balance of use of Children's Centres towards more targeted families was appropriate and where the Council's resources should be spent at times of financial constraint.
4. That further promotion of the two-year old offer and an update on uptake at regular intervals be reported back to the Committee. The Committee endorsed the importance of early intervention in a child's development.
5. That Councillor Barbara Arzymanow be thanked for preparing her report on the changing landscape of nursery provision in Westminster and that officers prepare a response to the salient points and conclusion of the report, especially regarding how best practice can be shared across institutions and what role (if any) Westminster City Council can play in implementing the recommendations.

## **8. EDUCATION PERFORMANCE REPORT 2013**

8.1 The Committee received a report summarising the outcomes of this year's tests and examinations in primary and secondary schools in Westminster and the key priorities for school improvement that emerge from the results. The report also included summary data on OFSTED inspection outcomes for Westminster schools.

8.2 The Committee heard from Ian Heggs, Tri-Borough Director of Schools Quality and Standards and Richard Standley, Assistant Director, (Schools Standards) who discussed with the Committee the provisional education achievement data that had been set out in the School Performance Report. The Committee also discussed each point of assessment, future challenges and considered key areas of success and areas to be developed.

8.3 The Committee noted the following points:

- Overall performance at all Key Stages in schools in Westminster continued to be above national averages and high in relation to other London boroughs.
- In Key Stage 1 teacher assessments, the percentage of primary children achieving expected National Curriculum levels in reading, writing and mathematics remained above the national level.
- In Key Stage 2 tests, the percentage of primary children achieving expected National Curriculum levels in reading, writing and mathematics placed Westminster top in London and fifth nationally.
- GCSE results went down slightly but less than the national fall so Westminster had maintained its 9<sup>th</sup> position out of all Local Authorities in England.

8.4 The following key themes emerged from the Committee's discussion:

- the importance of maintaining the educational levels in Westminster schools.
- the importance of raising the attainment of Looked After Children.
- the importance of strong leadership and governance within schools.
- the new curriculum and the potential effect that it might have on schools.
- the important role that Tri-Borough and the Local Authority continues to play in the education of children in Westminster, especially with the vast expertise available, the identifying and intervening in failing schools and the opportunity for schools to 'buy in' specialist provision such as music.

8.5 The Committee congratulated the schools and teachers for the continued progress, acknowledged the important role of school governors and the value and importance of good leadership and succession planning in schools.

**8.6 ACTION**

- 1. The Committee requested that educational data was available for all of Westminster schools in order for the Committee to make like for like comparisons.

8.7 **RESOLVED:** That the report be endorsed.

**9. COMMITTEE WORK PROGRAMME**

9.1 The Committee agreed that Year 6-7 Transition be re-added to the Work Programme and that an additional meeting be organised to meet the demands of the Work Programme.

9.2 The Committee agreed that it would consider Volunteering Contracts and the Strategy for the new Leisure Facility Management Contract at its next meeting on 9 February

9.3 **RESOLVED:** That Year 6-7 Transition be re-added to the Work Programme and that an additional P&S Committee meeting be organised in April 2015.

**10. EXEMPT REPORT UNDER LOCAL GOVERNMENT ACT 1972**

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

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

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

11.1 The Committee received an update from the Director of Children’s Services on one case.

**12. TERMINATION OF MEETING**

12.1 The meeting ended at 21.21pm.

CHAIRMAN \_\_\_\_\_

DATE \_\_\_\_\_

## Appendix A

### Barbara Arzymanow Early Years Presentation to P&S 26<sup>th</sup> January Recommendations

1. Support for the “Early Help Strategy” document. This covers early year’s Intervention all the way to adulthood. There are known critical points during the course of a child’s education where a little support can avoid a permanent derailment.
2. Recognition that early year’s intervention is more effective and cheaper than delaying until problems become more apparent. Nursery Education is particularly important to needy children.
3. Ideally we should identify the children most in need before they’re 2.
4. Increased focus on part time places for 3 & 4 year-olds and selected 2 year-olds.
5. Benefit from the strong building blocks in place particularly for maintained nursery schools.
6. Formalise income streams to the maintained nursery schools:- teaching childminders, educating NSs teachers and helping poor performing NSs in the borough.
7. Coordinate message to parents through family centre hubs to ensure full awareness of what nursery education offers.
8. **One of my most important recommendations** is that one project officer should be given overall responsibility for coordinating all these complicated financial administrative matters so that liaison with the Government, nursery providers and the Council runs smoothly. A project officer would also keep both Westminster and Tri borough informed. Nursery schools and nursery classes in primary schools must be made aware of all possible ways to rearrange themselves so as to benefit from all available Government money.
9. The project officer could also keep a watchful eye on possible ways of reducing costs without effecting services for example, sharing facilities or sharing activities.

10. Nobody should miss out on their free 15 hours entitlement or their top-up tax credit through ignorance. Posters about child-minders and the 15 hour offer have been widely displayed. Publicity relating to nursery schools and nursery classes would benefit from a similar approach.
11. Parents on higher incomes would still find the full top-up payment of £20-30 per day a very good deal and it will help those who cannot afford the top up. The nursery schools need more help with publicity because parents are more likely to hear about nursery classes in their preferred future primary schools. A good primary school does have more bargaining power but if the child has some need the maintained school really is a better place to deal with it.
12. Help in the move to bring health visitors under local councils in the autumn this year. For example, the Personal Child Health Record better known as the Red Book could have a section on education. Alternatively, we could have a Green book for education. Currently there is nowhere a parent can track their child's education and thereby encouraging them to take pride in their achievements.
13. Under capacity providers should be encouraged to take up the two year offer and increasing the uptake of the 15 hour offer with both 3 & 4year olds and 2 year olds by targeting places. This requires a concerted marketing effort and greater collaboration and communication in family information services.
14. To capitalise on the outstanding Ofsted inspections and offer help Special Needs. Children in need of any additional support are definitely best off in the maintained nursery schools.

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# Action and Recommendation Trackers

## Children, Sports and Leisure Policy and Scrutiny Committee

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Date                      **9 February 2015**

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Classification        **General**

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Report author and **Rebecka Steven, Scrutiny Officer (x3095)**  
telephone                      **rsteven@westminster.gov.uk**

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### **1. Introduction**

The Children's, Sport and Leisure Policy and Scrutiny Committee examines the wide range of council services and projects that generally fall within the portfolios of Children and Young People, and Sport, Leisure and Open Spaces.

This document presents the legacy actions and recommendations from this committee that result from or apply to the period between June 2013 and February 2015.

The following colour coding has been applied to assist committee members and others to understand the progress made against each item:

 Outstanding

 In progress

 Complete

# Action Tracker

Children, Sports and Leisure Committee

## ROUND ONE (18 June 2014)

Agenda Item	Action and responsible officer	Update
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No outstanding actions.

## ROUND TWO (6 Oct, 2014)

Agenda Item	Action and responsible officer	Update
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Safeguarding	That the findings of Hammersmith and Fulham's critical friend report be circulated and the possibility of holding Tri-Borough P&S Committees in the future be investigated. <b>Rebecka Steven</b>	Tri borough officers have been in discussions and this was discussed at the last meeting of the Westminster Scrutiny Commission.
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## ROUND THREE (24 November 2014)

Agenda Item	Action and responsible officer	Update
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Cabinet Member for Sport, Leisure and Open Spaces Update	That a briefing note on the performance of the Greenwich Leisure Limited Contract be circulated to Members. <b>Andy Durrant (Head of Sport and Wellbeing)</b>	This will be addressed in the report on the agenda relating to the new Leisure Facility Management contract.
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## ROUND FOUR (26 January 2015)

Agenda Item	Action and responsible officer/ Cabinet member	Update
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Cabinet Member update	Notes to be sent to the P&S Committee regarding the new location of the Paddington Children's Library and whether the Marylebone Library could remain in its temporary	Cabinet Member to update committee verbally on 9 February.
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	position. <b>Cabinet Member for Sport, Leisure and Open Spaces</b>	
Cabinet Member update	Briefing Note to be sent to the P&S Committee on the planned improvements to be made to Broadly Street Gardens. <b>Cabinet Member for Sport, Leisure and Open Spaces</b>	Cabinet member to update committee verbally on 9 February.
Cabinet Member Update	The Cabinet Member for Children and Young People to write to the Headteacher of Soho Parish Primary School to congratulate him on the schools Year 6 examination results. <b>Cabinet Member for Children and Young People.</b>	
Early Help Strategy	Briefing note to be sent to the P&S Committee setting out the fees charged at the various Play Services in Westminster.	
Education Performance Report	The Committee requested that educational data was available for all of Westminster schools in order for the Committee to make like for like comparisons.	<b>Action complete.</b>
Work Programme	That Year 6-7 Transition be re-added to the Work Programme and that an additional P&S Committee meeting be organised in April 2015.	<b>Action complete.</b>

# Recommendation Tracker

Children, Sports and Leisure Committee

## ROUND ONE (18 June 2014)

Agenda Item	Recommendation and responsible officer / cabinet member	Update
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There are no outstanding recommendations.

## ROUND TWO (6 October 2014)

Agenda Item	Recommendation and responsible officer / cabinet member	Update
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There are no outstanding recommendations.

## ROUND THREE (24 November 2014)

Agenda Item	Recommendation and responsible officer / cabinet member	Update
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Elective Home Education	That the Committee be kept informed on any progress which may be made on the updating of the relevant legislation and regulations. <b>Andrew Christie</b>	
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## ROUND FOUR (26 January 2015)

Agenda Item	Recommendation and responsible officer	Update
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Early Help Strategy	1. That the Committee acknowledged and recognised the proactive and effective communication of the three consultations led	
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by the Westminster Communications Team. The Committee are reassured of this by the tone of the debate, which was both pragmatic and constructive.

2. That the Committee welcomed the potential to utilise the health visiting service to improve access to the services in the future. The Committee requested to be kept updated on progress in implementation including targeted support for those who need it most as outlined in the Early Help Strategy.

3. That the change in balance of use of Children's Centres towards more targeted families was appropriate and where the Council's resources should be spent at times of financial constraint.

4. That further promotion of the two year old offer and an update on uptake at regular intervals be reported back to the Committee. The Committee endorsed the importance of early intervention in a child's development.

5. That Councillor Barbara Arzymanow be thanked for preparing her report on the changing landscape of nursery provision in Westminster and that officers prepare a response to the salient points and conclusion of the report,

	especially regarding how best practice can be shared across institutions and what role (if any) Westminster City Council can play in implementing the recommendations.	
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## Sports, Leisure and Open Spaces Policy and Scrutiny Committee Briefing

**Date:** 9 February 2015

**Briefing of:** Councillor Steve Summers

**Portfolio:** Sports, Leisure and Open Spaces

**Briefing Author and Contact Details:** Councillor Steve Summers  
[ssummers@westminster.gov.uk](mailto:ssummers@westminster.gov.uk)  
0207 641 5729

### **1. Sports and Leisure**

#### **Improvements to Facilities**

##### **The Porchester Centre**

- 1.1 Works to improve the existing ground floor area of Bridgefield House (the building adjacent to the Porchester Centre) are progressing and will complete in Spring 2015. The new facility will provide a flexible community space for meetings, training events and activities.

##### **Queen Mother Sports Centre**

- 1.2 Works to redevelop the reception, café and health and fitness facilities at Queen Mother Sports Centre are progressing and works will conclude in Spring 2015.

The works will relocate the reception facilities to the ground floor of the building to provide more prominence to the centre from street level and an enhanced experience for customers. The café facilities will be moved to a more central location within the main facility which will provide a more convenient environment for residents and other users. Improvements to the popular health and fitness facilities include new lighting, new flooring and decoration.

##### **Improvement works to the Games Area at Queen's Park Gardens**

- 1.3 The improvement works to the 'free to access' Games Area (new fencing, floodlighting and improvements to the surface) and the provision of new outdoor gym equipment at Queen's Park Gardens are progressing well and will complete in the early part of 2015.

## **Seymour and Queen Mother Sports Centres- Feasibility for Potential Re-Developments**

- 1.4 Officers are assessing the possibility of a redevelopment of the Seymour Leisure Centre and Queen Mother Sports Centre sites to provide a major improvement to the sports and leisure facilities. Feasibility assessments have been progressed which have been considered by Members of the Commercial Opportunities Board. The planned phasing of any developments are being considered by Members and more detailed design and feasibility work will be progressed in 2015.

### **Initiatives and Events**

#### **MCC Lords Schools Offer and Launch event**

- 1.5 Over 30 schools have now signed up to the new programme, which provides schools with a mix of school based coaching, visits to Lord's cricket ground and match day ticket offers. Discussion with MCC's Community Development Manager and Officers has led to a plan for a more formal launch in early Summer 2015. This will involve all schools participating in the programme and the development of a new community cricket club at Paddington Recreation Ground.

#### **ActiveWestminster Awards**

- 1.6 The annual ActiveWestminster Award event took place at Lords Cricket Ground on the 28<sup>th</sup> November. 350 award nominations were received and awards were provided to 3 finalists in each of the 10 categories. The event was extremely successful and was attended by over 200 people involved in sport and physical activity in Westminster.

Special guests included the Lord Mayor of Westminster, Commonwealth long jumper Jade Johnson and Olympic gold medallist in the skeleton, Amy Williams MBE. Feedback from the event included:

*"Thank you and well done for such a fabulous Active Westminster Awards night on Friday".*

*"A great event on Friday night. Thought it was the best yet, achieving the balance between enjoyable, professional and entertaining event and appropriately profiling all the excellent people and organisations that make things happen in Westminster. So well done to everyone involved for a great job".*

#### **Westminster Mile 2015**

- 1.7 An ambitious target of over 8,000 participants has been set for the Flagship Westminster Mile event next year with a strong focus on promoting participation from children and families.
- 1.8 Initial discussions with the event sponsors (BUPA) have taken place with a view to expanding the 'activation zone' in Green Park to be much larger and attractive to participants to spend more time at the event during the day. Uptake for the event to date has been extremely positive and remains well ahead of 2014 levels.

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

- 1.9 Officers are progressing with the procurement strategy for the sports and leisure facilities contract which is due to commence from 1<sup>st</sup> July 2016. A 'market engagement day' took place on Friday 10<sup>th</sup> October with potential bidders for the new contract to discuss a number of 'Key Lines of Enquiry' and the overall procurement strategy is progressing for approval.

The contract forms a key part of the overall sports and leisure offer in Westminster and the portfolio of facilities attract over 3.5 million visits, 16,000 pre-paid members and in excess of £12m income per annum.

## **2. Libraries and Culture**

### **Queen's Park Library**

- 2.1 Internal redecoration works have been completed at Queen's Park Library and it re-opened to the public on 3 November 2014. Some external works and roof repairs are still in progress.

### **Paddington Children's Library**

- 2.2 The Westbourne Baptist Church in partnership with Dolphin Square Foundation are intending to redevelop the church site on Porchester Road, which includes Paddington Children's Library. Library officers have been liaising with the church and the Dolphin Square Foundation throughout the development of the proposal. A new children's library is included within the scheme and the library would occupy a similar footprint to the existing facility within an integrated building. The intention is to provide the library space at peppercorn rent for 99 years.
- 2.3 The proposal is for the library to have its own entrance on Westbourne Park Villas as well as having access via a shared entrance with the church. The developers formally submitted a planning application which was approved by the planning committee on 11 November 2014, subject to the completion of a S.106 agreement. When the development goes ahead it will involve decanting to another site, location yet to be agreed, for approximately two years, as the redevelopment will involve demolition of the site. It is intended that the section 106 agreement will ensure that the library will have a site to move to before moving out of its current location. Legal Services are currently in the process of drafting the S.106 agreement.

### **Registration service**

- 2.4 Limitations on the capacity of the marriage suites at Mayfair library, compared with Old Marylebone Town Hall, have reduced the number and scale of ceremonies Westminster can host. To offset this, a partnership venue able to cater for larger wedding parties to host ceremonies at weekends has been procured. The appointed partner venue is Asia House in New Cavendish Street and the first wedding took place on 6 December 2014. To date 43 bookings have been taken for ceremonies at Asia House.

