



City of Westminster

# Committee Agenda

Title:

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

Meeting Date:

**Monday 28th November, 2016**

Time:

**7.00 pm**

Venue:

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

Members:

## **Councillors:**

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

### **Elected Voting Representatives**

Aki Turan, Parent Governor  
Annie Ee, Parent Governor

### **Co-opted Voting Representatives**

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

### **Co-opted Non-voting Representatives**

Eugene Moriarty, Headteacher,  
St Augustine's High School  
Ann Townshend, Headteacher,  
St Barnabas Primary School

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



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



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

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

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

## **AGENDA**

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

**1. MEMBERSHIP**

To note any changes to the Membership.

**2. DECLARATIONS OF INTEREST**

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

**3. MINUTES**

To agree the minutes of the meeting held on 17 October 2016.

**(Pages 1 - 8)**

**4. TRACKERS AND WORK PROGRAMME**

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

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

**(Pages 9 - 16)**

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

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

**(Pages 17 - 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. FUTURE DELIVERY OF THE LIBRARY SERVICE**

To examine the Libraries Transformation Programme.

**(Pages 29 - 38)**

**8. SCHOOL PERFORMANCE REPORT 2016**

To evaluate the key areas of success and areas to be developed in the Annual Education Report.

**(Pages 39 - 52)**

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

Verbal Update (if any)

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

**Charlie Parker  
Chief Executive  
21 November 2016**

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CITY OF WESTMINSTER

## MINUTES

**CHILDREN, SPORTS AND LEISURE  
POLICY & SCRUTINY COMMITTEE  
17 OCTOBER 2016  
MINUTES OF PROCEEDINGS**

Minutes of a meeting of the **Children, Sports and Leisure Policy & Scrutiny Committee** held on Monday 17 October 2016 at 7pm at Westminster City Hall, 64 Victoria Street, London SW1E 6QP.

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

**Co-opted Members:** Annie Ee, Louise McCullough and Ann Townshend.

**Also present:** Councillor David Harvey (Cabinet Member for Sports and Leisure) and Councillor Jason Williams (Churchill Ward).

**Apologies for Absence:** Councillor Danny Chalkley, Councillor Aicha Less, Councillor Adnan Mohammed, Eugene Moriarty, Brenda Morrison and Aki Turan.

### **1. MEMBERSHIP**

- 1.1 It was noted that Councillor Paul Dimoldenberg was substituting for Councillor Aicha Less.
- 1.2 The Chairman welcomed Councillor David Harvey (Cabinet Member for Sports and Leisure) to the meeting.
- 1.3 The Chairman also welcomed Jean Daintith, Independent Chair of the Local Safeguarding Children's Board (LSCB), who introduced the LSCB Annual Safeguarding Review item.
- 1.4 The Chairman on behalf of the Committee thanked Darren Guttridge for his contribution whilst sitting on the Committee and welcomed Ann Townshend, Headteacher at St Barnabas' CE Primary School, to the Committee.

## 2. DECLARATION OF INTEREST

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

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

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

## 3. MINUTES

3.1 **RESOLVED:** That the minutes of the meeting held on 20 June 2016 be approved for signature by the Chairman as a true and correct record of the proceedings.

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

##### **4.1 ACTION AND RECOMMENDATION TRACKERS**

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

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

###### **4.2.1 ACTIONS**

1. That consideration be given to inviting a charity to attend a future Committee meeting to talk about the work they carry out regarding violence against women and girls.

4.2.2 **RESOLVED:** The Committee agreed to add the following items to their work programme: Future Plans for the Library Service and Youth Violence and Gangs.

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

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

- the positive feedback and progress with the delivery of the new sports and leisure facilities contract including the future re-development of the Queen Mother Sports Centre.
- the future restructuring and technological change of the library service including the consultation with staff and residents and the challenges of the construction of the Luxborough Street site, the use of the New Cavendish Street site and the future provision for Marylebone library.
- the Council's success in London in Bloom and the future of Berkeley Square.
- the future opportunities for young people to be inspired by Team GB.

###### **5.2 ACTIONS**

1. That a tour of Westminster libraries be organised for Committee Members.
2. That a briefing note be sent regarding the cost to the Council of the construction of the long delayed Marylebone Library on Luxborough Street.

5.3 **RESOLVED:** That the bidders for the new contract for Management and Maintenance of Parks, Open Spaces and Cemeteries incorporate support in employment targets and identify whether they can explore a link between healthy eating and open spaces in their proposal.

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

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

## 7. **LOCAL SAFEGUARDING CHILDREN BOARD'S ANNUAL REVIEW 2015-2016 (EXECUTIVE SUMMARY)**

7.1 The Committee received an Executive Summary of the Local Safeguarding Children Board's (LSCB) Annual Report 2015-16 which reviewed and evaluated the achievements and progress of the LSCB which covered the Tri-Borough area.

7.2 The Committee welcomed Jean Daintith, the Independent Chair of the Local Safeguarding Children Board (LSCB) for Hammersmith and Fulham, Kensington and Chelsea and Westminster, who discussed the priorities for the Safeguarding Plan for 2016/17, outlined the work of the Board and available resources and responded to questions. The Committee noted that the LSCB had been rated "good" by Ofsted and that the government were currently reviewing future arrangements to coordinate safeguarding partnerships and boards at a local level to make the arrangements less bureaucratic.

7.3 The Committee discussed the achievements of the Westminster Partnership Group which included: the collation and dissemination of a comprehensive list of Westminster supplementary schools, the development of the Children's Services and Housing Panel to prevent homelessness for children and families, the improvements made to the emergency out of hours social work service and identifying the need for young carers to receive a better service. The Committee noted the positive impact that the themed Workshops had achieved which had addressed the local priorities of Serious Youth Violence, Child Sexual Exploitation, Female Genital Mutilation and Radicalisation and Prevent.

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

- the future impact of the government's review of the LSCBs and ensuring that the work of the LSCB was relevant to practitioners.
- the positive progress being made following the recommendations from Ofsted.



- the community engagement work carried out by the Prevent Team and the regular training given to front line staff involved in children's care.
- the significant shortage of beds in the Child and Adolescent Mental Health Service (CAMHS).
- the strong involvement that all schools have with the LSCB.
- the need for all housing providers to have a trained safeguarding officer.
- the importance of encouraging synergy between adults and children services regarding modern slavery and violence against women and girls.
- the need for the Partnership to find specialist advocacy support for children and young people under 13 years of age who have been affected by domestic abuse.

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

#### 7.6 **ACTIONS**

1. That a briefing note be sent on the progress being made following the recommendations made during the Ofsted inspection.
2. That the tables on page 38 of the report should contain additional (past yearly) data in order that any trends could be established.
3. That a briefing note be sent on whether all housing providers have a designated safeguarding officer.
4. That a charity be invited to attend a future Committee meeting to talk about the work they carry out regarding violence against women and girls.

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

1. The Committee welcomed the report and the work of the Independent Chair of the LSBC and the effectiveness of local arrangements to safeguard and promote the welfare of children within the Tri-Borough area.
2. The Committee noted the opportunities for the LSCB to reduce bureaucracy and to improve the effectiveness of the Board in influencing practice.
3. The Committee welcomed that the engagement in anti-radicalisation continues to be a focus for both Children's Services and the LSCB.

4. The Committee highlighted the importance of safeguarding being a priority for all partners and a wide range of bodies including the Council, schools and housing providers.
5. The Committee requested that front line staff (especially in City Hall) be fully trained to react and deal with vulnerable young people coming into Council buildings.
6. The Committee encouraged the opportunities for synergy between adults and children services team in tackling issues such as modern slavery and violence against women and girls.

## **8. ANNUAL LOOKED AFTER CHILDREN AND CARE LEAVERS REPORT 2015-16**

- 8.1 The Committee received a report highlighting the role of the Corporate Parent, the educational outcomes of Looked after Children and Care Leavers and some analysis in relation to the general decrease in Looked After Children (LAC) numbers at the end of March 2016. The Committee noted that the decrease in LAC was attributed to a number of factors, including the impact of the range of interventions linked to the Focus on Practice programme.
- 8.2 The Committee welcomed Matthew Blood, Tri-Borough Head of Virtual School and College, who highlighted the support given to Looked After Children (LAC) and the educational outcomes of the LAC of each cohort. The Committee noted that Westminster's LAC achieved higher than the national average and that five Care Leavers had just graduated from University. The Committee then discussed the department's work of promoting the benefits of education and the rigorous tracking of each child's progress carried out during the year, the importance of good foster placements, the difficulties and challenges faced by children in care and the particular difficulties and fundamental issues that children post 16 years of age had to overcome to live successful and fulfilling lives.
- 8.3 Some of the key issues that emerged from the Committee's discussion were:
  - the importance of carefully assessing the 'risk' of each individual's circumstances in order to make the correct choice on whether they should go into the care system or stay with their family.
  - the significant increase in the number of Unaccompanied Asylum Seeking Children Looked After Children (UASC LAC) within Westminster.
  - the importance of undertaking some public relations work to encourage companies to employ Care Leavers.

- the lack of DfES guidance on how to measure attainment of children who attend many different schools.
- Hammersmith and Fulham's voluntary fact finding expedition to Calais to help Unaccompanied Asylum Seeking Children wishing to live in the UK.
- the importance of continuing to locate missing children.
- the importance of improving the health of Looked After Children through healthy eating and cooking programmes.

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

#### 8.5 **ACTION**

1. That a briefing note be sent detailing Hammersmith and Fulham's voluntary fact finding expedition to the Calais camp to help Unaccompanied Asylum Seeking Children wishing to live in the UK.

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

1. The Committee welcomed the report which highlighted Westminster's ambition as a Corporate Parent.
2. The Committee welcomed the work to ensure that care is only used as appropriate and long term or permanent solutions were found as soon as possible.
3. The Committee highlighted the need for the Council to improve the health of Looked After Children and, in particular, develop healthy eating guidance.
4. The Committee welcomed the work being carried out by Mathew Blood and his team to ensure that Looked After Children have access to good education and good employment opportunities.
5. The Committee acknowledged the achievements of the Looked After Children who had graduated from University and requested that the Cabinet Member, or the Lord Mayor write to congratulate them.

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

9.1 The Chairman advised that there was nothing to report.

**10. TERMINATION OF MEETING**

10 .1 The meeting ended at 8.59pm

CHAIRMAN \_\_\_\_\_

DATE \_\_\_\_\_



## Children, Sports and Leisure Policy and Scrutiny Committee

<b>Date:</b>	Monday 28 <sup>th</sup> November 2016
<b>Classification:</b>	General Release
<b>Title:</b>	Update on work programme and action tracker
<b>Report of:</b>	Julia Corkey-Director of Policy, Performance and Communications
<b>Cabinet Member Portfolio</b>	Cabinet Member for Children and Young People and Cabinet Member for Sports and Leisure
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	City for Choice / Heritage / Aspiration
<b>Report Author and Contact Details:</b>	<b>Tara Murphy x2894</b> <a href="mailto:tmurphy@westminster.gov.uk">tmurphy@westminster.gov.uk</a>

### 1. Executive Summary

This report provides an update on the work programme for committee to note and also an update on the action tracker.

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

Committee is asked to note the work programme at Appendix 1 and the action tracker at Appendix 2.

### 3. Background

The work programme is as noted by Committee at its last meeting in October, except that a review of the council's volunteering contracts has been added to the March agenda, in place of the Schools Organisation strategy.

**If you have any queries about this Report or wish to inspect any of the  
Background Papers please contact Tara Murphy x2894**

[tmurphy@westminster.gov.uk](mailto:tmurphy@westminster.gov.uk)

**APPENDICES:**

Appendix 1-Work Programme

Appendix 2- Action Tracker

## Appendix 1



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

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

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

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

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

Agenda Item	Reasons & objective for item	Represented by:
<b>Cabinet Member questioning</b>	To hold to account and give 'critical friend' challenge to the portfolio holder.	Cabinet Member for Children and Young People
<b>Improving the local offer for 0-25 year olds with SEN and Disabilities.</b>	To review how we can improve local offer for 0-25 year olds with SEN and disabilities.	Ian Heggs
<b>Volunteering Contracts Review</b>	To review the existing contracts at 1 year marker	Yacoba Godwyll Lakraj Minas

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

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

**Unallocated items**

<b>Review of Youth Services/ Young Westminster Foundation</b>	To analyse the changes to the Youth Services (Rachael Wright-Turner)
<b>Reduction in Fostering Numbers/Regionalisation of Adoption</b>	Changes to the adoption and fostering services to be tracked through Cabinet Member updates to the Committee (Annabel Saunders)
<b>The Role of Social Workers</b>	To examine the role of Social Workers, as requested at P&S in March 2016.
<b>Local Area Inspection Self-Assessment and Action Plan</b>	To analyse the local area inspection self-assessment and action plan.
<b>Changes to School Funding</b>	To look at how prepared WCC will be as an Academy chain.
<b>Attendance by the Youth MP for Westminster</b>	Request at Committee on 9 <sup>th</sup> May
<b>Future Plans for the Library Service</b>	Requested at committee on 17 <sup>th</sup> October 2016
<b>Youth Violence and Gangs</b> (invite a charity working in this area to attend also)	Requested at committee on 17 <sup>th</sup> October 2016

**Other Committee Events & Task Groups**

<b>Group/ Issue</b>	<b>Update</b>	<b>Type</b>



## Appendix 2



### ROUND FOUR 2014/15 (26 January 2015)

Agenda Item	Recommendation and responsible officer	Update
<b>Early Help Strategy</b>	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. <b>(Steve Comber)</b>	This is included in the Cabinet Member Update for Children and Young People.

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

Agenda Item	Recommendation and responsible officer	Update
<b>Committee Work Programme</b>	That the Youth MP be invited to attend and speak at a future Committee. <b>(Tara Murphy, Policy &amp; Scrutiny Officer)</b>	On-going

### ROUND TWO (17 OCTOBER 2016)

Agenda Item	Action and responsible officer	Update
<b>Update from the Cabinet Member for Sports and Leisure</b>	<ol style="list-style-type: none"> <li>1. That a tour of Westminster libraries be organised for Committee Members. <b>(Tara Murphy, Policy &amp; Scrutiny Officer)</b></li> <li>2. That a briefing note be sent on the cost to the Council of the construction of the long-delayed Marylebone Library on Luxborough Street.</li> </ol> <p><b>Recommendation for the Cabinet Member for Sport &amp; Leisure</b></p> <ol style="list-style-type: none"> <li>1. That the bidders for the new contract for Management and Maintenance of Parks, Open</li> </ol>	<p>Scheduled for 15th December</p> <p>Sent to the Cabinet Member</p>

	<p>Spaces and Cemeteries incorporate support in employment targets and submit proposals on the positive role that parks and open spaces can contribute to the healthy eating agenda.</p>	
<b>LSCB Annual Report</b>	<ol style="list-style-type: none"> <li>1. That a briefing note be sent on the progress being made following the recommendations made during the Ofsted inspection. (Melissa Caslake, Director of Family Services, WCC)</li> <li>2. That the tables on page 38 of the report should contain additional (past yearly) data in order that any trends can be established. (Jean Daintith, LSCB Chair)</li> <li>3. That a briefing note be sent on whether all the housing providers should have a designated safeguarding officer. (Melissa Caslake, Director of Family Services WCC)</li> <li>4. That a charity be invited to attend a future Committee meeting to talk about the work they do regarding violence against women and girls. (Tara Murphy, Policy &amp; Scrutiny Officer)</li> </ol>	<p>In-progress</p> <p>The report (with additional information as requested) is due for publication at the end of November and will be circulated to members for information</p> <p>In-progress</p> <p>Noted and added to the list of unallocated items for inclusion for next year.</p>
	<p><b>Recommendations to Cabinet Member for Children &amp; Young People</b></p> <ol style="list-style-type: none"> <li>1. That engagement in anti-radicalisation efforts continues to be a focus for both Children's Services and the LSCB.</li> <li>2. That opportunities for synergy between adults and children services team, in tackling issues such as modern slavery and violence against women and girls, be explored.</li> </ol>	<p>Sent to the Cabinet Member</p>