The first conversions of civil partnership to marriage was on 10 December 2014, following the change in regulations.

### **Cultural partnerships**

- 2.5 A new mural on the back wall of the bottom two floors of Church Street library has been designed by an artist working with the Showroom Gallery and eight different local community groups. The design will be printed on wallpaper and the paper will be installed in January 2015.

### **3. Volunteering and the Voluntary Sector**

#### **City Guides**

- 3.1 Quarter 2 was extremely busy for City Guides with them supporting London's major summer events including Ride London, Open House Weekend, Notting Hill Carnival and the Tour de France. The past 6 months have proved to be the busiest in terms of the number of events since the programme was introduced in 2007. In total, 176 City Guides attended events in Quarter 2 with over 850 voluntary hours given over this period.
- 3.2 Officers are developing a new monitoring report which will better display the impact of City Guides on the community and the volunteers who participate. This will be in place by the next quarter. The new monitoring report will include the number of new volunteers at each event and dropout rates to allow us to better measure the popularity of events and engagement with volunteers.

#### **Volunteer Brokerage**

- 3.3 The Volunteer Brokerage service continues to over perform its targets for volunteer registrations and placements. Including do-it.org registration, there were 1,122 new volunteer registrations for the second quarter for the final year of the current contract against a target of 712, which has exceeded the target by 57.6%. There have been a total of 258 placements for this quarter, which has exceeded - by 3.2% - the target of 250.

#### **Westminster Advice Service Partnership**

- 3.4 In December WASP presented their annual review, client satisfaction survey and external stakeholder survey results to officers, which provided a more detailed understanding of the impact of the service and the needs of Westminster's residents. WASP are currently performing well and are meeting most of their KPI's. However, Migrant Resource Centre's contribution to the quarterly returns for the open access service had dropped significantly on the previous (P3) quarter. Therefore, Migrant Resource Centre changed their key WASP operations personnel back to their P3 arrangement and the Partnership is confident that this will lead to the necessary increase in productivity required. The Partnership has continued to adjust the Families Service and hand over control of appointment bookings to the Children Centre themselves. This approach has led to doubling the appointments made in P3 and P4. The Partnership intends to extend this approach into the Disability Service in the New Year.



## **Team Westminster Volunteering Strategy Implementation**

- 3.5 Work is on-going to implement the commitments contained within the volunteering strategy. The procurement of the Westminster Time Credits service is also progressing as part of a pan London framework against which locally or thematically specific service can be called off. The Council is finished inviting interested organisations to bid for the service and is now issuing items of clarification with bidders before finalising the terms of service delivery.
- 3.6 The specification for a new Volunteering Brokerage service which combines general brokerage with a more targeted service where the Provider will broker a volunteering opportunity based on someone's personal skills and interests is currently being developed by officers.

## **4. Parks, Open Spaces and Cemeteries**

### **Leicester Square Funfair**

- 4.1 The traditional Christmas Funfair in Leicester Square Gardens has now been de-ripped and reinstatement works on the Gardens have commenced. Damage to grass on all four quadrants requires the complete replacement of approximately 2,200 square metres of turf. It is expected that all re-turfing will be completed by the end of January (subject to weather conditions). All associated costs are being fully met by the event organiser.

### **Tamplin Mews Gardens**

- 4.2 Following extensive public consultation led by the Friends of Tamplin Mews Gardens, the design and layout of the new playground has been agreed and orders placed for the new play equipment. It is expected that the new playground will be ready to open by late March. Some additional park benches will also be installed and other minor improvements made. The parks contractor, Continental Landscapes Ltd., will also be arranging bulb planting sessions with local residents and schools during Spring/Summer.

### **St John's Gardens, Horseferry Road**

- 4.3 The failing perimeter wall at St John's Garden (Page Street perimeter wall) is due for rebuilding in Spring 2015. Agreement has been reached with the Tree Officer on the scale of pruning required. The volume of the tree will be reduced by approximately 30% and a new wall with a section of railing will substantially reduce the risk of continued root damage to the new wall section. Parks officers are obtaining the necessary permissions from Planning and Highways Officers for these essential works.

### **Broadley Street Gardens**

- 4.4 The drainage and flood improvement works at Broadley Street Gardens have been completed with full re-instatement. Additional planting and landscaping has also been incorporated into the design.

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City of Westminster

## Cabinet Member Update

**Meeting:** *Children and Community Services Policy and Scrutiny Committee*  
**Date:** *9 February 2015*  
**Title:** *Better City Better Lives, Children and Young People Progress Report*  
**Report of:** *Councillor Chalkley, Cabinet Member for Children and Young People*

### **1 Better City, Better Lives Priorities**

#### **1.1 We will ensure that at least 80% of resident children in the borough are granted at least one of their top three preferences for schools.**

In March 2014, 94.9% of Reception Class and 83.6% of Secondary transfer resident children were granted at least one of their three preferences. This compares to 95.7% (national) and 92.5% (London) for Primary Schools and 95.5% (national) and 90.7% (London) for Secondary school.

#### **1.2 We will provide 240 extra primary school places and 60 extra secondary school places in 2014/15, ensuring we keep pace with projected demand.**

In 2013-14 the Primary capacity was 11,751 places and Secondary capacity was 10,002 places. For 2014-15, ARK Atwood has opened with the full complement of 420 Primary pupil places. No new Secondary places have been provided as yet but a working party has visited a number of sites to assess future options as part of a programme to deliver 435 new places by 2017.

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

In 2013-14, 83% of young people requiring foster care were placed with Tri-borough foster carers. Since April 2014, 68% (47 of the 69) children or young people requiring foster placements have been placed with Tri-B foster carers. Seven referrals are ongoing which may improve the current performance rate.

#### **1.4 We will ensure that all children, in new proceedings starting 1 April 2013, with a plan for adoption, will be placed with their adopters within 12 months of coming into care.**

Since 1st April 2013, thirteen children have had placement orders starting. Of these, nine have been placed with adopters four within 12 months of the placement order. Of the remaining four children waiting to be placed with adopters, three have currently exceeded the 12 month timescale and are yet to be placed. One has yet to be placed and is currently within the 12 month timescale so the performance rate may improve.

#### **1.5 We will provide 801 free day care opportunities for two year olds.**

The DfE termly data release includes all families who meet either the 20% or 40% entitlement from the expanded eligibility criteria. 801 families in Westminster have been identified, an increase of 19% from the initial termly release of 675 target. 61% (491) meet the 20% criteria and 39% (310) meet the 40% criteria. At present there are sufficient places to meet demand. Capacity building, especially with schools and other early years provision, is focused on creating additional places for the Spring 2015 term onwards. Next data release from DfE is due in January 2015 and will be reported in the February Cabinet Member update. At the end of October 2014, 332 (81%) of the 411 places available were taken up by 2 year olds.

**1.6 We will ensure that at least 50% of families on the Troubled Families programme will have resolved their offending, anti-social behaviour and poor school attendance.**

Department for Communities and Local Government (DCLG) published performance (22/12/14) shows WCC is now at 51% PBR turnaround against target of 640 families. There are two more payment by results windows until the end of Phase 1 of the Troubled Families programme February 2015 and May 2015. Westminster is on track for 75-80% PbR turn round by that time.

**1.7 We will ensure that there is a place in education, employment and training for every young person after they complete their GCSEs.**

In September 2014, 99% of school year 11 leavers had an offer of a place (subject to entry requirements) this provisional figure is comparable with the final figure of 99.6% for the 2013 year. Indicative figures from the 2014 activity survey show that 97% of these young people made successful transition post 16 (this is the highest performance across central London) 1.9% are NEET (29 young people) and 1.1% not known (16). Further updates are expected which may improve the rate. Opportunities for January starts at post 16 provision are available and localities teams will be working with these vulnerable learners.

**1.8 Working with the Sir Simon Milton Foundation, Network Rail and the University of Westminster, we will start on the building of the University Technical College to ensure that Westminster has a skills ready workforce which matches the needs of the employment market.**

The latest programme plan for the development from Property shows completion of the UTC by Dec 2016 which is best case scenario. This follows a risk appraisal of enabling works which are no longer viable due to cost and risks of undertaking prior to the determination of the main planning application. UTC Member organisations will be consulted on options to open in 2016 in temporary accommodation, to defer opening until 2017 or pursue another option aligning to sponsors' objectives.

**1.9 We will ensure that 75% of Westminster's pupils will achieve 5 grade A\*-C at GCSE, including English and Mathematics, in 2014.**

In 2013-14 (academic year) DfE latest published results showed that 67% of Westminster pupils achieved 5 grade A\*-C GCSEs, including English and Maths, compared with 70% the previous year. This result maintains Westminster's position well above the national rate of 53% (which is down from 59% in 2013). The decline, both locally and nationally is, at least partly, attributable to revised methodology.

**1.10 We will promote school readiness, testing new approaches through the Neighbourhood Community Budget Pilot in Queens Park.**

An integrated (health and education) 2 year assessment is being piloted in Queens Park Ward between Sept 2014 – Dec 2014. Year to date, 80% (24 of 30) 2 year old children have had a 2 year old assessment in their setting. Ten parents have attended parenting skills training in the 1st year of their child's life which is on track to achieve the target of 14. Employability data for the number of parents who access employability skills classes in QP ward is proving difficult to collect and we are working with Paddington Development Trust to develop reporting on this in a meaningful way. Six community champions have been recruited since April 2014.

**1.11 We will increase the proportion of children in Westminster Primary Schools who achieve or exceed Level 4 in Reading, Writing and Mathematics in Standard Attainment Tests [SATs] to 80%.**

The 2014 Primary school Key Stage 2 L4+ results for 2014 are 85% (up from 79% in 2013). This is well above this year's national average of 79%.

**1.12 We will hold more perpetrators of domestic violence to account for their actions through prosecution and effective programmes which address their behaviour.**

In Westminster City Council, every woman will now be asked whether they have experienced domestic abuse during the course of any social work assessment. In children's social care each assessment contains a prompt for the assessing worker to ensure that there are persistent attempts to engage the male carer or perpetrator of domestic abuse in the assessment and if this is not possible to say why.

**1.13 We will ensure that 75% of 2 year olds in Westminster will receive a developmental review, targeting 2 year olds in the city's most deprived wards.**

Public health has recently received access to 0-5 CHIS (Child Health Information System) data but performance is currently reported by CCG rather than LA. Quarter two data shows good uptake of the 2 year review for both CLCCG & WLCCG, above 75%. There is a performance and contract review meeting with CLCH on 29th January 2015 and an update will be provided in the February Cabinet Member update report

**1.14 We will reduce the numbers of adolescents needing to come into care to 45.**

Since April 2014, 46 (62%) of the 74 admissions to care were young people aged 14 to 17 years. These numbers reflect an increase in the number of European Nationals who are 17 years old who arrive in the UK or were abandoned who have sought accommodation under the Children Act (1989) Section 20 status as young people with no person who has parental responsibility for them in the UK.

**1.15 We will reduce the number of 16-18 year olds [years 12 and 13] Not in Education, Employment and Training [NEET] to 37.**

The annual activity survey [completed in November/December 2014] provides information on the current activity of year 11s who left Westminster education establishments this summer. The deadline for submission of this information to the Department for Education (DfE) is January 2015 after which national performance will be published. Indicative NEET figures for January school year 12 to 14 indicate that 69 young people are NEET. 94% of the Raising the Participation Age (RPA) cohort are participating in education or training until their 18th birthday (one of best in Central London).

**1.16 We will increase the number of Care Leavers who are in Education, Employment and Training [EET]**

As of 31<sup>st</sup> December 2014, 71% of care leavers were EET, an improvement from 68.6% as at 31<sup>st</sup> March 2014.

**1.17 We will improve our approach to joint safeguarding with the Police in relation to Child Sexual Exploitation [CSE].**

Westminster Children's Services and the Metropolitan Police are subject to Pan-London Child Sexual Exploitation Operating Protocols. All new cases are assessed by the Multi Agency Safeguarding Hub [MASH]. Police are invited to all Strategy Meetings regarding CSE cases as part of Joint Investigation Protocols. The new Police Pan London Missing Persons Team will link with Tri- Borough MASH. At end of quarter three, 100% (9 of 9) of CSE cases in last quarter all have been jointly dealt with by Children Social Care and Met Police in Westminster.

**1.18 We will work with more than 30 families in 2014/15 to ensure their children, who are disabled or have special educational needs, have the support of a joined-up Education, Health and Care Plan.**

Following the implementation of the Children and Families Act in September 2014 we have started the process for assessing young people for a joined-up Education, Health and Care plan. The 20 week assessment process has been started with eleven young people and their families from Westminster. The first assessments are expected to be completed during January 2015. This means we are on target to work with 30 families by the end of the academic year.

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

Travel trainers have worked with ten WCC children over the last year, to enable them to travel to and from school independently. More young people will be identified for this support during the 2014/15 academic year, starting from September 2014. Next update is due in January 2015 and will be incorporated in the February Cabinet Member update.

**1.20 We will provide ten young people who have learning difficulties with local specialist further education provision to support them in gaining independence and employment.**

From September 2014, the Kennet West Skills centre partnership between QEII/Westminster Kingsway College has eighteen learners enrolled (ten from WCC). The number of places will increase to thirty places from 2015.

**1.21 We will increase the number of mentors who work specifically with young people involved in crime to reduce their re-offending to 80%.**

Since April 2014, six young people were released from custody and all were offered a mentor, the take up was four (66.6%). We offer mentoring to all young people leaving custody providing they are below 18. We are in the process of training seven new mentors and these will be available to work with young people at the end of February. Given the low number of active mentors (three) we have prioritised those leaving custody. Westminster has four young people who will be released in the next quarter and all four will be offered a mentor and will be subject to the YOT Whole Family process.

**1.22 We will provide more support for young carers.**

Spurgeons now have an established venue (Ebury Bridge Centre) in Westminster which has become a popular spot for many young carers attending ongoing group sessions that are delivered at the centre. Youth carers attendance has steadily increased since the July 2014 engagement event. As at 31st December 2014 Spurgeons have provided support to 80 cases, received 28 referrals and completed 25 initial assessments.

**1.23 We will support more vulnerable children [e.g. Looked after Children, children in need of Education, Health and Care Plan] to transfer successfully from primary to secondary school.**

There are a total of 71 children at level one (highest level of need). All these children have now been made an 'offer' of support based on the available interventions and progress followed up on a one to one basis between September and December 2014.

**1.24 We will improve the health of children and young people by encouraging families to use primary care services more effectively and reducing attendance at A&E by 10%.**

As part of the overall North West London out of Hospital Strategy, the three Inner London CCGs (Hammersmith & Fulham, West London and Central London CCG) are all developing local 'Connected Care for Children' clinics based in GP surgeries. The Connected Care for Children model brings paediatricians into GP surgeries to provide clinics for children with long term conditions and/or health needs that may trigger an A&E visit. West London CCG already has several clinics operating through 'paediatric hubs' (surgeries collaborating together). Central London CCG implemented its first hub in August 2014 and now has five hubs operational, with a further two hubs to commence before April 2015. As at December 2014, 52 paediatric patients had been seen in the 10 clinics at that date. It is too early to confirm how many A&E appointments have been prevented to date, but it is a clear indication of the number of outpatients appointments saved enabling patients more convenient and faster access to services closer to home.

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

We are working with Health to agree a protocol whereby all women who have suffered FGM are referred to Social Care for a social assessment of circumstances and have developed written materials for families from affected communities. Workshops for staff have been held to ensure that all staff are trained in being able to identify and prevent FGM. As at 31st December 2014 there had been 29 referrals. There have been increased referrals from schools as well as data gathered through the pilot project running at St Mary's hospital. Some of these mothers have gone on to give birth to boys. A LSCB protocol to improve information sharing and referral rates in relation to FGM is now under consideration. The Pilot Project at St Marys has been successful and nominated for a British Midwifery Journal Award, and the approach will be rolled out across the three Boroughs this year.