	<p>3. That front line staff (especially in City Hall) should be fully trained to react and deal with vulnerable young people coming into Council buildings.</p>	
<p><b>Annual Looked After Children's Report</b></p>	<p>1. That a briefing note be sent detailing Hammersmith and Fulham's voluntary fact finding expedition to the Calais camp to help Unaccompanied Asylum Seeking Children wishing to live in the UK. <b>(Claire Chamberlain, Director of Family Services, RBKC)</b></p> <p><b>Recommendations to Cabinet Member for Children &amp; Young People</b></p> <p>1. That the Council work to improve the health of Looked After Children and, in particular, develop healthy eating guidance.</p> <p>2. That the Cabinet Member, or the Lord Mayor write to congratulate the Looked after Children who have graduated from university.</p>	<p>Information sent to committee members on 16 November 2016</p> <p>Sent to the Cabinet Member</p>
<p><b>Work Programme</b></p>	<p>1. Add items on Future Plans for the Library Service and Youth Violence and Gangs to the Work Programme. <b>(Tara Murphy, Policy &amp; Scrutiny Officer)</b></p> <p>2. See Action 4 of LSCB Annual Board for consideration. <b>(Tara Murphy, Policy &amp; Scrutiny Officer)</b></p>	<p>Completed</p> <p>Completed</p>

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

**Date:** Monday, 28<sup>th</sup> November 2016

**Report of:** Cllr David Harvey

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

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

### 1 Sports and Leisure

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

- 1.1 The Active Queens Park project is continuing to progress well and works are on schedule for both the Moberly site and Jubilee phase 1, which includes the re-provision of 12 affordable homes.
- 1.2 A 'topping out' ceremony took place on Wednesday 2<sup>nd</sup> November 2016 to mark a positive milestone with the new residential accommodation.
- 1.3 The works to deliver the new Moberly Centre are planned to complete in February/ March 2018. The existing Jubilee Centre will remain open until the new facility, at Moberly, is opened to the public.

#### **Seymour Leisure Centre**

- 1.4 A key objective for any re-development project will be to deliver an enhanced sports and leisure offer for the local community and the inclusion of a new library facility at the Seymour site, which is now part of the brief. This new facility will provide a permanent solution for a dedicated library service for Marylebone residents.
- 1.5 Officers are working with local stakeholders and services to explore initial design options which, if a suitable proposal is identified, will progress for wider public consultation in due course.

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

- 1.6 A consultation is underway on the use of a Development Opportunity Framework (DOF) via Planning Policy. This is to make sure that WCC can keep a degree of control on the type of development that will happen in the Queen Mother area over the coming years - since this project is still a few years off.

- 1.7 The first round of consultation was extended till the 18<sup>th</sup> November, to allow plenty of time for residents and centre users to provide feedback on the initial framework. Feedback is being assessed and it is anticipated that a second round of consultation on the DOF will take place in early 2017.
- 1.8 As the DOF consultation document makes clear, the Queen Mother is central for the community and if the QM centre at any time forms part of any redevelopment, a new or substantially rebuilt QM sports and leisure centre will continue to form a major part of the sites, this use is strongly protected by planning policy. Any redeveloped or rebuilt QM will be of at least the same proportions as the current centre, which will continue to be operated by the Council, with £1,6 m of investment going in it shortly. The current QM is showing its age and at some point a major project will be needed to sustain the quality of the facilities residents and visitors expect.

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

- 1.9 Improvements to the outdoor adventure facilities are also progressing, to further improve the attractiveness and diversity of facilities for visitors. The new facility will help to address the growing need for more accessible facilities and will provide more flexibility and a wider range of outdoor activities and capacity for site visitors. Works will complete in November 2016.
- 1.10 The new 'Forest Schools' programme at Paddington Rec is proving to be extremely popular with over 2,600 children participating in the programme this year. Forest Schools takes place in the environmental area at the Rec and provides the opportunity for local children to explore their local environment and learn about a wide range of environmental and biodiversity issues.

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

- 1.11 The new leisure centre contract commenced on 1<sup>st</sup> July 2016 and overall, the transition to the new operator has progressed well. Whilst there have been some teething problems which could be expected with a contract of this size and complexity, complaint levels remain consistent with previous years. A number of new improvements are now being realised including:
- A £9m capital investment in a number of improvements to facilities and new equipment across the centres (an update is provided below)
  - 130 hours of 'free to access' sport and physical activities per week through the ActiveCommunities and Neighbourhood Sports Club programme
  - Exercise referral as part of the base specification for the service
  - A new financial support for local talented athletes
  - Improved marketing and communications activities
  - Improved opportunities to promote local employment including new apprenticeships
- 1.12 Positive progress is being made with the delivery of the capital improvements which form part of the contract. Improvement works in the fitness facilities at Little Venice and Jubilee Sports Centres have now completed and both facilities have benefited from new equipment and redecoration. Works at the Queen Mother are progressing well and include a new spa facility, enhancements to the changing rooms, new equipment and a redecoration of the fitness suite, improvements to the exercise studios, a new external canopy to improve the entrance to the centre and the installation of new secure cycle storage. This programme of works will be progressed over the coming months and will complete in December 2016.

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

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

### **The Porchester Centre- planned investment works**

- 1.14 Planned improvement works at Porchester include:
- Refurbishment of the existing fitness facilities including new equipment
  - Conversion of the existing first floor exercise studio to a new 'hot yoga' facility
  - Alterations and refurbishment to the Porchester Spa. Planned improvements to the Spa would promote more use of the facility through the creation of a new entrance created via the basement of Porchester Hall, which would enable the popular Spa treatments to take place for both male and female customers throughout the day. At present, treatments are restricted to customers during male or female only sessions, that limits accessibility (i.e. female customers cannot access treatments during male only sessions and vice-versa). The new entrance would also provide accessibility for those with limiting disabilities and mobility issues via the existing lift within the adjoining library.
  - Improvements to Porchester Hall including decoration and new equipment
- 1.15 Officers are also planning on making improvements to the small swimming pool which would increase its accessibility for and 'lift' the overall quality of the facility.
- 1.16 A planning application has been submitted to enable the works to progress and engagement with Ward Members, users and local stakeholders is progressing.

### **ActiveWestminster Awards**

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

## **Edutain Half Term Programme**

- 1.20 Edutain, meaning to educate and entertain, is a sports and arts activity programme for young people aged 8-13. The October half term programme took place at the following sites with very good levels of attendance:
- 60 young people registered
  - St Andrews Youth Club - 38 young people registered
  - Churchill Gardens Youth Club - 20 young people registered

## **2 Libraries and Culture**

### **Victoria library**

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

### **Marylebone library**

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

### **Culture**

- 2.3 Ten awards have been made to date from the Create Church Street fund (part of the Futures Regeneration programme), totaling £66,000 with the remainder of £133,000 fund to be used by March 2018. They include projects where people in the community take part in dance, visual art, film making, spoken word and theatre.

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

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

- 3.3 The response from the grounds management industry has been very strong with 18 companies registering an interest in submitting a tender. The closing date for tenders is midday on the 1<sup>st</sup> December; it is hoped to award the new contract in early January 2017.

### **Park Events**



- 3.4 The LAPADA event, at Berkeley Square, has finished and renovation works of the grass areas were completed on Wednesday 2<sup>nd</sup> November, well ahead of schedule.
- 3.5 The London Film Festival event took place at the Victoria Embankment Garden with very positive reviews from the public.
- 3.6 The annual Planit event build will take place at the Victoria Embankment Gardens between 9<sup>th</sup> November to 17<sup>th</sup> December.
- 3.7 The build for the “Christmas in Leicester Square” has commenced in the gardens; from the 9<sup>th</sup> November until the 8<sup>th</sup> January 2017.