**1.26 We will reduce the numbers of young people offending by 20% [to 69 young people from 87].**

The MOJ have recently published the quarterly information which indicates there were 17 First Time Entrants (FTE) in the Westminster during April to June 2014. Whilst the most recent quarter published information is higher when compared to each of the quarters reported last year, the annual data still shows a downward trend as a result of very low numbers last year. Between 2012-13 and 2013-14 we have seen a 60% reduction in FTE's in WCC.

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## Children, Sports and Leisure Policy and Scrutiny Committee

<b>Date:</b>	Monday 9 <sup>th</sup> February 2015
<b>Classification:</b>	General Release
<b>Title:</b>	Review of Westminster Volunteering Services
<b>Report of:</b>	Senior Policy Officer
<b>Cabinet Member Portfolio</b>	Sports, Leisure and Open Spaces
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	Better City, Better Lives: A More Connected City
<b>Report Author and Contact Details:</b>	Callum Whittaker, Policy Officer x8024 <a href="mailto:cwhittaker@westminster.gov.uk">cwhittaker@westminster.gov.uk</a>

### 1. Executive Summary

This report provides an update to the Committee on the design and implementation of the Westminster Volunteering Brokerage service.

The City Council is committed to making it easy and rewarding to volunteer in Westminster. The new Team Westminster Volunteering Strategy 2014-2019 will provide a host of new services which will contribute to the delivery of the core Better City, Better Lives commitment to increase the number of people who volunteer in the city.

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

- With regard to the Volunteer Brokerage Service, where should the Service Provider and Westminster City Council target outreach to increase levels of volunteering in Westminster
- With regard to the Volunteer Brokerage Service and Time Credits Service, where can volunteers make the most difference in Westminster and raise the profile of volunteering services.
- How can the Council and its Service Providers retain volunteers and incentivise more repeat volunteering.
- With regard to the Council using volunteers as part of service delivery, are there aspects of service delivery which are unsuitable for volunteers to be involved in

### **3. Background**

#### **3.1 Better City, Better Lives**

Westminster has strong volunteering and social action traditions. As part of the Better City, Better Lives programme, the council is committed to make Westminster a more 'connected' city where everyone feels more involved in their local community and it is easy for people to make connections with one another and vital services. Volunteering and social action are important tools to delivering a more connected Westminster. Recent research undertaken by the Council has shown that our volunteering services are important to residents. During July 2014, a survey was sent to a group of existing volunteers and inactive, but previously registered volunteers. 165 people responded between July 17th- 25th 2014. The headline findings of this research study were:

- The biggest attraction to volunteering for those aged 25-34, and 35-44 is to gain or improve skills (63% and 67% respectively).
- The biggest attractions to volunteering across all those surveyed are to help other people (68%) and to share skills or knowledge (55%).
- The most popular way of being informed about volunteering is through a website, with nearly three in five (58%) respondents saying they prefer this channel. This is followed by email at 25% however, among 25-34 year olds, 44% say they would prefer email.
- Our research found much evidence in support of the current brokerage model – nearly four in five (76%) felt it was easy to search for volunteering opportunities and seven in ten (68%) felt there was a good range of opportunities available.

Further detail on residents' interest in volunteering is attached in Appendix 1.

In March 2014 the Council published Year 2 of Better City, Better Lives - our five year plan for making the city safer, healthier, more enterprising and more connected. This set out the ambition that, by 2018 everyone should feel more involved in their local community, find it easier to make connections with one another both virtually and in person, and to feel more connected to jobs, services, information and decisions affecting their community. Whilst we recognise that the vast majority of volunteering happens without the Council's involvement, the Council has made a commitment to support over 1,000 people to volunteer, support 40 prestigious events with volunteers and create opportunities for up to 100 people to become sports volunteers.

At the heart of Better City, Better Lives is the conviction that everyone has a role to play in the Westminster community. We believe that those who live, work or visit the city should take responsibility for making a positive contribution to the community. What this means for the council is that we need to make it easy for residents and people who work and study in the city to volunteer and support local good causes.

#### **3.2 Existing Volunteering Services**

At present, the Council commissions three specialist programmes designed to provide a diverse range of fun and rewarding opportunities for residents, staff and workers to volunteer in Westminster.

##### **§ Tailored volunteering opportunities**

One Westminster delivers the city-wide core volunteering brokerage service for the Council. This service enables anybody who lives, works or studies in Westminster to get involved with a wide range of volunteering opportunities

ranging from administration to mentoring and charity trusteeships. The contract consistently exceeds its performance targets. Between April 2013 and April 2014 this programme helped 868 people to volunteer and is on target to support over 1000 during 2014/15. Since the start of this financial year, there have been a total of 255 placements for this quarter, which has exceeded by 2% the target of 250. The cumulative target (April-Dec 14) so far for placements relating to the final year of the contract is 774 against a target of 750, exceeding the target by 3.2%. As such we are on target to be over 1000 by the end of this financial year.

§ **Events based volunteering**

One Westminster also run City Guides, which enables people to volunteer at high profile events by providing a mobile tourist information service to visitors. City Guides was promoted at a highly successful event held at Lord's Cricket Ground in January and has since supported Chinese New Year, the premiere of Die Hard Five, the BAFTAs and a range of smaller community events across the city. Between April 2013 and March 2014, 120 new City Guides were recruited with 2615 hours of volunteering fulfilled and 39 City Guides first aid trained. One Westminster staff are working to raise the profile of City Guides with both potential volunteers and event organisers to ensure the programme supports more events and more volunteers during 2014-15 and 2015-16.

§ **Sports volunteering**

'A City Transformed Through Sport' is a sports volunteering programme also run by One Westminster on behalf of the City Council. The programme supports volunteers and sports clubs to increase the levels of volunteering in sport and physical activity in Westminster. It seeks to reduce barriers to volunteering and offers subsidised sports coaching courses to help people towards employment.

### **3.3 Volunteering Services Post- 2015**

Whilst our existing services provide a solid base Westminster has an opportunity to both modernise and build on the existing service offer. As such and based on our insight that people volunteer for a variety of different reasons and in a wide variety of different ways, there are four priorities which the Volunteering Strategy will seek to deliver:

- Providing high quality information to make volunteering accessible;
- Providing great opportunities and developing 'volunteer-ready' community groups;
- Recognising and rewarding achievement;
- Leading by example.

In addition to providing strong local leadership, the City Council will also play a role in commissioning the core services which will underpin volunteering across the city. Following the launch of the new Strategy in March 2014, the Council will be commissioning a host of new services that support volunteering in Westminster in addition to those listed above.

§ **Flagship Volunteering Service**

This will comprise Team Westminster Ambassadors (formerly City Guides) and Team ActiveWestminster (formerly Sports Volunteers) and a new programme: Team Westminster Community Action.

- Westminster Ambassadors will provide people with the opportunity to volunteer at high profile events and in busy tourist destinations within Westminster. Volunteers will be an on-street presence, performing a variety of roles as agreed with event organisers and space managers.
- ActiveWestminster Volunteers will be embedded in sports and physical activity providers across the City. Volunteers will perform a variety of different roles and where appropriate will be supported to gain recognised coaching qualifications.
- Westminster Community Action will provide people with a series of targeted, community based volunteering events. This will require the Provider to organise an annual programme of events and create a pool of enthusiastic local volunteers to get involved.

Officers carried out an open procurement exercise over summer 2014 but were concerned that the specification used did not accurately reflect the future design of the service and subsequently withdrew the procurement. Officers are now repeating the procurement exercise with a revised service specification based on detailed supplier feedback. The Procurement exercise is currently open for tender and interested organisations are invited to bid to run the service by 26<sup>th</sup> January 2015. The service specification for the procurement of this service is attached in Appendix 2.

The contract is for three years with possible 2 year extension clause and it is thought will cost around £120,000 per year.

#### § **Westminster Time Credit Service**

In order to reward and incentivise people to get more involved the Council is commissioning a Time Credit scheme that will aim to help connect residents with their neighbours, local community groups and services. Time Credits are a means of exchange whereby volunteering is rewarded with paper or electronic time credits as a reward for contributing time to their local community, where people use credits to purchase events, training and leisure services.

The procurement of the Westminster Time Credits service is progressing as part of a pan London framework against which locally or thematically specific service can be called off. The Council has now received bids from all interested organisations and is now in the process of evaluating these before awarding the contract to the successful Provider. It is expected that the contract will be awarded during February 2015. Service is expected to commence from May 2015, after which date residents will be able to earn Westminster Time credits for their efforts. The service specification for the procurement of this service is attached in Appendix 3.

It is intended that this scheme will commence in early 2015 is budgeted to costs approximately £90,000 per year. The contract will be for three years with possible 2 year extension clause.

#### § **Volunteering Brokerage Service**

In order to increase the number of people volunteering within local areas, the City Council will deliver a new Volunteering Brokerage service, which builds

on our experience running this service for the past three years and modernises our approach.

This will comprise a digital service which provides a list of general and miscellaneous volunteering opportunities on a web portal; and a targeted outreach service. It is intended that this scheme will commence early in 2015/16 financial year and the future of this Volunteering Brokerage service is key to the success of volunteering in Westminster over the next five years. This contract will cover three years with two year extension period and so will cover the life of the new Westminster Volunteering Strategy. It is expected that a new combined service, focused on securing high numbers of volunteers, will be able to help more than 1,000 people to volunteer every year.

The national website for volunteer brokerage is provided by IVO (commissioned by the Cabinet Office) which advertises opportunities to volunteer and allows users to apply for volunteering opportunities near their area. Officers have contacted IVO and held initial discussions about creating a more localised version of this website for Westminster to fulfil the ambition to introduce a more digital self-serve approach to our local offer. It is intended that the future of targeted local outreach will be structured to maximise the impact volunteering can have on the lives of individuals who get involved. For example, they may involve supporting people who are out of work to volunteer or people at the start of their retirement to maintain social connections and activity.

The service will also be responsible for generating volunteering opportunities for individuals to get involved with. It is proposed that these would be best targeted in key strategic areas where the Council would like to see additional voluntary activity in support of core provision. Examples in this regard could involve volunteers visiting isolated elderly people or mentoring unemployed people. The service would not actively coordinate such programmes but would instead support other organisations to develop valuable volunteering opportunities.

The key reasoning underpinning these changes are:

- We want to increase the number of volunteers as part of the Council's new volunteering strategy.
- We are committed to creating a new web portal so that people can find out about and apply for volunteering opportunities from anywhere at any time.
- We want to use this opportunity to boost the profile of the service so that more residents know of the opportunities it provides.

Additionally, the Council provides a number of opportunities for local volunteers to get involved in the delivery of its services. These roles are designed to add value to our services and ensure that they are responsive to local people. Additionally, there are a number of identified benefits for increasing the use of volunteers in delivering council services:

- It involves local people in local services
- Leads to improvement in quality and capacity of services
- It is a positive and practical use of Westminster City Council services as community facilitators
- Gives opportunities to acquire new skills and experience

The Council is clear that volunteers add value to service delivery and are not a way to cut costs through staff reductions. For example, Westminster Libraries and Archives have a well-established programme of volunteer work. There are around 200 volunteers at any time, undertaking around 12,000 hours of work each year. Volunteers help to deliver library services with support for homework clubs, the summer reading challenge, reading groups, events, ICT help, bibliotherapy groups, English language sessions, adult learning, general library help, Bookstart, cataloguing and indexing, Archives and more. Similarly, many essential services to vulnerable families are delivered by volunteers. Homestart, Befriend a Family, The YOT Reparation Programme, Children's Centres, Parent Champions, Boost Mentoring, FAST and the Volunteer Centre Befriending Scheme are all great examples of schemes where specially trained volunteers provide a range of targeted support directly to those who need practical and emotional support to move forward in their lives.

#### **4. Health and Wellbeing Implications**

Volunteering services help to promote the following Health and Wellbeing Priorities:

- § Promoting healthy life – Volunteers develop their skills and gain a sense of purpose which in turn has a positive impact on their sense of self-esteem.
- § Fostering social cohesion and engagement, and reducing isolation – Volunteering is a good way to meet people. This can be vital for older volunteers and people who might be isolated or not particularly integrated into society.
- § Reducing worklessness and promoting health through good quality work – Volunteering can give people the skills and confidence needed to help them find jobs.

#### **5. Financial Implications**

- 5.1 Once all the initiatives are in place the annual commitment for Volunteering will be £331,500 p.a. In 2014/15 the Council has committed £206,500 to Volunteering initiatives from the £1.9M Voluntary Sector Budget.
- 5.2 In light of this, and in order to deliver this strategy, the financial commitment during 2015/16 for volunteering will be £356,500 to reflect the phased implementation of certain new initiatives. From 2016/17 onwards the annual cost of delivering the strategy is £341,500.
- 5.3 The current total budget for centrally managed voluntary sector services is currently £2.1m. This budget has historically include provision to cover emergent risks within the voluntary sector, particularly where changes in funding environments may destabilise important local voluntary groups. This provision was made possible by sound financial planning and efficiencies generated through contract re-lets in previous years. There were no major calls on these provisions during 2014/15 and it is considered that the level of risk within the portfolio is substantially lower than a year ago. As such part of these monies were now re-aligned during 2013/14 to the corporate priority of increasing levels of volunteering as outlined in Better City Better Lives. Furthermore, it is proposed that the budget will be reduced in future years as part of the Council-wide savings programme by £244,000. This would not affect

frontline service provision and leave a small contingency flexibility for any additional or unexpected costs arising in a largely de-risked portfolio in the future.

- 5.4 Although it is not possible to quantify, it is expected that the implementation of this strategy and commitment of £341,500 p.a. represents a social investment for the Council that will benefit individuals, communities and the local economy. Furthermore it can be expected that this social investment will help the council deliver against medium to long-term challenges across a range of service areas. In rolling out the strategy, each individual investment decision will be expected to maximise the return on investment for Westminster and provide an indication of any expected financial saving for the council which could be expected as a result of committing that resource.

## 6. Risks and Mitigations

- § There is a risk that some of the procurement timescales could slip. To mitigate this, clear timetables for the procurement and implementation of each service have been drawn up and regular updates are provided to the Cabinet Member for Sport, Leisure and Open Spaces.
- § There is also a risk that using volunteers as part of service delivery could be misconstrued as replacing paid positions within the Council with volunteers. The Council is consistently clear that whilst voluntary activity is recognised as a key means of developing skills and improving employability, it is considered wholly inappropriate for volunteering to be used to exploit individual labour. This understanding is at the core of the Westminster's approach to volunteering and guides all decisions taken in accordance with this strategy.

**If you have any queries about this Report or wish to inspect any of the  
Background Papers please contact Callum Whittaker x8025  
[cwhittaker@westminster.gov.uk](mailto:cwhittaker@westminster.gov.uk)**

Appendix 1 – Volunteering Survey 2014

Appendix 2 – Flagship Volunteering Programme Specification

Appendix 3 – Time Credits Specification

## **BACKGROUND PAPER**

[Team Westminster Volunteering Strategy 2014 - 2019](#)

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## Appendix One

### Volunteering Survey

July 2014

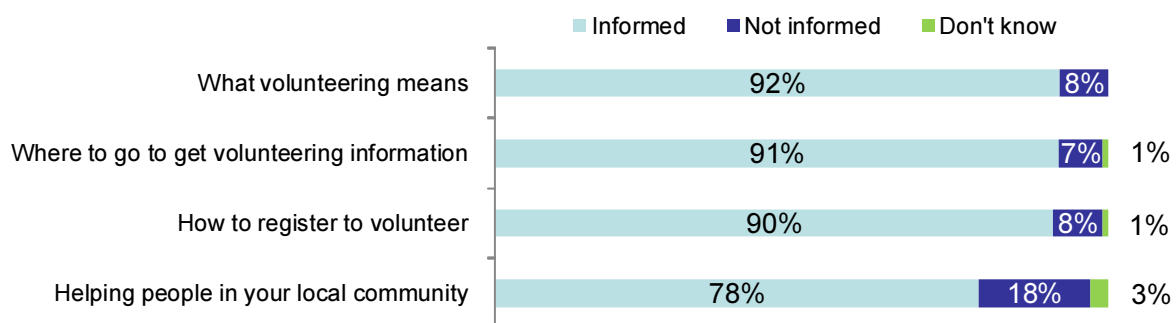
In July 2014, an online survey was sent to members of the VCW database. 165 people responded between July 17<sup>th</sup>- 25<sup>th</sup> 2014. 110 women responded, and 51 men (4 did not indicate gender).