#### **4. Volunteering And Voluntary Sector**

##### **Abbey Community Centre**

- 4.3 The SLA with the Abbey Community Association and South Westminster Community Hub related management services have been extended from October 2016 till March 2019. The SLA funds the Abbey Community Association's rent at the Abbey Centre and contributes to the delivery of a range of services from the Centre at a cost of £154,500.00 per annum.
- 4.4 I attended the Abbey Centre AGM in October to hear first-hand about the highlights of their past year's work and achievements and celebrate the success of their trainees and volunteers.

##### **Time Credits**

- 4.5 The second quarter (July-September 2016) monitoring report shows that the programme is performing exceedingly well against its targets – some key statistics and highlights below;
  - 110% target for individuals engaging with time credits
  - 97% target for hours given (total time credits earned) for the year
  - 75% target for local corporate spend partners
  - 29% of members new to volunteering, 10% increase from last quarter
  - 3813 Time Credits earned
  - Spend rate more than doubled. 1178 Time Credits spent in this quarter, 2935 to date
  - Time Credits now accepted across all 7 Everyone Active leisure centres for a wide variety of opportunities
  - The Courtauld Gallery – a major cultural attraction in Westminster recently signed up to Time Credits
- 4.6 On 7<sup>th</sup> November I attended the first anniversary of Westminster Time Credits run by Spice and supported by Westminster City Council. The event was a great opportunity to hear about their achievements in the first year, as well as share plans for the future.

##### **Team Westminster Do-It local website**

- 4.7 The Do-It Westminster site continues to run successfully. As of 1st November, there were 407 live opportunities in Westminster. In the week prior to that, 16 people registered their

interest, 24 opportunities and 122 organisations were added. Overall, 1,260 hours have now been logged by volunteers for opportunities in Westminster.

- 4.8 Officers carried out a 6-month review of the website and have worked primarily with Do-It to ensure that the site is maximised and is easy to navigate. One suggested example to improve the site was to ensure that Team Westminster Flagship opportunities are showcased better. Do-It are progressing this by updating the 'Getting Started with Team Westminster' link to include an overview of the three Team Westminster programmes – Ambassadors, Active and Social. Each overview and logo will link off to the relevant "organisation" page, where all opportunities in that programme can be viewed.

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



City of Westminster

## November 2016 Cabinet Member Update

**Meeting:** *Children Sport & Leisure Policy and Scrutiny Committee*  
**Date:** *Prepared in October 2016 based on information as at 30<sup>th</sup> September 2016.*  
**Title:** *City for All, Children and Young People Progress Report*  
**Report of:** *Councillor Chalkley, Cabinet Member for Children and Young People*

### 1 City for All Priorities

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

- As of the 30<sup>th</sup> September 2016, fourteen cases remained open in Westminster and 100% of cases have had joint investigations with the police, this compares to twelve in April 2016. The Multi-Agency Sexual Exploitation (MASE) panel has revised its terms of reference, in order to improve case monitoring and increase focus on perpetrators.

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

- Since April 2016, 41 cases have been referred for early intervention, statutory assessment or child protection intervention. This includes: referrals to Children's Services, women who are seen at clinics and cases still under assessment in the pilot process.
- Clinics continue to run at two sites and discussions are on-going with partner agencies (schools, GPs), regarding individual cases. As a result, the profile of FGM amongst professionals continues to rise.

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

- High levels of support are continuing to be given to ten Westminster young people, identified as victims or witnesses of crime and who are being educated at Tri-borough alternative provision schools (Beechcroft, Latimer or The Bridge).
- Since April 2016, 15 Westminster young people, educated at the Tri-borough alternative provision schools, have been identified as victims and/or witnesses of crime. 100% of the young people identified have engaged via 1-to-1 and group sessions. Nine of the young people (60%) have already reported an increase in self-esteem, confidence and feeling safe. Those that have not reported positive outcomes will continue to be worked with.

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

- Following the introduction of the new national method of reporting Standard Attainment Tests and Assessments (SATs), Westminster set a target above the national standard in reading, writing and mathematics.

- The 2016 percentage of pupils achieving as expected in reading, writing and mathematics for Westminster is provisionally 58%. This is the percentage we are expecting to see in the Performance Tables, following the DfE checking exercise, although the DfE published percentage for Westminster is currently 56% (unvalidated data). The national figure is provisionally 53% and Westminster is currently ranked 34th by the DfE.

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

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

- Following the introduction of the new national GCSE grading structure, the 2016 Attainment 8 target is: **55.0** and the Progress 8 target is: **0.4**. Both targets are above expected to be above national average.
- The 2016 provisional figure for Attainment 8 is **54.2**, which is just short of the target score for attainment 8. However, it must be noted that this is unvalidated data and is likely to change.
- Using the previous measure of percentage 5+ A\*-C, including English and mathematics, current provisional figures indicate a 66% pass rate for 2016, a slight decrease when compared to the provisional 68% in 2015. Currently, Westminster is ranked 10th for this indicator and is 2<sup>nd</sup> highest within Inner London.
- The 2016 provisional figure for progress 8 is 0.32, which represents good performance and is above both the national (0.00) and Inner London (0.17) rates. Nationally Westminster is currently ranked 4<sup>th</sup> for this indicator and is 3<sup>rd</sup> highest of the Inner London boroughs.

	2013	2014	2015	2016	2016 <i>(new national method of reporting)</i>	
	% 5+ A*-C including English and mathematics				Attainment 8 score	Progress 8 measure
<b>Westminster LA</b>	70%	68%	68%	66%	54.9 <i>(provisional)</i>	0.32 <i>(provisional)</i>
<b>National</b>	59%	53%	54%	53%	48.2	0.00
<b>Inner London</b>	63%	60%	60%			0.17

**1.6 We will ensure vulnerable children, in their early years, get the best start in life through implementation of the Early Help Strategy. As part of this, we will ensure that 75% of 2 year olds, in Westminster, will receive a developmental review.**

- Public Health England (PHE) has published their annual statistics for 2015/16 and the first quarter of 2016/17. These statistics have indicated that for the year 2015-16, **53.9%** (1293 of 2397) of 2.5 year reviews were completed in Westminster. This is below the national rate of 73%, but above the London rate of 43.6%. At the end of quarter one, 2016-17, the completion rate had improved to **70.2%**. This remains below the national rate of 76.3%, but continues to be above the London rate of 49.4%. Data for the second quarter is due to be published by Public Health England (PHE) at the end of January 2017.

**1.7 Improve school readiness:**

- We will ensure there are sufficient and flexible two year old places to meet demand from eligible families, increasing the availability of childcare places by 10% to 550 places by March 2017.
- We will actively market the targeted 2 year offer to increase take up of places against the national expectation of 70% take-up.
- We will ensure 95% of Children in childcare settings, at age 2 years old, have an integrated review.
- In July 2016, take up of places increased to 56%, from the previous 37%. During 2015-16, 32 additional places were provided at Essendine (Harrow Road), Paddington Green and Micky Star Children's Centre's.
- In the summer term, 3 & 4 year will be moving into school places during the autumn term, thus, the 2 year old take up rate is anticipated to increase during the Autumn Term.
- A comprehensive marketing campaign is now fully embedded and targeted outreach is being delivered through Family Lives, in conjunction with children's centres. This activity has resulted in an increased number of 2 year old applications being received.
- Capacity building is still ongoing; the places pending at Bayswater Children's Centre are planned to increase, once the remaining capital works have been completed. In addition, the Early Help Service is exploring options for 2 year old delivery at Westbourne and Queensway Children's Centres. Opportunities with other schools are still being explored.
- Contractually, CLCH are commissioned to provide 75% of children, aged 2 years old, with a development review. CLCH have a range of actions underway to improve performance reporting on 2 year checks, which includes ensuring the review is integrated within the Local Authority requirements. At the end of the Summer Term, 65% (144 of 220) of 2 year olds, in the fifteen Westminster nurseries, had an integrated review.