#### Summary

Nearly three in five (58%) of those surveyed said that they have volunteered in the last three months, while two in five (42%) had not. The percentage of people who said they had volunteered rises to 72% of those who are retired, while those who say they have not volunteered rises to 60% amongst those aged 16-24.

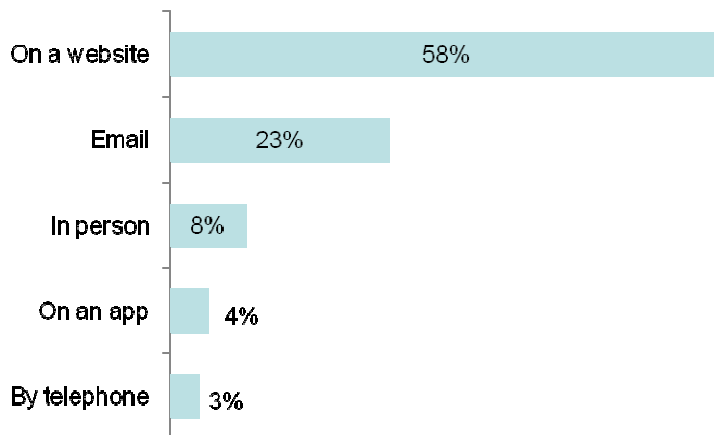
#### 1.1 Active Volunteers

Amongst those who said they had volunteered, nine in ten (92%) said they feel informed about what volunteering means, while nearly four in five (78%) said they feel informed about helping people in the local community.

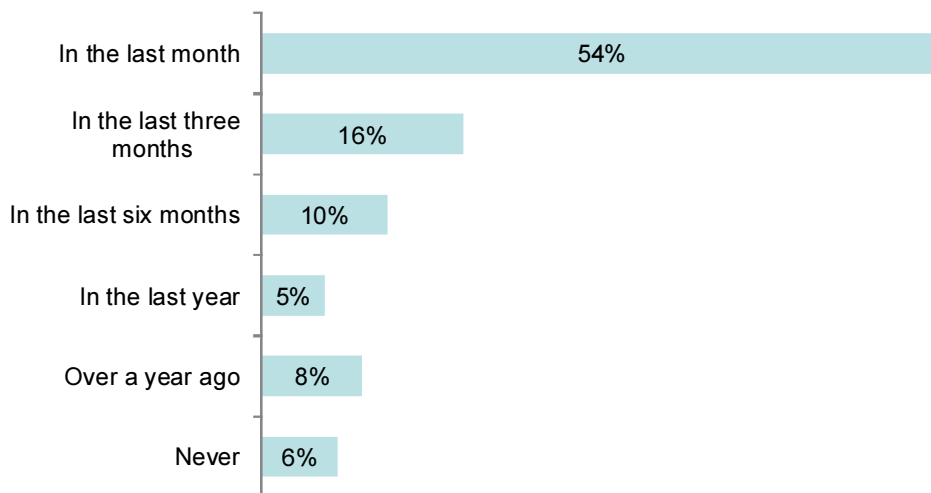


Nine in ten (91%) active volunteers know where to get volunteering information, however this decreases to 78% amongst those who are aged 45-54. Similarly, while 78% of active volunteers know how to help people the community, this decreases to 62% amongst 45-54 year olds. Amongst 60 year olds however, this increases to 86%.

The most popular way of being informed about volunteering is through a website, with nearly three in five (58%) respondents saying they prefer this channel. This is followed by email at 25% however, among 25-34 year olds, 44% say they would prefer email.



Over four in five (85%) respondents could recall a time in the last year when they were asked to volunteer.

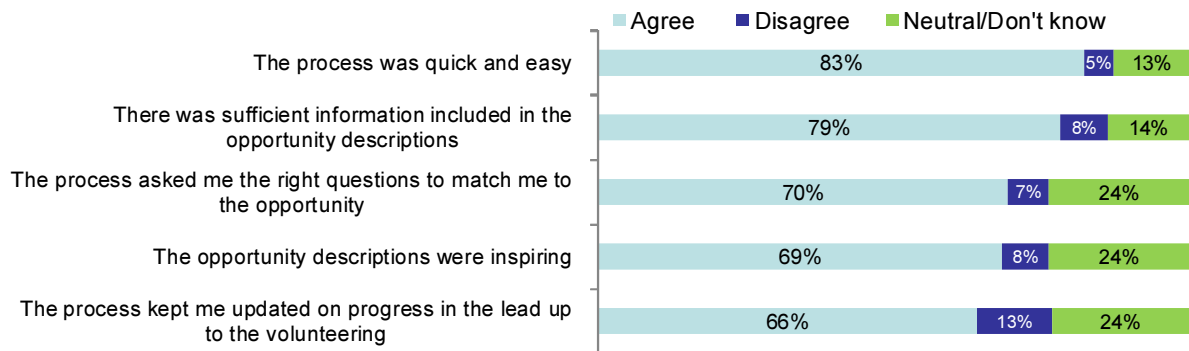


## 1.2 VCW

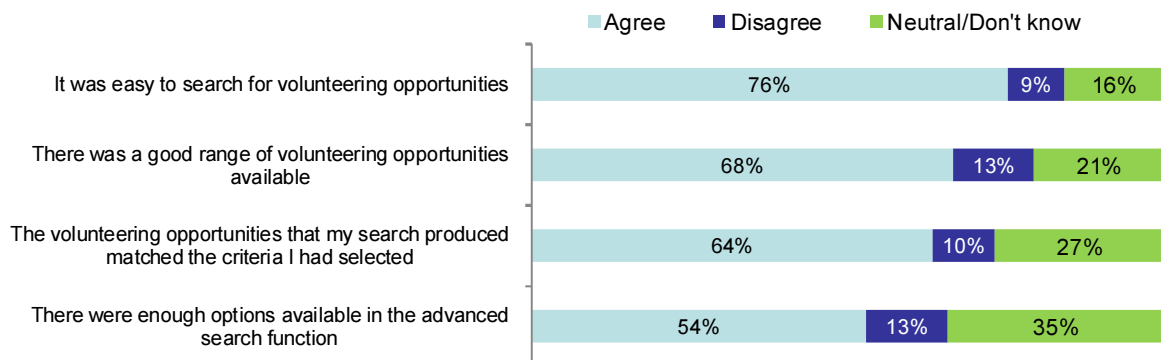
Just under nine in ten (86%) of those who have volunteered in the last three months said they agree that the registration process was quick and easy; while seven in ten (71%) felt confident they would be matched to an opportunity relevant to them.



When searching for opportunities on VCW, just over three in five (64%) said they felt the search produced opportunities that matched their search criteria. Just over four in five (83%) of active volunteers said the process was quick and easy, which increases to 94% amongst those aged 25-34.

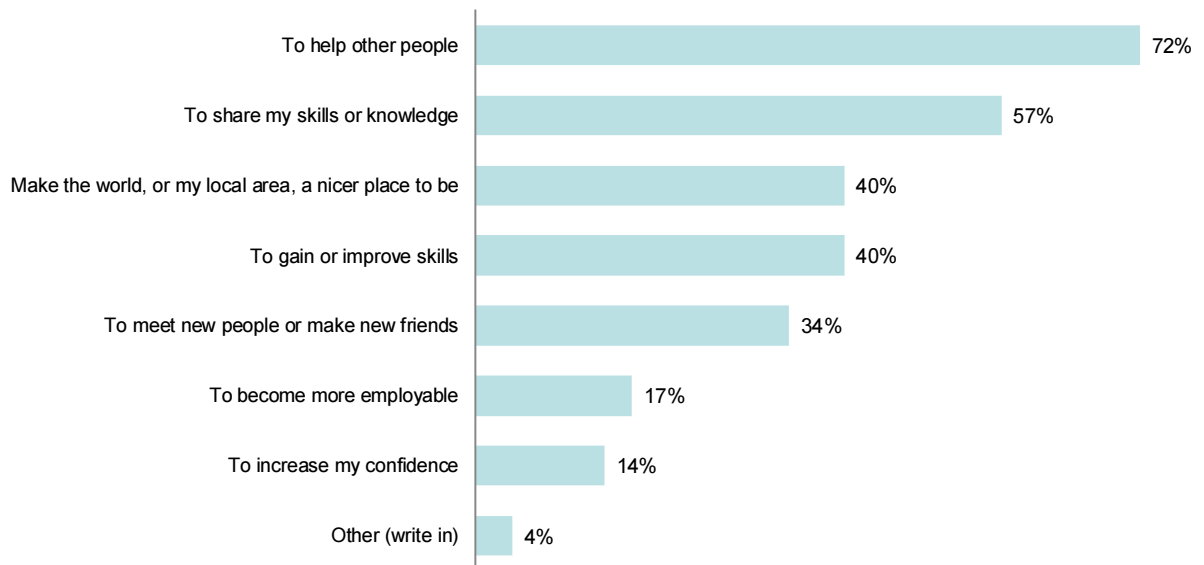


Overall, nearly four in five (76%) felt it was easy to search for volunteering opportunities, while seven in ten (68%) felt there was a good range of opportunities available, and just over three in five (64%) felt that they matched their selected criteria. Just over half felt there were enough options available in the advanced search function, which could be an area to improve.



### 1.3 Attractions to volunteering

The biggest attractions to volunteering are to help other people (68%), and to share skills or knowledge (55%). Fewer active volunteers say they volunteer in order to become more employable (16%), or increase confidence (13%).

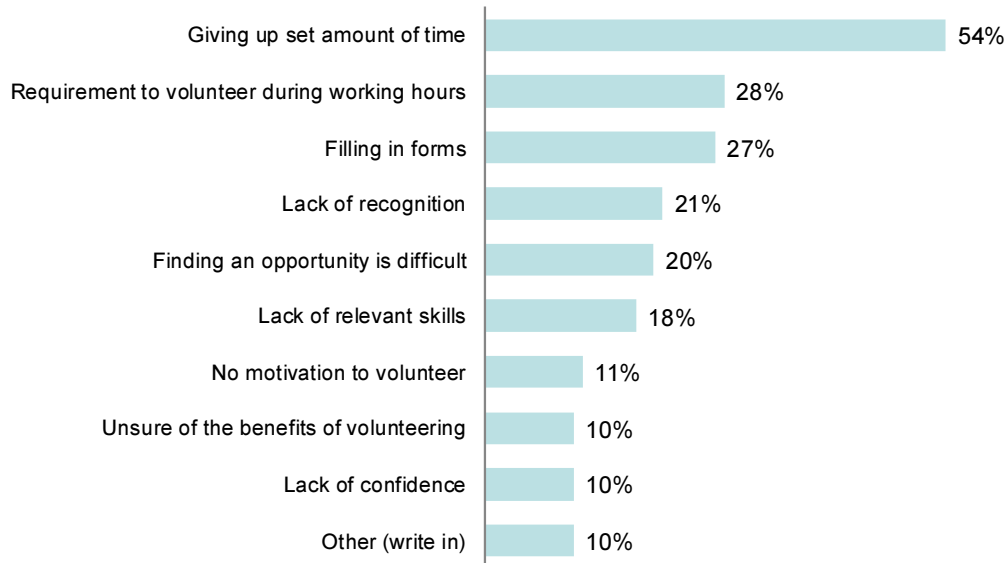


By demographic, the biggest attraction for those aged 25-34, and 35-44 is to gain or improve skills (63% and 67% respectively, compared to 40% overall). For those aged 45-54, and those aged 60+, the biggest attraction is to help other people (83% compared to 72%).

For those who work part time, the biggest attraction is to share skills or knowledge (67% compared to 57%). For those who are retired, the biggest attraction is to help other people (94%).

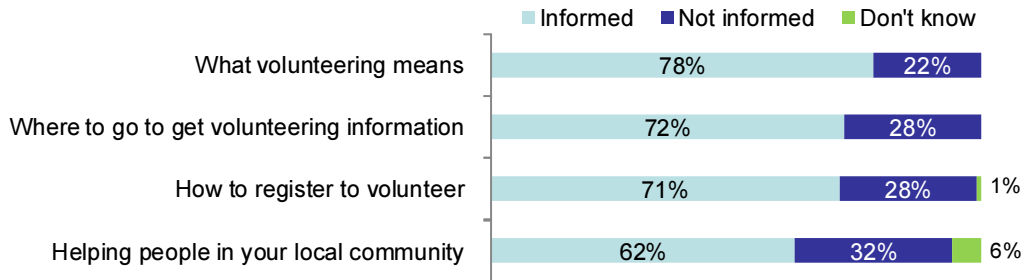
### 1.4 Barriers to Volunteering

The most popular barrier to volunteering is giving up time (54%), with over half of active volunteers choosing this option. This option remains consistent across all demographics. Similarly, the requirement to volunteer during working hours is the second most common barrier (28%), showing that flexibility around times is required.

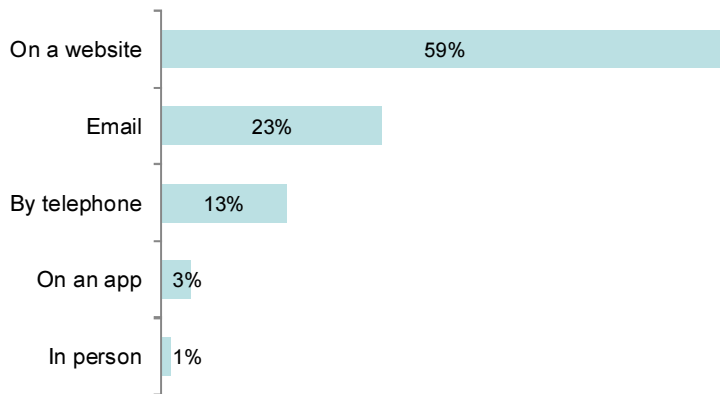


## 2.0 Inactive Volunteers

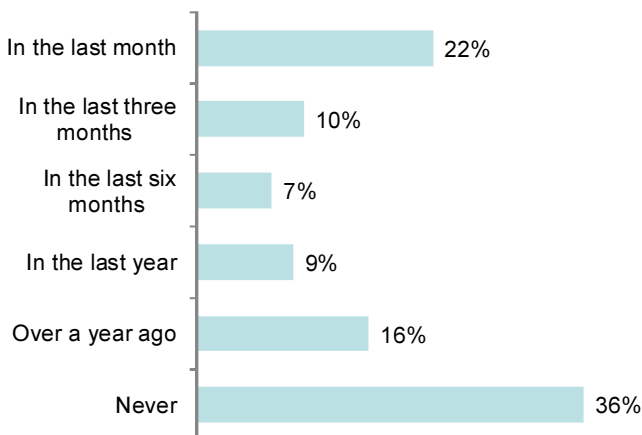
Just under four in five (78%) inactive volunteers said they feel informed about what volunteering means, while three in five (62%) feel informed about helping people in the local community, this decreases to just 46% amongst those aged 45-54.



For inactive volunteers, the most popular way to get information is on a website (59%), and email (23%).

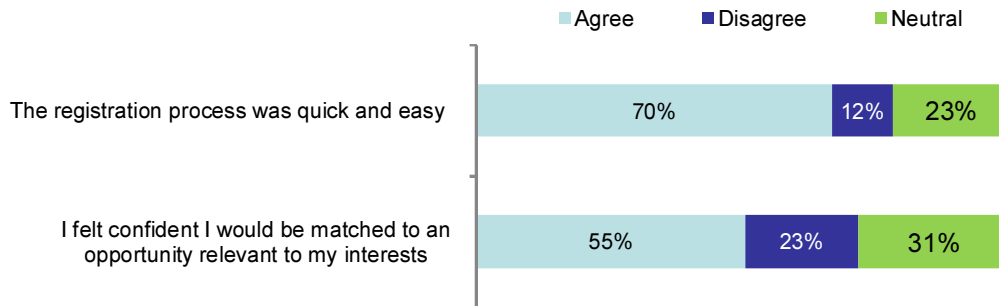


Unsurprisingly, amongst those who are inactive volunteers, fewer say they have been asked to volunteer in the last month than the active volunteers (22%), while more say they have never been asked (36%).