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

- Pilot classes from March/April 2016 were rolled out across Westminster from June 2016; this should lead to an incremental increase in numbers attending the universal offer. Since April 2016, 39 parents have attended Antenatal classes. A Baby Steps group was run between May 2016 and September 2016 and as a result, five parents attended the group and two completed the entire programme. Further discussions are planned to consider if there will be a further roll out of the programme.

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

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

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

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

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

**1.10 We will create a Young Westminster Foundation (YWF), to allow businesses and individuals to play a part in providing services for young people in the borough.**

- The foundation has now been registered as an independent charity and the founding trustees were confirmed in May 2016. Currently, recruitment for the CEO has been unsuccessful, but recruitment will kick-start again in the New Year. Recruitment of membership organisations has been added to the list of key priority tasks for the CEO, once in post.
- Funding from the John Lyon’s Charity (JLC) has been secured for 3 years and funding from Westminster City Council has been confirmed for 2 years.
- Business and other stakeholders are involved in supporting the Foundation and some financial support has been secured. The target is to recruit twenty-five organisations and seventy-five Businesses into the foundation’s membership. A launch event is planned, once the CEO has been recruited.

**1.11 Phase 2 Troubled Families programme: 17% (385) of families will achieve significant and sustained improvement against their qualifying criteria.**

- Work has commenced with 1205 families, with a first year target of achieving significant and sustained progress (SSP) for 364 families. At the end of September, the first Payment By Results (PBR) claim for Troubled Families Phase two was submitted to DCLG. The claim showed significant and sustained improvement against the DCLG qualifying criteria, as 79% of the 182 families have met their mid-year target. Evidencing sustained and significant progress remains one of the main challenges in achieving our target. The next PBR claim date is January 2017, with an additional claim window between February 2017 and March 2017.

**1.12 Young Carers: Number of newly identified young carers referred to the Westminster Access team for assessment.**

- From the 1<sup>st</sup> February 2016, all newly identified young carers are referred to the Access Team for assessment. Since April 2016, nine young carers have received an early help intervention.

**1.13 We will reduce the number of resident adolescents needing to come into care**

- In 2015-16, 23 Westminster resident adolescents, aged 14 to 17 years (excluding UASC status or remand), needed to come into care. This represented a reduction from 28 at year end in 2014-15. Since April 2016, eight Westminster resident adolescents, aged 14 to 17 years (excluding UASC status or remand), have been required to come into care.
- There are a number of actions ongoing to meet this indicator, this includes: examining alternatives to remand for young offenders, the development of a range of interventions linked to the ‘Focus On Practice’ initiative and the development of robust rehabilitation home support packages.

**1.14 Parental Employability Programme: We will encourage parents to attend all sessions and encourage 80% of the original cohort to complete the course**

- The first cohort of fifty-seven learners completed the first ten weeks of the programme in early July and the majority continued the programme in September. Two learners from Queens Park Children’s Centre and one learner from Portman Children’s Centre have progressed to the Level 1 qualification course.

- 1.15 We will support looked after children, of working age and where the council is the corporate parent, into secure adult life. We will ensure: 75% of Care Leavers are in Education, Employment and Training [EET], 50% of Care Leavers participate in Apprenticeships and at least 95% of Care Leavers are in suitable accommodation.**
- At the end of the academic year 2015-16, **76%** of 16 and 17 year olds, and **69%** of 18 to 25 year olds, were in EET. In addition, **26** (15%) were attending university, **19** (11%) were in employment and **6** (3.4%) had completed apprenticeships. **74%** of care leavers are also in suitable accommodation.
  - Since the launch of the Tri-borough work experience programme, steady progress has been made in addressing the issues and barriers around sustained education and training/employment for 16 LAC and care leavers. Despite fluctuating data, analysis of EET performance, at the end of the academic year 2015/16, shows performance is better than the national level for care leavers (58% EET).
  - Young people who are Not in Education, Employment or Training (NEET) are tracked and monitored through a monthly Transitions Panel. Young people are referred to an EET Personal Adviser, who then works intensively with the young person and in addition, each of these young people will receive an EET Action Plan.
- 1.16 We will train fifteen young people with special educational needs to enable them to travel to/from school independently.**
- To date, nine young people have been enabled to travel to and from school independently. This means that the service is on track to meet this target and exceed last year's performance (10). Updates for this pledge are based on the academic school year; the next progress update will be reported at the end of the autumn term.
- 1.17 Twenty-five young people, with special educational needs statements, will transfer to EHC plans.**
- Under the new legislation, all local authorities have reported difficulties in delivering the transfer review programme. These difficulties have been recognised by the DfE and this has been reflected in their amendments to the process. In response, a revised and improved 18-week transfer review process is to be delivered between now and 2018. The SEN Service continues to develop both its own practice and processes to support both LA and CCG partners in delivering their statutory duties under the Children and Families Act 2014. The target of 25 transfer reviews, completed for 2016-17, represents an increase on last year and is expected to be achievable. Since April 2016, there have been 23 transfer review process completed.
- 1.18 We will ensure that children continue to have a choice of nutritious school meals, which achieve and maintain all legislative standards.**
- In 2016-17, Westminster continues to aim for 88% take up of free school meals, by eligible children in Nursery and KS2. We also continue to pursue 55% take up of paid school meals in Nursery and KS2. For overall take up of school lunches within the Council's central contract, the target remains at 70% and 87% for overall take up. At the end of the summer term, the overall take up school lunches, within the Council's central contract, was 76%. This was above the 70% target and is encouraging for the new contract.
- 1.19 We will be more creative in our approach to foster carer recruitment and increase the number of foster carers recruited to 25, by September 2016.**
- The Commissioning Service entered into a partnership arrangement in October 2015 with Cornerstone, a social enterprise organization, to undertake targeted marketing and recruitment for foster carers. This will aim to increase foster carer numbers by September 2016. Cornerstone is now actively working with the Fostering Service to develop new approaches to recruitment; particularly for sibling groups and children with more complex needs. Since October 2015, a new website has been launched, six households have been approved and twelve households are currently under assessment. The number of enquiries for the duration of the project is up at 236, compared to 153 at the same time in 2014/15.

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## City of Westminster

<b>Date:</b>	28 November 2016
<b>Classification:</b>	General Release
<b>Title:</b>	Future delivery of the library service
<b>Report of:</b>	Director of Libraries & Culture
<b>Cabinet Member Portfolio</b>	Sport, Leisure & Community
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	City For All; Medium Term Financial Planning
<b>Report Author and Contact Details:</b>	<b>Mike Clarke x2199</b> <a href="mailto:m.clarke1@westminster.gov.uk">m.clarke1@westminster.gov.uk</a>

### 1. Executive Summary

- 1.1 The report is to advise the Committee of proposed changes to the library service to deliver savings and enhance efficiency. Westminster City Council is committed to keeping all its libraries open and maintaining the current pattern of opening hours and access to services.
- 1.2 The service will continue to be delivered in-house, with a proposed reduction in staffing equivalent for Westminster to 22 full time equivalent (FTE) posts in total. This includes 15 FTE from sovereign service, where the costs are covered wholly by the borough and 7 FTE from the TriBorough shared service which is delivered in an integrated way (by sharing teams and employees in certain parts of the library service) across the three boroughs. Each borough pays a share of the costs of these teams.

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

- (i) Does the Committee have observations on any aspect of the proposals, but particularly around the future role and sustainability of library services?
- (ii) Is there anything the Committee wishes to see in terms of future service delivery that is not currently reflected?
- (iii) What does the Committee think a Westminster Libraries Commission should consider?