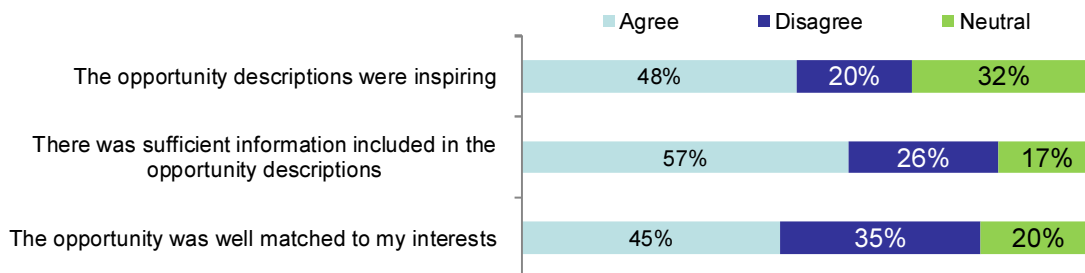


## 2.1 VCW

Amongst inactive volunteers, seven in ten (70%) said the registration process was easy, while just over half (55%) said they felt confident they would be matched to a relevant opportunity.

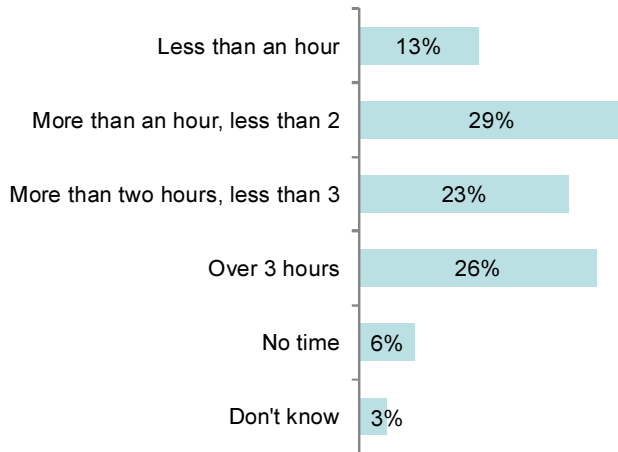


Under half (48%) feel that the opportunities are inspiring, while 45% feel the opportunity was not well matched. Just fewer than three in five (57%) feel the descriptions of the opportunities include sufficient information.



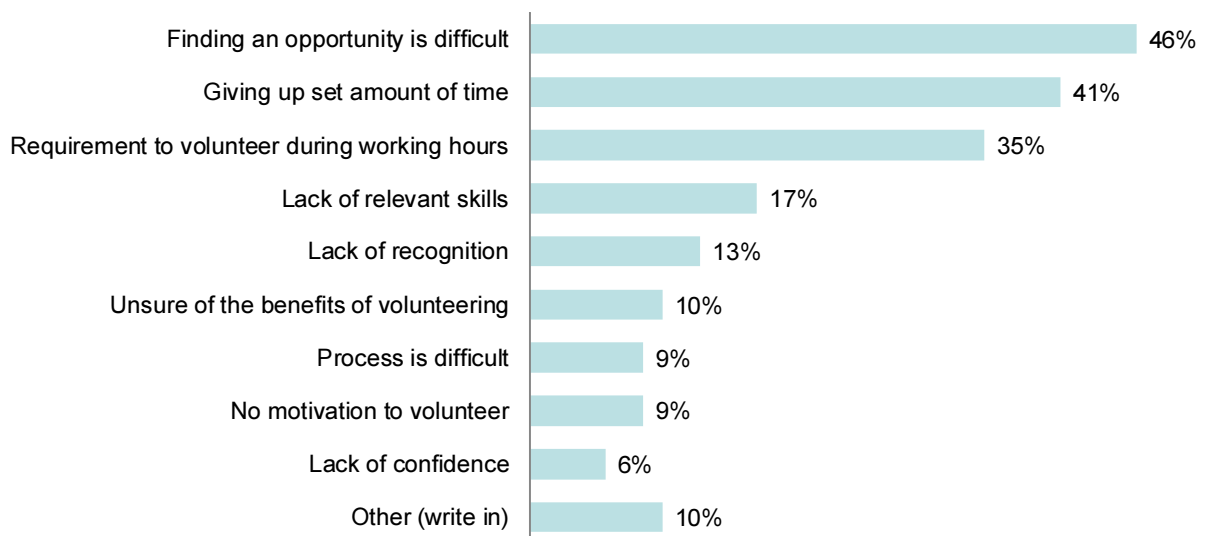
## 2.2 Available Time

Inactive volunteers were asked how much free time they have per day. Nearly four in five (78%) have more than an hour of free time each day. The demographics with more than an hour, less than 2 hours free time rises amongst those who are registered unemployed (43%), and 25-34 (37%). Those who are retired are more likely to have more than two hours (43%) and more than three hours (57%) spare time.



## 2.3. Barriers to Volunteering

Unlike the active volunteers, inactive volunteers say that finding an opportunity is difficult (46%), this rises to seven in ten (71%) amongst those who are retired. Two in five (41%) say that giving up their time is barrier. Related to finding an opportunity, almost one in ten (9%) say that the wider process of volunteering is difficult.





### 3.0 Methods of Volunteering

Micro volunteering could encourage more people to volunteer, as shown via the increased willingness to do micro volunteering tasks amongst the inactive volunteers compared to the currently active volunteers.

*Thinking about a person who needs help in your immediate local area (10 minutes walking distance from your home), please select how likely you would be to do the following.*

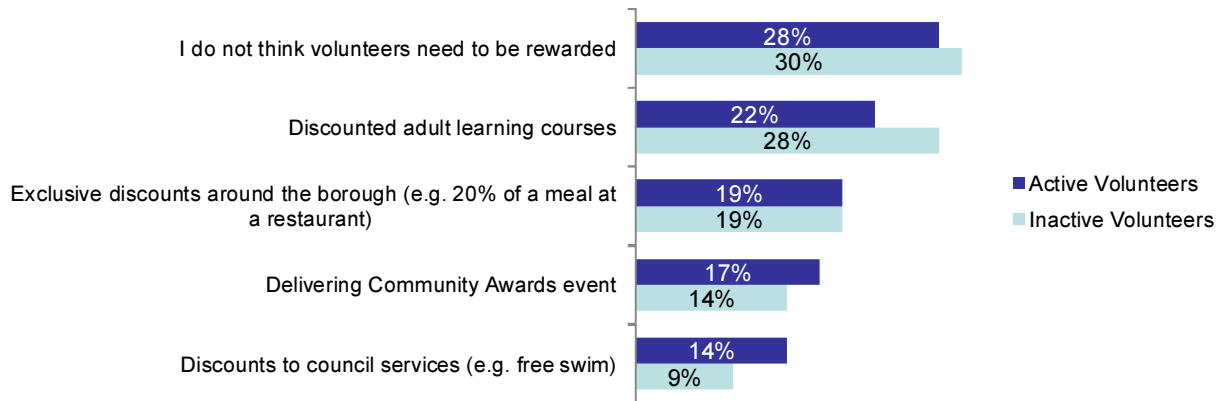
	Active Volunteers	Inactive Volunteers
Do their shopping	51%	65%
Make an extra portion of food to take to them	47%	52%
Take them to the shops	54%	54%
Spend time chatting to them for up to an hour a day	61%	58%
Help them with a household task (e.g. changing a light bulb)	65%	54%
More labour-intensive jobs such as gardening	36%	43%
Teach them how to use a computer	59%	68%
Likely to advise someone about an issue on Facebook	52%	52%

Amongst active volunteers, those who are aged 35-44 are generally more willing to do the above tasks, for example, four in five (81%) would take a person to the shops, compared to 54% average.

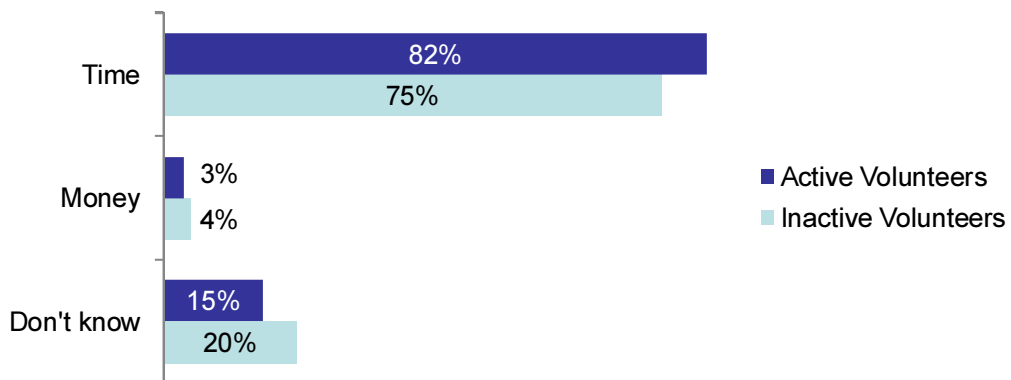
For inactive volunteers, those aged 25-34, and 45-54 are generally more willing to do the above tasks. For example, nearly four in five (77%) of those aged 45-54 would spend an hour chatting to someone, compared to 58% average, and four in five (79%) of those aged 25-34 would help with a household task compared to 54% average.

#### 4.0 Preferences

The best way to make volunteers feel valued and appreciated is through discounted adult learning courses for both active volunteers (22%) and inactive volunteers (28%). However, just over a quarter of active volunteers feel that volunteers do not need to be rewarded, as well as three in ten (30%) of inactive volunteers.

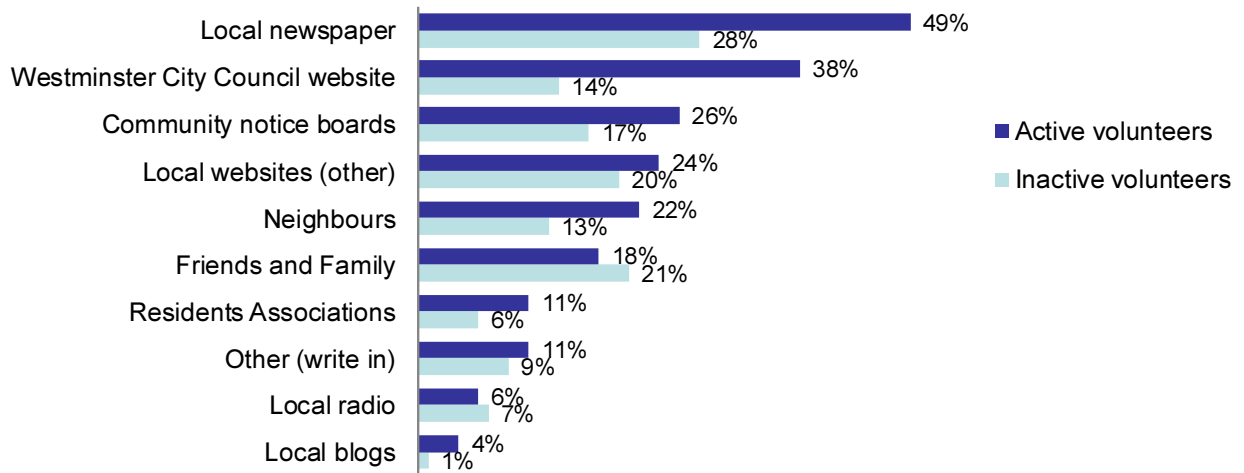


Concerning money or time, both active and inactive volunteers prefer to volunteer their time.



## 5.0 Communications

The most popular way to get information about the local area is through the local newspaper, for both active (49%) and inactive volunteers (28%).



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## Appendix Two

### WESTMINSTER CITY COUNCIL

#### SPECIFICATION FOR THE PROVISION OF THE FLAGSHIP VOLUNTEERING SERVICE IN WESTMINSTER

##### 1 Overview

- 1.1 The new Westminster Volunteering Strategy 2014-2019 will provide a host of new services which will contribute to the delivery of the core Better City, Better Lives commitment to increase the number of people who volunteer in the city.
- 1.2 The contract will run for 3 years, with the option to extend for a further 2 years. The anticipated start date is 1<sup>st</sup> April 2015.
- 1.3 As part of this Strategy, Westminster City Council requires the provision of Flagship Volunteering service across Westminster. This will comprise Team Westminster Ambassadors (formerly City Guides) and Team ActiveWestminster (formerly Sports Volunteers) and a new programme: Team Westminster Community Action.
- 1.4 Westminster Ambassadors will provide people with the opportunity to volunteer at high profile events and in busy tourist destinations within Westminster. Volunteers will be an on-street presence, performing a variety of roles as agreed with event organisers and space managers.
- 1.5 ActiveWestminster Volunteers will be embedded in sports and physical activity providers across the City. Volunteers will perform a variety of different roles and where appropriate will be supported to gain recognised coaching qualifications.
- 1.6 Westminster Community Action will provide people with a series of targeted, community based volunteering events. This will require the Provider to organise an annual programme of events and create a pool of enthusiastic local volunteers to get involved.
- 1.7 The service will compliment other services within the Team Westminster Volunteering Strategy 2014-2019 including those directly commissioned by the City Council; such as Volunteer Brokerage Service and Westminster Time Credits. The Provider will work with other organisations who have been commissioned to provide these services to ensure that there is no duplication.

## **2 Aims**

- 2.1 The aim of the Flagship Volunteering Service is to provide a core package of specialist volunteering services which support major events, support sustainable sports clubs and widen participation and social action in Westminster. This will contribute to the Better City, Better Lives ambition of making Westminster a more connected city where everyone feels more involved in their local community.

## **3 Core requirements**

- 3.1 The Council believes that the Provider is best placed to understand what works to help encourage residents to volunteer. To this end, we wish to give the successful Bidder(s) the freedom to deliver the Services in the most efficient and innovative way possible.
- 3.2 There are three distinct components to this service: Westminster Ambassadors, ActiveWestminster and Westminster Social Action.

### **General (requirements across all 3 components)**

- 3.3 The Provider shall organise a panel of volunteers who will be able to provide on the ground feedback on what works well and what could be improved that the entire programme across all three projects.
- 3.4 The Provider shall work with local further education institutions, JobCentre Plus and employment programmes to promote Team Westminster Ambassadors, Team ActiveWestminster and Team Westminster Community Action as an opportunity for young people to improve their skills and employability. The Provider will direct volunteers to careers services where appropriate.
- 3.5 The Provider shall ensure that volunteers provide value added roles and are not used as a substitute for paid staff. All roles should exist either to help to create functions that would not exist in the absence of volunteers, or enhance an existing function in a way that would not happen without volunteers.
- 3.6 The Provider shall provide volunteers with access to an identified paid manager or supervisor who will be the main point of contact for the volunteers. This person should be contactable during office hours to volunteers and any other reasonable hours such as during events (see specific requirements below).
- 3.7 The Provider shall provide appropriate training and will source and pay for DBS checks when it is considered necessary or appropriate.
- 3.8 The Provider shall lead on the development and delivery of programme marketing and promotion. This should be conducted in consultation with the City Council and other partners.

- 3.9 The Provider shall actively develop a strong brand for the Team Westminster programmes and raise awareness of it throughout the city with residents, visitors and businesses.
- 3.10 The Provider will ensure that the Team Westminster programme is linked in with the GLA's Team London Ambassadors programme and any other similar programmes.
- 3.11 In consultation with and on behalf of Westminster City Council, the Provider shall source materials, including uniforms, which prominently use Team Westminster branding. These materials will remain the property of Westminster City Council up to and beyond the termination of the contract.
- 3.12 The Provider shall support volunteers to interact with one another outside of their volunteering, across each component of the Flagship Volunteering programme.
- 3.13 The Council will provide the Provider with access to the existing databases for volunteers on the City Guides and Sports Volunteers programmes and these will serve as the baseline for the KPIs outlined in section 8. For example the Provider will be required to source the number of new volunteers identified in the KPIs for the Ambassadors programme on top of those which are transferred from the existing City Guides programme.
- 3.14 The Provider shall actively recruit volunteers from across the spectrum of people who live, work or study in Westminster in accordance with the eligibility criteria set out in this specification (see 7.1). The Provider will maintain up to date information on the number of volunteers who work, study or live in Westminster and report this to the City Council as part of the quarterly reporting process.
- 3.15 The Provider shall ensure that volunteers are reimbursed for reasonable expenses incurred during their activity. It is up to the Provider to determine what is a reasonable expense and what is not.

### **Westminster Ambassadors**

- 3.16 The Provider shall ensure that events for Westminster Ambassadors are proactively obtained from a range of sources including the City Council Special Events team, private event organisers and the Westminster Community Action events (as outlined at 3.25).
- 3.17 The Provider shall ensure that the programme coordinator works with event organisers to gain a good understanding of requirements and where volunteers can add value.

- 3.18 The Provider shall ensure that all volunteers are provided with a comprehensive briefing before each event which will cover all elements of health and safety as well as general event information. This should be done in cooperation with event organisers and professional security teams when applicable.
- 3.19 The Provider shall develop a comprehensive list of the services that Westminster Ambassadors can offer and use this when negotiating with event organisers.
- 3.20 The Provider shall provide event organisers with an estimation of the number of volunteers they expect will be able to be present at the event.
- 3.21 The Provider shall provide members of the City Council's Special Events team with feedback regarding any issues encountered at events.
- 3.22 In consultation with and on behalf of Westminster City Council, the Provider shall source and manage distribution of uniforms for every Ambassador, which prominently use Team Westminster branding. These materials will remain the property of Westminster City Council up to and beyond the termination of the contract.
- 3.23

#### **ActiveWestminster**

- 3.24 The Provider shall liaise with the Westminster City Council Sports Unit for advice on which clubs and organisations may require more support from volunteers. Accredited sports clubs and physical activity providers can be contacted via the Westminster City Council Sports Unit.
- 3.25 The Provider shall ensure they understand the needs and requirements of sports and physical activity providers and how volunteers can help to deliver these service(s).
- 3.26 The Provider shall ensure that volunteers possess the necessary skills and training to properly carry out specific sporting or physical activity wellbeing roles, as well as other roles which benefit the running of an organisation as outlined by the Sports Unit.

#### **Westminster Community Action**

- 3.27 The Provider shall organise an annual series of 10 themed Community Action events targeted at addressing local need. This will involve the Provider being fully responsible for organising events including all logistical aspects as required.



- 3.28 The Provider shall ensure that Westminster Community Action events are centrally planned in partnership with local community groups such as Residents Associations who might identify a particular local problem or request help to improve the local area.
- 3.29 The Provider shall develop an annual forward plan outlining the agenda and themes for community action events each year. The City Council will review this list and reserves the right to amend this list within a reasonable notice period.
- 3.30 The Provider shall create an extensive 'talent pool' of locally registered volunteers specifically interested in Community Action events to easily inform interested individuals about social action events and opportunities to volunteer. This list is separate to the Volunteering Brokerage database currently managed by One Westminster.
- 3.31 In consultation with and on behalf of Westminster City Council, the Provider shall source and manage distribution of uniforms for every person involved with Community Action events, which prominently use Team Westminster branding. These materials will remain the property of Westminster City Council up to and beyond the termination of the contract.
- 3.32 The Provider shall ensure that a minimum of 60 volunteers attend each Community Action event, excluding the number of Westminster Ambassadors who might also be attending such an event. The Provider shall provide the City Council with prior warning if fewer than 60 volunteers are anticipated to attend a Community Action event.

#### **4 Council commitment**

- 4.1 The City Council shall provide:

**Guidance and information about upcoming events** that third parties are planning to take place in Westminster. Each month the Sports Unit and Special Events team will provide an update on upcoming events in Westminster that could provide opportunities for Westminster Ambassadors. This will not be an exhaustive list and the Provider is expected to source events independent of the City Council.

**Information and advice from the Sports Unit on which clubs may require more support from volunteers.** Accredited sports and physical activity providers can be contacted via the Westminster City Council Sports Unit. The City Council will also provide facilities for the Provider's appointed officer to hot desk within the Sports Unit to maximise programme coordination and volunteer engagement where appropriate.

**Volunteer databases and event forward plans for the two existing programmes (City Guides and Sports Volunteers)**

These will be transitioned following contract award in sufficient time to allow the Provider to commence delivery from day 1 of the contract with minimal disruption to service delivery. As noted above, the number of volunteers already registered with each programme will flexibly impact the KPIs outlined below.

- 4.2 Any other recurring requests on City Council time and resources will have to be negotiated separately outside of the terms of this specification.

**5 Access and working times**

- 5.1 The Provider shall be accessible to the Authorised Officer and other relevant City Council staff between the hours of 9am and 5pm on working days (52 weeks per year).
- 5.2 The Provider shall ensure that any event attended by Team Westminster Ambassador volunteers is staffed by a paid employee of the Provider.
- 5.3 The Provider shall ensure that any Community Action event organised is staffed by a paid employee of the Provider.

**6 Confidentiality**

- 6.1 The Provider shall recognise the need for confidentiality within the content of a clear operational policy having regard to the Data Protection Act 1998, the Human Rights Act 1998 and any information sharing agreements that the City Council may expect the Provider to enter into from time to time.

**7 Eligibility criteria**

- 7.1 Half of all service users will be residents of the City of Westminster. The remaining half must have a local connection, such as working, studying or having family living in the City.

## 8 Key Performance Indicators

8.1 The following Key Performance Indicators are proposed:

<b>Deliverable</b>	<b>Year One</b>	<b>Year Two</b>	<b>Year Three</b>
Number of different events supported by Westminster Ambassadors	50	50	50
Number of different volunteers involved with at least one event as a Westminster Ambassador	300 <sup>1</sup>	300	300
Number of new Westminster Ambassador volunteers recruited	150	150	150
Number of different volunteers who attend 5 or more volunteering events	200 <sup>1</sup>	200	200
Number of hours volunteered by Westminster Ambassadors	3,000	3,000	3,000
Number of different volunteers involved in sports clubs for at least one hour every week	120 <sup>1</sup>	120	120
Number of new ActiveWestminster volunteers recruited	80	80	80
Number of different volunteers involved with Community Action events	200	200	200
Number of volunteers put through officiating, coaching, mentoring, administration and business qualifications courses	25	25	25
Number of volunteers put through crowd management courses	25	25	25
Number of Community Action	10	10	10

<sup>1</sup> Year 1 KPIs are dependent on number of volunteers transferred from existing service. This will be negotiated following contract award and pre-commencement.

events organised			
Number of different volunteers attending Community Action events	200	300	400
Number of people signed up to the Westminster Community Action pool for social action events	2000	2000	2000

8.2 “New volunteers” are defined as individuals who have never previously volunteered or participated on each programme.

8.3 “Different volunteers” are defined as the total number of different people who volunteer on a particular programme over the course of the year (as opposed to counting the number of occasions which a single individual volunteers over the course of the year).

## 9 Monitoring and Evaluation

9.1 A quarterly performance report will be produced by the Provider to the Westminster City Council. Performance will be measured against the key performance indicators outlined in section 8.

9.2 The Provider shall provide evidence of how it is analysing and using the monitoring information produced to inform continuous improvement of the Services provided.

9.3 The Provider shall submit to the City Council for each year of the Contract its Annual Report and Accounts verified by a qualified examiner.

9.4 The City Council may audit the Contractor’s financial systems and procedures and the Provider shall implement any changes to its financial systems and procedures that the City Council may reasonably require.

## Appendix 3

### **FRAMEWORK FOR TIME CREDITS SCHEME**

#### **Call Off Contract Specification - Westminster-specific requirements**

- 1.1 This document sets out the Westminster City Council-specific requirements in calling off the framework it is establishing for a time credits scheme. It supplements, and should be read together with, the general Specification forming part of the Framework Agreement established by Westminster for the Time Credits Scheme.
- 1.2 The Westminster City Council Volunteering Strategy for 2014-2019 (attached at Appendix 1) has the aim of providing a host of new services which will contribute to the delivery of the core Better City, Better Lives commitment to increase the number of people who volunteer in the City.
- 1.3 Westminster wants everyone to feel more involved in their local community and volunteering will help connect residents with their neighbours, local community groups and services. This will help to reverse a decline in community spirit that has taken place over recent years and deliver a Better City, Better Lives objective.
- 1.4 As part of this Volunteering Strategy, the Council is committed to making it easy and rewarding to volunteer within the Council. In order to reward and incentivise people to get more involved the Council is commissioning a Time Credit scheme that will aim to help connect residents with their neighbours, local community groups and services.
- 1.5 It is intended that this scheme will commence in early 2015 on the commencement date for the framework and will run for period of 3 years. Westminster will be entitled at their absolute discretion to extend the Contract period by any number of periods up to an aggregate of 24 months making a possible period of 5 years.
- 1.6 Westminster's scheme will cover the southern part of Westminster to complement the alternatively funded equivalent scheme in North Westminster. Anyone who lives, works or studies in Westminster will be able to volunteer and earn time credits. However, the local coordinator will be focused on developing the network in the south of Westminster (West End; St James'; Vincent Square; Tachbrook; Churchill; Warwick; Knightsbridge & Belgravia wards).
- 1.7 The Provider shall work with the Westminster Volunteer Brokerage Service and other local provision to ensure a joined up, seamless offer to local volunteers. The Volunteer Brokerage Service guarantees that there are plenty of high-quality and diverse volunteering opportunities available in Westminster improving the capacity of voluntary and community groups to recruit, manage and retain volunteers. For more information, please contact One Westminster at [info@volunteer.co.uk](mailto:info@volunteer.co.uk) or 0207 266 1992.

## 2 Key Performance Indicators

2.1 The following Key Performance Indicators are proposed:

	<b>By the end of Year 1</b>	<b>By the end of Year 2</b>	<b>By the end of Year 3</b>
<b>Total number of members by the end of the year</b>	400	1000	1600
<b>% of members who are new<sup>1</sup> to volunteering</b>	30%	30%	30%
<b>Total number of Time Credits earned</b>	4000	15000	30000
<b>Total number of external spend partners</b>	10	20	30
<b>Total number of way to spend time credits</b>	45	140	200

- 2.2 In the event of under performance by the Provider, as determined by the measurement of KPIs set out in section 2.1 of this specification, Westminster may withhold a proportion of the Contract Sum due to the Provider. ("Performance Improvement Incentive Withholding"). Further details are set out in the Call Off Contract. In instances where changes to the levels of performance have been identified by the Provider and mutually agreed between the parties, the Performance Improvement Incentive Withholding will be alleviated (the City Council reserves the right to reject the request for alleviation at their reasonable discretion).
- 2.3 Performance Improvement Incentive Withholding shall commence in the fifth quarter after the Commencement Date. For the absence of doubt, the Provider shall be granted a period of grace for the first four quarters commencing on the Commencement Date (i.e. the measurement of performance in quarter five from Commencement Date shall be used to determine the level of withhold due in quarter six).

### APPENDIX 1

#### Team Westminster City Council Volunteering Strategy for 2014-2019

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<sup>1</sup> Definition of new volunteer is that the individual does not consider themselves to have volunteered in the past year.



## Children, Sports & Leisure Policy and Scrutiny Committee

<b>Date:</b>	9 <sup>th</sup> February 2015
<b>Classification:</b>	General Release
<b>Title:</b>	Strategy for the new Leisure Facilities Management Contract
<b>Report of:</b>	Director of Sport, Leisure & Wellbeing
<b>Cabinet Member Portfolio</b>	Sports, Leisure & Open Spaces
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	Better City Better Lives priority to promote a Healthier Westminster
<b>Report Author and Contact Details:</b>	Richard Barker x2693 <a href="mailto:rbarker@westminster.gov.uk">rbarker@westminster.gov.uk</a>

### 1. Executive Summary

- 1.1 This report seeks to provide a summary of the planned strategy relating to the re-procurement of the Council's sports and leisure facilities contract.
- 1.2 The leisure management market is relatively mature and competitive and potential bidders have expressed significant interest in the opportunity to manage the Council's sports facilities.
- 1.3 Overall the contract is performing well and key performance indicators are positive. The contract generates a net financial surplus to the Council each year which provides funding for wider sports development activities.
- 1.4 The facilities generate gross income of approximately £12.5m per annum and the contract represents a significant opportunity for the market which should be to the benefit of the Council.
- 1.5 The planned procurement strategy has been approved by the Cabinet Member and the Council's 'Gate' Procurement Board and procurement activities will commence in February 2015.

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

2.1 Members of the Committee are invited to review the report and:

- Consider the overall performance of the leisure facilities contract and provide input to help shape the future specification and required outcomes for the new contract.
- Reflect on the proposed procurement strategy and provide comments regarding the planned approach to help ensure the new contract delivers excellent outcomes for Westminster residents and visitors.

2.2 Input from Committee Members will form the basis of recommendations that will help to shape the development and implementation of the procurement strategy going forward.

## 3. **Background**

### **Policy context**

3.1 The activities within the sports and leisure management contract make a positive contribution to a variety of Council and partner outcomes, including 'Better City, Better Lives' as summarised below:

- **A safer, healthier city.** Positive contributions through the leisure management contract include the successful delivery of capital improvements to the facilities, the development and delivery of a wide variety of activity programmes within the centres, the delivery of the free to access 'Neighbourhood Sports Clubs' programme on City Estates and support for schools, community clubs and talented athletes.
- **A more enterprising city.** The leisure management contract provides around 300 employment opportunities from casual coaching to senior managerial roles. The contract also includes a number of apprenticeship and work experience opportunities and promotes a variety of opportunities for schools, colleges and community organisations.
- **A more connected City.** Positive contributions include the successful delivery of the ActiveWestminster Mark programme to develop quality assured and sustainable community sports clubs, providing opportunities for the Council's volunteering programme and actively supporting the cross sector ActiveWestminster Partnership.

3.2 The outputs from the leisure management contract also closely align with a number of indicators within the Public Health Outcomes Framework, particularly 'Utilisation of green space for exercise/health reasons' and the 'Proportion of physically active and inactive adults' indicators. The deliverables also make a positive contribution to a wider range of other Public Health outcomes which include:

- Child development at 2-2.5 years
- Excess weight in 4-5 and 10-11 year olds



- Excess weight in adults
- Self-reported well-being
- Falls and injuries in the over 65s
- Mortality from causes considered preventable
- Mortality from all cardiovascular diseases and cancer
- Health-related quality of life for older people

3.3 The leisure centres contract also facilitates the delivery of a number of wider Council priorities including the volunteering strategy, the engagement of the voluntary sector (refer to **Appendix 2** for a list of community organisations actively using the Council's facilities) and education through the positive engagement of schools (refer to **Appendix 1** for a list of schools currently actively utilising the facilities for coaching and PE & School Sport).

### **Sports and Leisure Facilities- an overview**

3.4 The Council owns 8 leisure facilities which are managed by Greenwich Leisure Limited (GLL) under three separate contracts. The first contract was awarded in 1999 and all contracts are due to expire in June 2016.

3.5 An 'output' specification forms a core part of the contract for all centres and details the required performance standards that the contractor needs to achieve which aligns with industry best practice.