### **3. Background**

- 3.1 The Council is committed to keeping its libraries open and maintaining their opening hours and services. At the same time, in common with other Council services, Libraries have challenging financial targets to meet. A saving of £750,000 in the controllable budget of £7,330,000 is required. Achieving the savings targets while also continuing to provide high quality, accessible services will require some changes to the ways in which services are delivered. Since it is likely that the Council will require further cost reductions year on year in future, the proposals have been developed with a view to longer term sustainability.
- 3.2 The major costs in the library service are staff and premises. As the Council wishes to maintain its library estate, the focus has been on reductions in employee costs. IT is another “big ticket” item for the service, since a key reason for visiting libraries is to use computers or wifi but it is also an enabler of change, and whilst there will be efficiencies, it is likely to need continued investment. By contrast, expenditure on stock (books, newspapers, digital resources etc) comprises less than 10% of the total budget.
- 3.3 Westminster is part of the TriBorough arrangements with Kensington and Chelsea and Hammersmith and Fulham councils, which have agreed to collaborate on a number of services including libraries to save money and share expertise. Frontline staff in libraries remain solely working within their own borough, but other services such as stock procurement and cataloguing, schools library services and some parts of the reference service, are shared between the three and costs split out according to an agreed formula. All three councils are looking for savings in their library budgets in 2017/18.
- 3.4 The approach being taken is to remodel Westminster’s library service with a focus on staffing efficiencies and better deployment, to ensure continued high quality services whilst reducing cost. It aligns with changes to the wider TriBorough service and part of the saving is derived from efficiencies in the TriBorough element of the service (management, administration and some frontline services).
- 3.5 Comparative cost of London borough library services

According to the Chartered Institute of Public Finance (CIPFA), Westminster is currently the highest spending library service per resident in England. The table illustrates the spend by 1000 resident population in 2014/15 (the last year for which full figures are available). Although exact amounts may have altered year to year, the relative positions will not.

	Net Expenditure (per 1000 population) excluding capital charges (£)
<b>Inner London Boroughs (Avg)</b>	<b>21,701</b>
Camden	25,542
Greenwich	11,218
Hackney	23,809
Hammersmith & Fulham	16,000
Islington	25,898
Kensington & Chelsea	33,795
Lambeth	16,013
Lewisham	19,014
Southwark	23,005
Tower Hamlets	25,898
Wandsworth	13,001
<b>Westminster</b>	<b>35,781</b>
<b>Outer London Boroughs (Avg)</b>	<b>13,816</b>
Croydon	4,215
Harrow	7,889
Havering	12,125
Richmond-upon-Thames	18,154

Source: CIPFA

It is likely that after the savings proposed are made, Westminster's spend per 1000 population will be £33,792 but since the Royal Borough of Kensington and Chelsea is also making savings in its library budget, Westminster's position as highest spending authority will be maintained. (The figures for Outer London give examples without listing all 20 councils but none exceeds Westminster's expenditure on library services.)

- 3.6 Following careful consideration of options, the three Cabinet Members in Hammersmith and Fulham, Kensington and Chelsea, and Westminster took the decision to proceed with the in-house model for service delivery to meet the target savings for next year. Procuring an external provider was considered, but after initial market testing it was decided not to proceed due to uncertainty about levels of achievable savings and maintaining quality.
- 3.7 All three councils agreed to develop a new operating model to deliver the shared elements of the service and sovereign savings. This has been subject to extensive engagement and consultation with staff, and proposals have been refined and clarified as a result. This report includes details of proposed changes which will shortly go through the appropriate Borough decision

processes, and Members' views are sought, especially on the issues referred to in section 2 above.

#### **4. Detail of the proposed changes**

##### 4.1 Key factors shaping the proposals are:

- The public library sector is in constant change and must evolve to meet future needs with a focus on digital connectivity, knowledge and information, community activities and co-location of services
- Changes in demand for library services: customers requiring more digital and online formats and use of libraries for different purposes, whilst some traditional activities are in decline. However these changes do not happen in a coordinated way and may result in additional cost pressures (eg providing books both in print and e-book formats)
- Library services are changing and evolving in response to wider changes in society – in the way people use and access information and knowledge, the emergence of the digital economy and changes to leisure, study and communications. As a result, library services may change massively eg home access via fibre and virtual reality and new learning techniques could lead to truly disruptive changes in what residents want from services
- The need to be more efficient than ever and transform the library service to meet the councils' common ambitions for community focus, more volunteering and greater commercial income
- The vision for the service is one where people can use library services to “read – learn – connect”, providing resources, support, signposting and the opportunities for people to do things for themselves. This is supplemented by a national set of priorities for public libraries, agreed between central government and local authorities, which set out core offers (reading, learning, digital, information and health) that all public library services will provide. Proposals have been developed that are capable of delivering these.

##### 4.2 It is proposed to make changes to the library service that will:

- Deliver the required level of savings
- Ensure continued high quality of library services, with no closures or reductions in opening hours
- Focus greater attention on volunteering and community engagement, the promotion of health and well-being, and commercial activities that generate income
- Create greater capacity for service planning and development to respond better to the changes ahead and engage more widely with partners in local community organisations, education and businesses

- Integrate the reference and lending functions in order to deliver a seamless service to customers, maximise the use of staff skills and knowledge and enhance workforce flexibility and efficiency

#### 4.3 Details of the proposals

- (i) Service leadership: the reduction of one post at senior management level from four to three and redesigned to include new functions with a strong commercial dimension and shared leadership of the service across the three boroughs.
- (ii) TriBorough service changes: the creation of new roles to drive and support commercial utilisation of library spaces, enhanced volunteering capacity, project management (including external funding) and health and well-being as these are key objectives and priorities for the service.
- (iii) Key changes to the Westminster service: integration of the reference and lending services as a single seamless team. A flatter structure, with fewer operational management roles but clear accountability for each library site. Progression and development for staff from the opportunity to move around the service, whilst retaining specialist skill and knowledge.

4.4 A key area of change is in the roles and responsibilities of frontline staff in the service. Existing librarian and library assistant roles will be integrated to provide a seamless service to customers, through the creation of a new libraries customer service officer role. The new role blends expertise and knowledge from across the service. At present responsibilities for stock and reading promotion, organising events and activities, supporting children's use of libraries and providing answers to enquiries, are split across a number of posts. The traditional demarcation of libraries as "reference" and "lending" is changing as users increasingly want information and reading matter in a variety of formats, are borrowing fewer books but use libraries increasingly to access technology and content, and for study. Integrating staff roles reflects these changes in practice and reality whilst the service will continue to retain specialist knowledge where it is needed. Such integration is a trend that has been observed in many public library services both in the UK and abroad, and is happening both for reasons of efficiency and meeting customer need.

4.5 The reduction in sovereign staff in Westminster is 15FTE, approximately 13 percent of the overall total. The service will take the opportunity to reallocate tasks, streamline processes and deploy the workforce in a more flexible way. It is not expected there will be major changes for library users, as there will continue to be activities, stock and facilities similar to what is currently available, and no libraries will close or reduce overall opening hours. The other reductions are in management and shared services.

4.6 The proposals protect the existing Westminster provision of nine local, community libraries, one standalone children's library and the specialist

services of City of Westminster archives, Westminster music library and the collections of Westminster reference library. Westminster has a good geographical spread of libraries and coverage of its population which exceeds the general standard in England and all residents are within a mile of a Westminster library with many closer than that. Opening hours will remain the same, with a broad and accessible range that enables people from all walks of life to use our libraries, and whilst some savings may be made due to shift to digital and contract savings, the budget for new books and other items will be maintained. There will continue to be expansion of the libraries' digital and online offer, which has grown in importance significantly, providing "access 24/7 anywhere" to a range of library resources, e-books, downloads and periodicals.

- 4.7 Although some of the proposals will be challenging, with changes to staff working practices and the need to examine some policies and processes, this is in sharp contrast to what is happening in a number of other local authorities in England, where library services are under severe pressure and either transferring the operation of smaller libraries to being run entirely by volunteers (such as Lewisham) or outright closures – four out of 10 libraries were shut down by Harrow Council in 2016, and Lancashire is currently consulting residents on closing 29 of its 74 libraries, and converting others to shared use or volunteer-run services.
- 4.8 By contrast, Westminster City Council sees a secure future and a key role for its libraries, at the heart of communities and contributing to City For All priorities on their own and in conjunction with other services. Change will be necessary to secure this, and services are not exempt from the need to cut costs and generate more revenue.
- 4.9 Volunteers, whilst not replacing existing paid staff roles, already play an important part in Westminster's library service delivery. The Council was a pioneer in using volunteers in libraries and according to the Chartered Institute for Public Finance and Accountancy (CIPFA) has a relatively high level of volunteer contribution to the service compared to others. Volunteering in libraries and archives is popular and opportunities are often over-subscribed. Volunteers may contribute specialist skills such as in the archives, or support general library activities. Many volunteers do so as a way of building their job readiness or to give back to communities. Officers work closely with One Westminster to match volunteers and opportunities, and it is intended to grow this work to complement the paid service. For example, developing a befriending aspect to the home library service, which delivers books to elderly disabled residents in their homes, and expanding the provision of homework clubs for children. It is intended that the new operating model will provide greater capacity to recruit, train and support volunteers in a consistent way across the service.
- 4.10 Libraries are seeking to develop greater commercial activity to substitute for revenue funding hire charges and fines. Since it is a legal requirement to provide the core library service free at point of use, other activities have to be looked for. The Council's approach is to consider both smaller scale "quick

wins” such as coffee carts and increasing revenue from room hire in libraries but also wishes to seek larger scale commercial partnerships and to “sweat the assets” especially where costly buildings are under-utilised and provide opportunities for commercial use of space. This requires working in collaboration with the Council’s property, planning and economic development officers, but also resource within the service to focus on development of new income streams and work with commercial partners. The proposed operating model includes dedicated support for this area of work.

## **5. Consultation, engagement and the proposed Commission**

- 5.1 Staff in the service have been consulted extensively before proposals were developed and during formal engagement. A series of workshops was held during the summer with over 100 employees from the three boroughs attending at least one of the sessions. There have been focused sessions on specific services, involving colleagues from finance, public health and children’s services alongside library staff.
- 5.2 Implementation of most of the changes is planned for January – March 2017, in readiness for the new financial year. Staff affected are being given full support and the Council’s policy remains to avoid compulsory redundancies if at all possible.
- 5.3 The Cabinet Member is considering establishing a Westminster Libraries Commission to consider and advise on the longer term future of library services and diverse community needs in a rapidly changing environment, following on from the implementation of the current proposals, looking forward perhaps 5-10 years. It is expected it would start work in early 2017, reporting back later in the year. Membership is proposed to include elected Member, community and staff representation and external expertise. The terms of reference are being developed but a proposed remit for the Commission may include:
  - Refine the vision for libraries and archives over a defined timeframe that will support key decisions
  - Consider the challenges, pressures and opportunities in the public library sector, local government, publishing and IT industries and local factors within the City of Westminster
  - Consider the interrelationship with other council and public services and partners
  - Help shape a strategy that informs future direction and development of the service relating to library buildings, digital provision and services and advise on how it can adapt and change so that it continues to be relevant, affordable and attractive
  - Support the Council’s ambition for a positive, engaged dialogue to drive change and increase confidence at a time of challenge and uncertainty

## **6. Health and wellbeing implications**

6.1 Libraries can play an important role in supporting healthy communities by:

- Providing information about healthy living and lifestyles, and signposting people to other services for support and advice
- Helping support mental health by providing social interactions (such as reading groups) and resources (Books On Prescription) to help people understand and deal with their condition
- Hosting health activities and events – over 1000 last year in the TriBorough libraries including general well-being, smoking cessation, cancer support, diabetes information
- Promoting a culture of self-help and mutual support, and assisting people to access services

6.2 The role of libraries is recognised through public health funding which supported work in Westminster's libraries and was rolled out to the other two TriBorough services in 2012. Colleagues in public health have been consulted on developing the future model for libraries, including incorporating the principles of Making Every Contact Count in staff roles and duties.

## **7. Financial Implications**

7.1 Savings of £750,000 in total are required from April 2017/18. The cost of the service is currently £9,574,000 of which the controllable element is £7,333,000. The target savings can only be made from the controllable budget and this amounts to 10% of the controllable budget.

7.2 Significant savings have been achieved in recent years with targets as follows, including significant savings from the TriBorough arrangement.

- 2013/14 - £260,000
- 2014/15 - £278,000
- 2015/16 - £0
- 2016/17 - £555,000, including £538,000 for digital transformation savings

## **8. Risks and mitigations**

8.1 Risks will be confirmed and mitigated following the consultation procedure. The programme planning process includes risk management.



## **9. Comments of the Director of Legal Services**

- 9.1 On the basis of the instructions I have received and the contents of this report, it appears that the Council has complied in a timely way with its statutory duty to inform and consult the relevant trade unions and is complying with its duty to consult with individual members of staff about the proposed redundancies and possible alternatives to it. The Council will doubtless be advised by HR of the requirement to make any contractual redundancy payments and provide the required contractual notice or pay in lieu of notice, as appropriate. Early payment unreduced pension benefits may be triggered if staff qualifying under the LGPS Regulations are made redundant. (John Clinch, Senior Employment Solicitor.)
- 9.2 Provision of public libraries remains a statutory duty of local government, under the terms of the Public Libraries Act 1964

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

## **BACKGROUND PAPERS**

None for the purposes of this report.

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City of Westminster

## Children, Sports and Leisure Policy Scrutiny Committee

<b>Date:</b>	28 <sup>th</sup> November 2016
<b>Classification:</b>	General Release
<b>Title:</b>	<b>School Performance Report for 2016</b>
<b>Report of:</b>	Ian Heggs Director of Education
<b>Cabinet Member Portfolio</b>	Children's Services
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	
<b>Report Author and Contact Details:</b>	Richard Stanley Deputy Director Richard.Stanley@rbkc.gov.uk

### Executive Summary

The purpose of the report is to provide members of the committee with an opportunity to examine the overall Westminster school Key Stage, GCSE, A level and Ofsted outcomes this year, and to review the Local Authority service priorities that have been identified for supporting school performance.

All Key Stage 2 and GCSE data is provisional and although Key Stage 2 represents local data which is expected to be close to the final published DfE data in December, GCSEs are as currently published by the DfE although are expected to be one or two percentage points higher when Performance Tables are published in January 2017. Final individual school level data is published by the Department for Education for primary schools in December and secondary schools in January. Members of the committee will be sent this information separately when it is published.

### Key Matters for the Committee's Consideration

The committee are requested to note and comment on:

- How well Westminster primary and secondary schools, and specific groups of children, have performed against the new outcome measures;
- The Local Authority Service priorities that have been identified for supporting school performance;

and to make recommendations for service actions.

## **SCHOOL PERFORMANCE REPORT 2016**

### **Summary**

- 1.1 This year new tests and measures were introduced in primary and secondary schools. At Key Stage 2 in particular this has brought about significant changes in the outcomes and schools reported the new tests as being more challenging than previous.
- 1.2 The headlines on the performance of Westminster schools are:
- Gaps in outcomes for children and young people with English as an Additional Language, Special Educational Needs and in receipt of the pupil premium remain smaller than the national gaps
  - Looked after children continue to make good progress
  - There has been a very good improvement in the percentage of children in the reception year assessed as being at a good level of development
  - Overall performance at all Key Stages in schools in Westminster continues to be above national averages, and high in relation to other London boroughs
  - In the primary Key Stage 1 teacher assessments, the percentage of primary children achieving as expected in reading, writing and mathematics and remains above national
  - In the new primary Key Stage 2 tests, Westminster's performance is above the first reported national average for the number of children reaching the expected standard in reading, writing and mathematics
  - At Key Stage 4, Westminster has maintained the previous high position for GCSE performance against the new performance measures;
  - The proportion of schools judged to be good or outstanding has over the year continued to improve and is well above national averages.