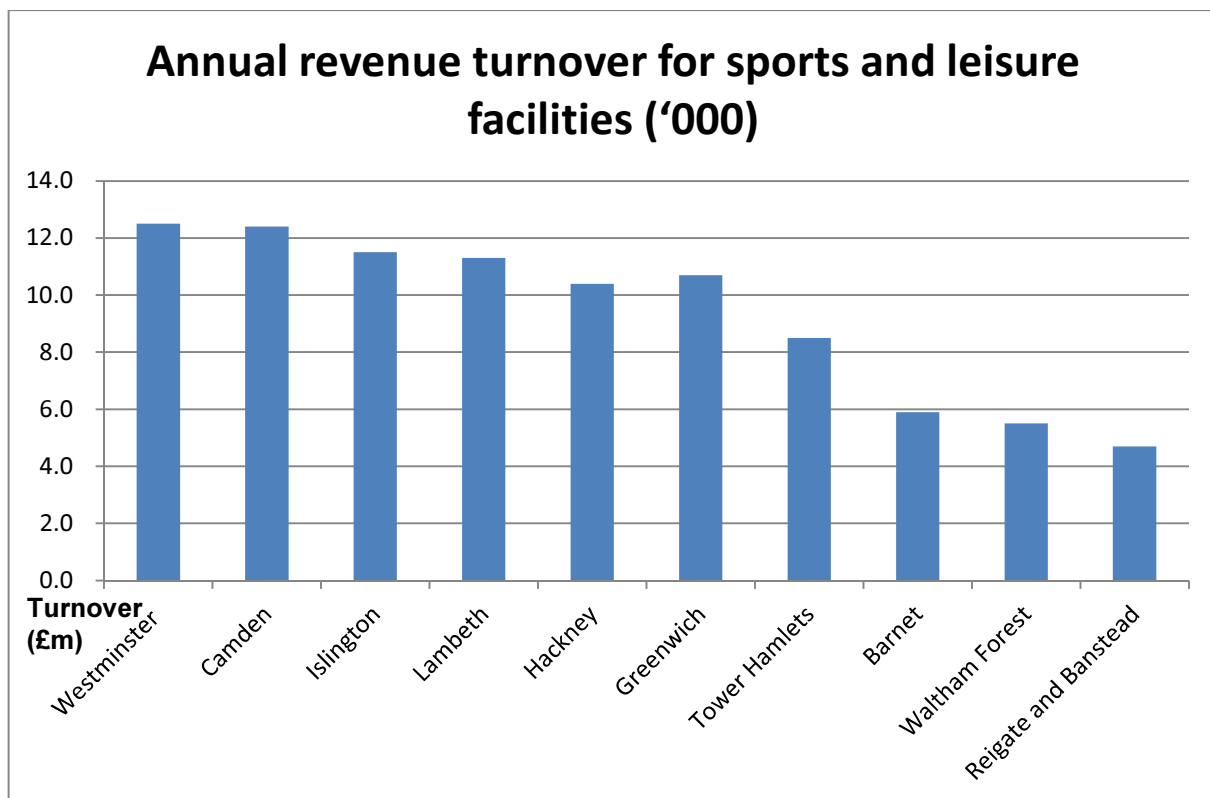
3.6 The contractor is responsible for all areas of operations and the Council retains responsibility for setting fees and charges, service strategy and capital investment in the fabric and structure of the buildings. The contractor retains the income generated from the facilities and is responsible for all operational costs and therefore takes all operational and financial risk. This model of delivery is well evolved in the leisure management market place and there are a number of established providers. A high level summary of responsibilities is provided in the table below.

<b>Leisure Management Contract- roles and responsibilities</b>	
<b>WCC</b>	<b>Contract</b>
<ul style="list-style-type: none"> <li>• Setting of policy and strategy</li> <li>• Setting of 'ceiling' fees and charges for all activities</li> <li>• Core 'landlord' responsibilities including the maintenance of the structure and external fabric of the buildings</li> <li>• Capital investment to improve the leisure facilities</li> <li>• Monitoring the contractors performance</li> </ul>	<ul style="list-style-type: none"> <li>• All areas of operational management</li> <li>• Marketing and sales and generation and retention of income</li> <li>• Maintenance and redecoration including the replacement of equipment</li> <li>• Employment of staff</li> <li>• All operational expenditure including capital equipment replacement</li> <li>• Payment of VAT and National Non Domestic Rates (NNDR)</li> </ul>

- 3.7 The division of responsibilities helps to re-risk the contract for the Council (i.e. as the contractor is responsible for all areas of operation and financial performance) and also to ensure activities are aligned with Council policy and that access to the facilities, particularly for residents and priority groups is promoted (i.e. residents, schools and community clubs benefit from significant discounts including free swimming for concessionary groups).
- 3.8 Unlike the vast majority of other local authority leisure management contracts, Westminster's contract generates a net financial surplus each year. The contracts largely consist of an annual fixed fee payment to the Council which was agreed for each facility at the outset of the contract. The fixed fee is index linked (i.e. aligned with the Retail Price Index- RPI) and increases each year in accordance with RPI. Fees and charges to customers can also be increased each year in accordance with RPI at the request of the contractor. There are also 'over-performance' thresholds within the contract which ensures the financial benefit arising from any additional net surplus (i.e. net income after expenditure) is shared if performance exceeds the agreed level. The financial performance is monitored through an 'open book' accounting arrangement and to date, over-performance thresholds have only 'triggered' for Marshall Street Leisure Centre.
- 3.9 The table below provides a summary of the 'net cost per head of population for sports and recreation facilities' for Westminster. The financial performance across the Council's sports and leisure facilities has improved considerably as a result of outsourcing the remaining 'in house managed' facilities and through a number of capital investments, most notably the redevelopment of Marshall Street Leisure Centre. The table below summarises the improved performance and in 2014/15, the indoor facilities (i.e. excluding Paddington Recreation Ground) will generate a net income to the Council of nearly £1m.

Year	Total net income (£)	Net Expenditure per Head of Population for Sports Facilities (£)
2011/12	-303,884	(1.38)
2012/13	-618,961	(2.76)
2013/14	-854,240	(3.81)
2014/15	-962,739	(4.30)

- 3.10 The opportunity to manage the Council's facilities is particularly attractive for the leisure management market and as well as having the prestige of managing facilities in the heart of the capital, the contract presents an attractive commercial opportunity with annual revenue turnover across all facilities exceeding £12m in 2014/15. This compares well to other local authority sports facility contracts as illustrated in **Figure 1** which summarises the financial performance of a number of other local authority contracts currently operated by the Council's incumbent provider (GLL).



**Figure 1**

3.11 The Council's plans to further invest in the facilities portfolio, particularly through the redevelopment of Moberly and Jubilee Sports Centres, will provide further opportunities to increase income.

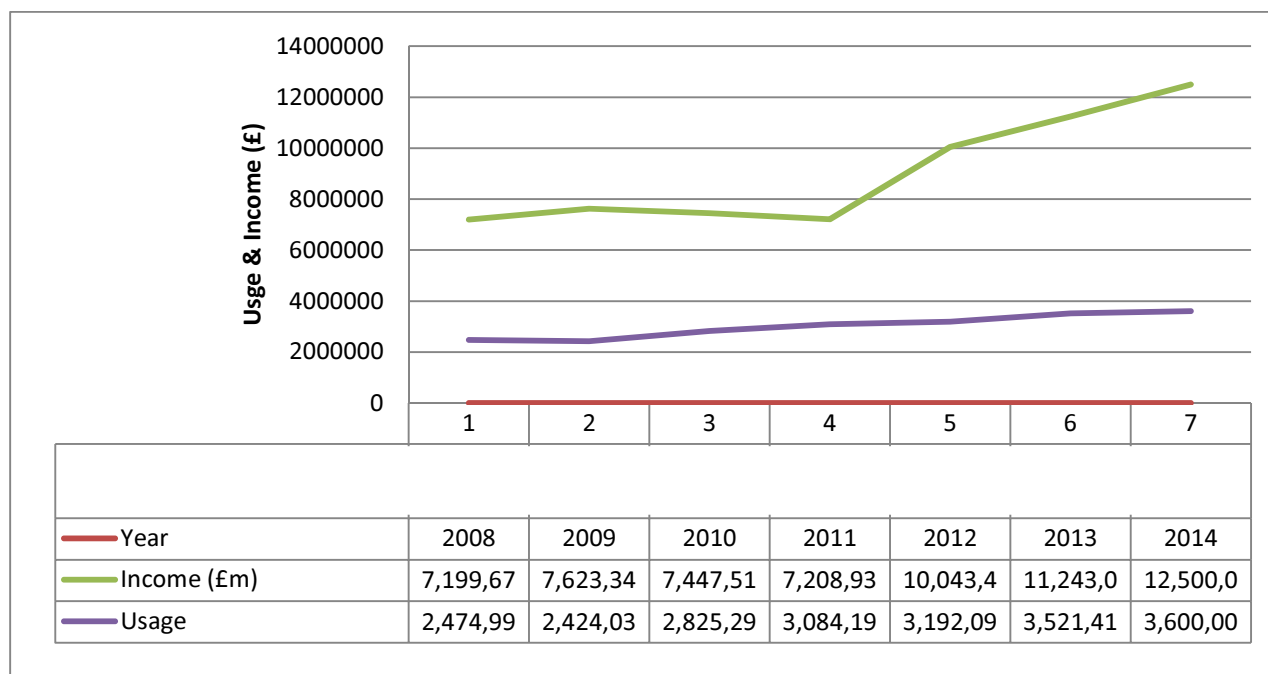
### **Current performance**

3.12 The current portfolio of facilities attracts in excess of 3.5 million visits per annum with over 16,000 pre-paid members. The overall contract is performing well and the financial model promotes service quality (as the contractor is incentivised to generate income and usage) and minimises risk to the Council.

3.13 A summary of key performance indicators for the previous three years is provided in the table below which highlights the positive performance across the contract.

<b>Summary Key Performance Indicators</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15 (Forecast)</b>	<b>% variation between 14/15 and 12/13</b>
Total income (£)	10,043,477	11,243,022	12,500,000	<b>24.5%</b>
Total recorded usage for activities	1,948,646	2,201,954	2,311,263	<b>18.6%</b>
Swimming lessons- total sessions	89,251	116,834	145,000	<b>62.5%</b>
Total pre-paid members	14,324	16,121	16,247	<b>13.4%</b>
ActiveWestminster Passport	2,267	2,743	2,753	<b>21.4%</b>
Concession card holders	N/A	4,360	4,346	N/A

3.14 Performance across the facilities has improved throughout the contract term as a result of both organic growth, capital investments and an increase in the facilities portfolio itself (i.e. the inclusion of Marshall Street, Moberly and Little Venice Sports Centres). This is illustrated in **Figure 2** below which shows the reported income and usage across the facilities since 2008.



**Figure 2-** reported income and usage

**Figure 2 Notes:**

- Marshall Street Leisure Centre opened in July 2010
- The arrangements for VAT on income changed in 2011 following the novation of the contractor to GLL (a charitable social enterprise)
- The management of Moberly and Little Venice Sports Centres transferred to the incumbent contractor in April 2012

3.15 In addition to the positive quantitative performance indicators, the quality of delivery has also improved. Customer satisfaction levels remain high and the incumbant contractor has achieved the national ‘Sport England QUEST’ quality accreditation for each site, the ‘Inclusive Fitness Initiative’ accreditation (which recognises facilities that promote a high level of accessibiltiy for people with disaibilities) and the ‘Green Flag’ award at Paddington Recreation Ground.

3.16 As part of the contractual requirements, the contractor is obliged to promote access to facilities for schools and community clubs which are provided at discounted rates for those based in Westminster. The use of facilities by schools for PE and School Sport and swimming lessons is very high and 110 schools, colleges and nurseries are currently making active use of the facilities. This information helps to inform how wider PE and School Sport initiatives are deployed by the Council’s Sports Unit team. Use of the facilities by community sports clubs is equally strong and 95 clubs are currently using the facilities on a regular basis. A list of clubs, schools and nurseries currently making active use of the facilities is provided as **Appendix 1** and **Appendix 2**.

3.17 A number of specific service improvements have been realised during the current contract term including the introduction of on line bookings with fast track entry, a variety of activity programming developments including a GP exercise referral programme, an expanded programme of estate based activities for children and young people, greater support for talented athletes and clubs and a number of new concessionary memberships to promote access for priority groups. A variety of environmental improvements have also been realised to reduce energy use and increase sustainability.

**Scope of the new contract and service requirements**

3.18 The new contract will include the management of the Council’s entire sports and leisure centre portfolio which includes the following sites:

- Paddington Recreation Ground
- Queen Mother Sports Centre
- Marshall Street Leisure Centre
- Seymour Leisure Centre
- The Porchester Centre, Spa and Hall
- Little Venice Sports Centre
- The new Moberly Sports Centre (a £20m new facility due to open in 2017)
- The new Jubilee Sports Centre (a £2m community sports centre due to open in 2019)

3.19 A very detailed output specification will identify the precise requirements for the contractor and the table overleaf highlights some of the key requirements sought as part of the procurement.

Area	Broad requirement	Existing or New Requirement?
Cost	<ul style="list-style-type: none"> <li>• Promote an improved contract fee to the Council by driving greater levels of income (potentially through capital investment) and reducing operational expenditure.</li> </ul>	New
Service Quality & Engagement	<ul style="list-style-type: none"> <li>• Ensure the quality of services remains consistently high as a minimum.</li> <li>• Ensure that the contract positively contributes to the delivery of Council’s ActiveWestminster and Public Health outcomes in particular.</li> <li>• Broaden the accessibility of services where at all possible to promote inclusivity including the development of new activity programmes. This specifically includes promoting access to facilities for schools, community clubs, residents (particularly concessionary groups including children and young people, older people, people with limiting disabilities and people on low income).</li> </ul>	Existing  New  Existing

Area	Broad requirement	Existing or New Requirement?
	<ul style="list-style-type: none"> <li>• Demonstrate a high level of service quality through the delivery of industry standards (the Sport England specification will be used as a base position) and the achievement of key accreditations particularly Sport England QUEST and Green Flag.</li> <li>• Assurance of supply- for example there may be a need to amend opening times to meet current and future customer demand.</li> </ul>	New  New
Innovation	<ul style="list-style-type: none"> <li>• Work with health agencies to deliver the Public Health priorities and use fitness and exercise through a preventative approach.</li> <li>• Improve the customer experience through innovative activity programmes and services and promote customer contacts on-line to reduce avoidable costs.</li> </ul>	Existing  New

### Supplier engagement

3.20 To inform the development of the procurement strategy, a supplier engagement day was held in October 2014. Six suppliers, including all the major contractors and all those currently operating leisure management contracts for London Local Authorities, attended the event.

3.21 A number of 'key lines of enquiry' were explored during the event and feedback was captured through a formal questionnaire. All potential bidders provided responses and key issues identified included consideration to the future delivery of capital works within the centres, the model of management for grounds maintenance activities and the contractual mechanism for managing any major redevelopments of centres within the specified contract term. The summarised responses from potential bidders are provided in the table below.

Area	Response from Suppliers	Existing or New Arrangement
Procurement strategy	5 suppliers indicated a preference for a managed partial competitive dialogue (to cover matters such as capital investment and outreach requirements).	New
Tri-borough	Suppliers felt the Council's portfolio offers sufficient scale in terms of turnover and that a Tri-Borough approach would not offer significant opportunities for economies of scale.	Existing
Contract duration	The general consensus was a 10 year duration with 5 year extension was appropriate and that the contract length was largely determined by the level of any required capital investment. This was confirmed through London benchmarking.	Existing (the current contract is a 15 year term).

Area	Response from Suppliers	Existing or New Arrangement
Price / Quality evaluation	Suppliers advised that 50/50 or 60/40 is the standard evaluation ratio in their experience.	New (the proposed approach is 60/40)
Model specification and Sport England model documents	The message from suppliers was that the model documentation was very appropriate and would only need to be adjusted slightly to reflect local circumstances and requirements.	New
Grounds Maintenance Arrangements at Paddington Recreation Ground	The suppliers stated a preference for having responsibility for this duty to ensure efficient and robust operational management arrangements.	Existing (the current grounds maintenance contractor is a sub-contractor to GLL).
Sports Development Models	The proposed ActiveCommunities model was welcomed by contractors and suppliers felt they could positively align with this model.	New
Innovation and technology	Suppliers provided ideas around opening hours and flexibilities for fees and charges. Suppliers identified a number of areas that will benefit from technological advances under the new contract including bookings, classes and performance monitoring.	New

### **Procurement Objectives and the Planned Strategy**

3.22 The objectives relating to the planned procurement are:

- To rationalise the current contractual situation into one contract to manage all eight centres (at present the facilities are managed through three separate contractors, albeit all delivered by the same contractor)
- To increase income delivered by the contract and net income to the Council
- To ensure the level of service quality is maintained as a minimum
- To ensure the breadth and accessibility of services within the contract are maximised and to promote 'ActiveWestminster' and Public Health outcomes in particular.

3.23 The planned procurement strategy is to implement a competitive dialogue procurement process in compliance with EU procurement directives to create a 10 year contract with an option to extend for up to a further 5 years.

3.24 The evaluation criteria (60/40) is summarised in the table below.

<b>Criteria</b>	<b>Weighting</b>
<b>Commercial Evaluation Criteria (financial)</b> <ul style="list-style-type: none"> <li>• Management fee to the Council</li> <li>• Surplus share</li> <li>• Capital proposals</li> <li>• Viability of commercial proposition and business plan</li> </ul>	60%
<b>Technical Evaluation Criteria (quality)</b> <ul style="list-style-type: none"> <li>• Service delivery (including maintenance, cleaning, staffing &amp; marketing)</li> <li>• Support strategies to promote health improvements &amp; participation (e.g. sports development models)</li> <li>• Capital improvements (to increase participation)</li> <li>• Innovative approaches to service delivery (e.g. utilisation of IT and social media)</li> <li>• Environmental sustainability &amp; social value</li> </ul>	40%

3.25 The key milestones relating to the procurement are as follows:

- The procurement strategy will commence with the issuing of a Pre-Qualification Questionnaire (PQQ) which will have a strong focus on the experience of service delivery in comparable densely-populated, urban environments.
- Up to 5 bidders will be invited to submit detailed solutions which will be evaluated.
- Up to 3 bidders with the highest scoring solutions will be invited to dialogue sessions. It is envisioned that the dialogue sessions will last two weeks and will have a very specific focus. Topics which are likely to be covered through the dialogue process include:
  - Capital improvements (to promote service outcomes)
  - Investment, driving income & profit share proposals
  - Sports development models
- The bidders will then be invited to submit final solutions which will be assessed and the contract will then be awarded.

3.26 This strategy was approved at a meeting of the Council's Gate Procurement Board in December 2014.

3.27 The timescales for the planned procurement are outlined in the table below.

<b>Procurement activity</b>	<b>Date</b>
Supply market assessment & engagement	November 2014



<b>Procurement activity</b>	<b>Date</b>
Recommend sourcing strategy for endorsement	December 2014
Implement agreed sourcing strategy	January 2015 – April 2016
Contract implementation	May 2016
Contract commencement	1 <sup>st</sup> July 2016

3.28 Mobilisation of the new contract will be very carefully managed and the existing contractual arrangements include requirements around data sharing (eg membership databases, TUPE information for transferring staff etc) in the event that the contract is awarded to a new supplier, in order to facilitate a smooth transfer.

#### **4. Health and Wellbeing Implications**

4.1 As noted, the proposed procurement strategy and specification for the new contract will seek to make a positive contribution to health and wellbeing, particularly ActiveWestminster and Public Health outcomes.

#### **5. Financial Implications**

5.1 The costs associated with the procurement exercise including external consultation costs are currently forecast at approximately £60k and will be contained within the approved sports and leisure revenue budget.

5.2 It is anticipated that the procurement exercise will lead to a further increase in throughput and membership which would result in an improvement in net income to the Council.

#### **6. Risks and Mitigations**

6.1 Risks relating to the procurement will be identified and managed formally through planned project meetings and a specific risk assessment which will be regularly reviewed.

### **Appendices**

**Appendix 1** List of nurseries, schools & colleges currently making active use of the Council's sports and leisure facilities

**Appendix 2** List of community clubs currently making active use of the Council's sports and leisure facilities

If you have any queries about this Report or wish to inspect any of the  
Background Papers please contact Richard Barker x2693  
[rbarker@westminster.gov.uk](mailto:rbarker@westminster.gov.uk)

## BACKGROUND PAPERS

None

## **Appendix 1**

### **List of nurseries, schools & colleges currently making active use of the Council's sports and leisure facilities**

Acorn Nursery School
Albemarle Independent College
All Souls School
American School In London
Ark Atwood Primary Academy School
Arnold House School
Ashbourne College
Barlby Primary School
Bevington Primary School
Burdett Coutts Primary School
Cardinal Vaughan Middle School
Carlton Vale Primary School
Chepstow House School
Christ Church Bentinck Primary
Churchill Garden School
City of Westminster College
College Park
Colville Primary School
Connaught House School
David & Laing College
DLD college
Eaton Square School
Edward Wilson Primary School
Essendine Primary School
Fairley House School
Francis Holland School
Garden House School
Gateway Primary
George Elliot Primary School
Great Beginning Nursery
Grey Coats Hospital School
Hallfield Primary School
Hampden & Gurney Primary
Hill House International School
Instituto Espanol Vicente
International Community School
Kensal Rise School/Ark Franklin Academy
Kilburn Park School
King Solomon Academy
Knightsbridge School
L'Ecole Bilingue

London Business School
London School of Economics
London Southbank School
Mander Portman Woodward
Marylebone Boys' School
Middle Row School
Mill Bank School
Our Lady of Dolours School
Paddington Academy
Paddington Green Primary
Paddington Green Primary School
Pembridge Hall School
Pimlico Academy
Portland Place Street
Primary Schools Sports Association
Queens College Primary School
Queens Elizabeth II Primary School
Quintin Kynaston Academy
Regents College
Russian Embassy School
Skola International Community School
Southbank International School
St Augustine's Primary School
St Augustine's High School
St Barnabas School
St Charles Primary School
St Gabriel's School
St Georges RC School
St James' & St. Michael's CE Primary School
St Johns Wood School
St Joseph's School
St Jude's School
St Luke's Primary
St Mary Abbotts School
St Mary Magdalene
St Mary of the Angel Primary School
St Mary's School Hampstead
St Marys Bryanston Primary
St Matthew's CE Primary School
St Peter's Eaton Sq School
St Saviours
St Stephens CE Primary School
St Vincent De Paul School
St James and St Michaels School
St. Vincent's Catholic Primary School

St. Thomas School
Sylvia Young Theatre School
Tabernacle School
The American School
Thomas Day Kensington
Thomas Jones School
UCL
University of Westminster Student Union
Westminster Abbey Choir School
Westminster Cathedral Choir School
Westminster City School
The Westminster School
Westside School
Wetherby Prep School
Wilberforce School

## **Appendix 2**

### **List of community clubs currently making active use of the Council's sports and leisure facilities**

Acorn Gymnastics Club
Action 360
Aikido
All Sports Club
Apnea Dive
Argonauts Sub-Aqua Club
Aslan Sports
Baby Bop
BeFriend a Family
Belly Dance
Britannia Shotokan Karate
BSAC
Bushin
Bytomic Taekwondo
Cerus Volleyball
Chelsea & Westminster Swimming Club
Civil Service Sports Council
Dance Buzz
Eagles United FC
Fencing Academy
Fernhead Rovers
Green Oak Moreton FC
Guys and Dolls Badminton Club
Hampstead & Westminster Hockey Club
IBIS FC
Inline Skating
International Heritage
International Volleyball Club
Iranian Volleyball Association
IVC Swimming Club
Last Man Stands
Linklaters LLP
Little Kickers
Livingstones
Lokomotive
London Football
London Greenhouse Pioneers
London School of Economics
London Sport for the Blind
London Squash Group
London Tigers
London Youth Games Cricket
Martial Arts Fitness
Marylebone Ballet School
Marylebone Bangladesh Society

Mckenzie Group
MGLBBALL
Moberly Judo Club
Moberly Table Tennis Club
Moroccan FC
North Westminster Muslim Cultural Association
Open Age
Otters Swimming Club
Out Play Squash
Oyster Dive
Paddington Wrecks
Parkour Generations
Pimlico Puffins
Polly Netball
Pro Potential
Queens Park Mums Basketball
RBKC Youth Sports and Schools Team
Regent Park Rangers Ladies
Regents Park FC
Rugby Tots SW
Salahuddin Trust
Serpentine running club
Seymour Syncro swim
Shentie Martial Arts Club
Sid's Badminton Club
Small Beginnings
Soccer Skills Academy
Sport London Benfica
Sudanese Youth
Taekwondo Academy
Tango Movement
Team BFK
The Kensington Dragons
The List
The London Karting Company
The Soccer School Co
Thursday Club
Tomasz Prusik
Total Sports For Kids
Tyga Martial Arts
Victoria Badminton Club
Victoria Football Club
WDP
West London Futsal
Westminster Sports Unit
Wetherby Dolphins/Pembridge Mermaids
Zendo

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City of Westminster

## Children, Sports & Leisure Policy and Scrutiny Committee

<b>Date:</b>	9 February 2015
<b>Classification:</b>	General Release
<b>Title:</b>	Children and Families of Service Personnel
<b>Cabinet Member Portfolio:</b>	Children's Services
<b>Wards Involved</b>	All
<b>Report Author and Contact Details:</b>	Andrew Christie, Executive Director of Children's Services

### 1. EXECUTIVE SUMMARY

- 1.1. This report provides an update for information, following on from a September 2016 report on meeting the needs of children of Service Personnel. It provides an indication of the composition of this small group of children and work that has been done to improve their access to services where required as well as linking the families in with the wider community.

### 2. BACKGROUND

- 2.1. A report "Meeting the Needs of Children of Service Personnel in Westminster" was presented to the Children and Community Services Scrutiny Committee on 16 September 2013. The report provided background on the Armed Forces Community Covenant, current understanding of the numbers of children and families living in Westminster and how they were being supported by the Armed Forces and the City Council. The report concluded that there were appeared not to be any particular barriers in relation to the children concerned having access to school places and other universal services when they moved into Westminster.
- 2.2. Since the last report, the numbers of children in this cohort have been monitored through the annual pupil census which is carried out in January each year. While the results of the 2015 census are imminent, as at January 2014 there were 33 children going to school in Westminster, attending a total of 6 different schools (including academies). The numbers of children attending each school varied between 1 and 11 children. Of particular note was that there were no children of secondary school aged from a Service family background attending local schools. Six of the children were on their schools' Special Educational Needs register

although none of the children had met the threshold to require a statement of special educational need or Education, Health and Care plan.

- 2.3. Since the previous report, council officers have developed a partnership with the London Central Garrison Welfare team which has improved the City Council's understanding of the needs of the families concerned. It was explained that a high number of Services Personnel who work in a range of roles in Westminster commute in from outer London boroughs and beyond. In these cases, their families tend to live and their children are educated in their home boroughs. It was also pointed out that significant numbers of the older children tend to be educated in residential schools, particularly when their parents' roles involve frequent moves.
- 2.4. The Welfare Officer carried out a survey of the 172 armed forces quarters within Westminster during Autumn 2014. The survey obtained responses from 115 of the 142 quarters where families were known to live. It resulted in a similar understanding of the composition of the group of children concerned, with 35 school children identified in total. The children attended 6 schools with the two schools where the highest number of children were enrolled being the same as the two identified through the schools census. The Garrison Welfare Service's survey identified one child of secondary school age. The lead officer has commented on the significant turnover of families recently and therefore wishes to repeat the survey in the near future.
- 2.5. Of particular note from the Welfare Service's survey was that 42 children aged under 5 were identified, showing that the majority of children living with the families concerned are in the early years age group. Council officers have recently come into contact with families who regularly make good use of a local Children's Centre. The parents reported that they had also taken the initiative to set up their own coffee morning. It may be that more can be done to make other parents aware of local facilities where they can take their children and develop networks with other parents in the community.
- 2.6. In December 2013, consideration was given to applying for funding from the Support Fund for State Schools with Service Children. This was not proceeded with as the criteria for successful bids included a need to demonstrate exceptional mobility experienced by the school or schools in relation children of Military Personnel. Contact was made with Ministry of Defence representatives who advised that the local population of Service families was comparably stable and that significant movements of personnel were not anticipated. Thought was given to the possibility of implementing the "My Passport" scheme that had been developed in Buckinghamshire to support the transfer of information when children change schools. However, the head teacher of the Westminster school where the most children attend advised that good and timely information sharing took place between schools with the children she had worked with and that alternative ways of managing the process were not needed at this point.
- 2.7. Following ongoing consultation with the London Central Garrison Welfare officer, in summer 2014 it was agreed that it would be helpful if more detail about City Council services could be included in its "Service Community Guide for October 2014-

September 2015". The guide which has now been published and distributed to the families concerned includes information and contact numbers for parents in relation to the City Council's childcare, admissions and special educational needs services.

2.8. Most recently, Children's Services have submitted a bid for an Armed Forces Community Covenant grant. Funding is being sought to train up to 10 parents from Service families to become childminders in Westminster. A number of parents who may take part in this have expressed an interest in taking part in the project if the bid is successful. The grant would cover the charge for attendance at local information sessions, formal registration and additional required training as well as a DBS check. It is understood that many parents from this community wish to work but find it difficult to find employment that fits in with other responsibilities and demands. Those who successfully complete this process would be able to take part in regular, paid employment in an area of London where their services are in high demand. The work is flexible in that they can provide full time care, after school care and also shorter placements for up to 15 hours a week under the Government's "two year old offer" scheme. Those trained can also potentially work as childminders in other parts of the country, should they be stationed elsewhere. The training might also provide opportunities for employment in other parts of the childcare sector, for example in nannying. It also provides insight into running a small business which may lead to other potential self-employment opportunities for those who take part. The project will increase the pool of childminder places available in the area and will also facilitate more integration of the families from an Armed Services background with those from the wider community who may choose to employ them to care for local children.

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

Steve Bywater, Children's Services Policy Manager

020 8753 5809

[steve.bywater@lbhf.gov.uk](mailto:steve.bywater@lbhf.gov.uk)

## **BACKGROUND PAPERS**

Meeting the Needs of Children of Service Personnel in Westminster. Westminster City Council, Children and Community Services Scrutiny Committee, 16 September 2013.

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## Work Programme

Children, Sports and Leisure Committee

### ROUND FIVE (9 February, 2015)

Agenda Item	Reasons & objective for item	Represented by:
<b>Cabinet Member questioning</b>	To hold to account and give 'critical friend' challenge to the portfolio holder.	Cabinet Member for Sport, Leisure and Open Spaces
<b>Strategy for the new leisure facility management contract</b>	To examine the recommissioning of the contract for the management of the Council's sports and leisure facilities.	Richard Barker
<b>Volunteering Contracts</b>	To examine the relet of the volunteering contracts.	Richard Cressey/ Callum Whittaker
<b>Children and Families of Service Personnel</b>	Update on identifying and diminishing any disadvantage linked to children of military families, including school places, children's services and youth facilities. <b>Item on agenda for info only.</b>	Andrew Christie

### ROUND SIX (30 March, 2015)

Agenda Item	Reasons & objective for item	Represented by:
<b>Cabinet Member questioning</b>	To hold to account and give 'critical friend' challenge to the portfolio holder.	Cabinet Member for Children and Young People
<b>School Organisation Strategy</b>	To examine the school organisation strategy including school placings.	Ian Heggs
<b>The new sport and physical activity strategy for Westminster</b>	To review the emerging new ActiveWestminster strategy	Richard Barker

# Work Programme

Children, Sports and Leisure Committee

## ROUND SEVEN (21 April 2015)

Agenda Item	Reasons & objective for item	Represented by:
<b>Cabinet Member questioning</b>	To hold to account and give 'critical friend' challenge to the portfolio holder.	Cabinet Member for Children and Young People
<b>Year 6 - 7 Transition</b>	The committee will examine what is available for pupils who are transferring to a Westminster secondary school.	Jayne Vertkin
<b>Annual Review of the Looked After Children, Care Leavers and Corporate Parenting</b>	Evaluation of work undertaken into LAC, Care Leavers and Corporate Parenting. <b>At meeting of 6 October it was agreed to roll over this item to a future meeting.</b>	Andrew Christie
<b>Nursery provision/ offer for 2 year olds</b>	Report back for info further to discussion at meeting of 26 January. <b>For information.</b>	Rebecka Steven

## Other Committee Events & Task Groups

Group/ Issue	Update	Type
<b>School Meals Task Group</b>	Has met once and two conference calls have also been held. Final meeting on 5 March.	Task Group