### **Performance of groups**

#### **Looked after children**

- 2.1 As part of the corporate parenting role, the outcomes and progress of looked after children are carefully monitored and the council's Virtual School works closely with schools to support their progress and achievements. In reviewing performance, numbers in each cohort are very small and the profiles vary significantly. This tends to cause wide variations in the outcomes against the standard test and exam outcomes from year to year.
- 2.2 Historically Westminster looked after children have achieved much better outcomes than looked after children nationally. This reflects the effective strategies put in place by professionals, including the Virtual School; these include consistent and robust identification of needs through effective Personal Education Planning, and targeted support using Pupil Premium funding. A full report on the outcomes of looked after children were presented in the annual report to the Policy and Scrutiny Committee on 17<sup>th</sup> October. The headline Key Stage 2 and 4 results are set out below.
- 2.3 At Key Stage 2 there were twelve eligible pupils in the cohort that took this year's new tests. Four pupils (33%) achieved at the new expected standard in

reading, and three (25%) achieved at the expected standard in mathematics. As reported in the annual report, a higher proportion of this cohort were also close to the achieving the scaled score of 100 in reading and mathematics.

- 2.4 At GCSE level, there were sixteen eligible pupils in the cohort. This cohort included a range of pupils, including five unaccompanied asylum seeking children who entered care in Key Stage 4 and whose English meant that they were unable to achieve the higher GCSE grades. Overall three pupils this year achieved five GCSE grades A\*-C including English and mathematics (19%) and eight achieved 5+ Grades A\*-G (50%). All pupils achieved at least one graded result. Progression to post 16 education and training continues to be above national averages.

### **Children with Special Educational Needs and Disabilities (SEND)**

- 3.1 The percentage of children with special educational needs and disabilities (SEND) in Westminster primary schools is above national averages, and well above in Westminster secondaries. Through school actions and statutory assessments, additional support is focused on this group to help progress and to narrow the gap in achievement with their peers.
- 3.2 Gap data on school outcomes for children with SEN show that at both primary and secondary level the difference between the achievements of children with SEN and their peers is less than the national average.
- 3.3 At Key Stage 2, 22% of children with SEN achieved the expected in reading, writing and mathematics compared with the national average of 14%. While the gap nationally between SEN and non-SEN was 45% in Westminster, it was 48% nationally.
- 3.4 At GCSE, 45% of children and young people with SEN achieved A\*-C grades in English and mathematics in Westminster compared to 22% nationally. The GCSE gap for this indicator in Westminster was 36% compared with the 42% national gap.

### **Pupils in receipt of Free School meals, with English as an additional Language (EAL) and from an Ethnic Minority**

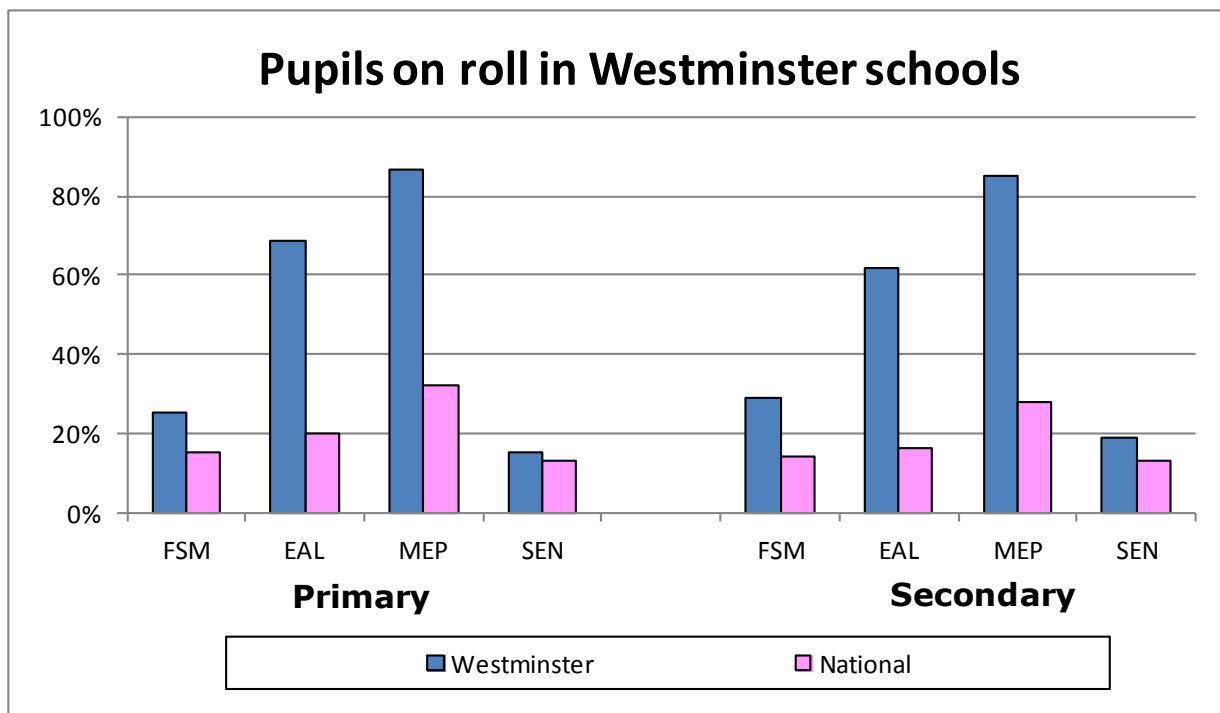
- 4.1 Along with children looked after; entitlement to free school meals is used as the main measure of social disadvantage by the Department for Education. In Westminster primary schools in 2016 the percentage of pupils entitled to a free meal (25%) was considerably above the national average (15%). At secondary schools the percentage of pupils entitled to a free meal (29%) was again well above the national average (14%). All schools receive additional pupil premium funding to support the progress of pupils entitled to free school meals, and are expected to target this funding towards supporting the progress of this group and to publish their pupil premium spending on their websites.
- 4.2 A key performance indicator is the gap between pupils entitled to free school meals and their peers. For Westminster this gap is considerably less than the 2015 national percentage for both primary (Key Stage 2) and secondary (GCSE). At Key Stage 2 50% of pupil premium pupils achieved the expected standard in reading, writing and mathematics compared with the national

average of 38%. While the gap nationally between pupil premium and non-pupil premium pupils was 16% in Westminster, it was 22% nationally. At GCSE, 77% of pupil premium pupils achieved Grades A\*-C grades in English and mathematics in Westminster compared to 41% nationally. The GCSE gap for this indicator in Westminster was 11% compared with the 23% national gap.

- 4.3 In primary schools in Westminster, the percentage of pupils speaking English as an additional language (69%) was over three times the national average of 20% and 87% of pupils were from an ethnic minority (compared with 32% nationally). In secondary schools the percentage of students speaking English as an additional language (62%) was nearly four times the national average of 16%. Additionally, 85% of pupils were from an ethnic minority (compared with 28% nationally).
- 4.4 The performance of pupils who speak English as an additional language (EAL) and those who speak English as a first or only language (non EAL) in primary and secondary schools was high in comparison with national results for this group. Overall attainment for this group at primary level was above national (56%, compared with 52%). At GCSE, again, Westminster EAL pupils (72%) performed above EAL pupils nationally (60%). Given that over a half of EAL speakers can arrive in primary school with little or no fluency in English this is a very good achievement. There is however a larger gap locally (6%) between this group and other pupils in primary schools when compared with the national gap (2%). Primary schools have also reported that the challenging new reading tests have had a particular impact on EAL pupils' outcomes.
- 4.5 At both Key Stages 2 and 4 all of the sixteen main ethnic groups which had at least twenty pupils performed above, or broadly in line with, the national percentage for that group in terms of achieving as expected in reading, writing and mathematics (Key Stage 2) and in achieving Grades A\*-C in English and mathematics (Key Stage 4).

#### 4.6 Pupil groups on roll in Westminster schools

Percentage of pupils by group in Westminster schools



**Key:**

- FSM Free School Meals
- EAL English as an Additional Language
- MEP Minority Ethnic Pupils
- SEN Special Education Needs

#### 4.7 The performance of pupil groups compared with peers and nationally: Gap analysis

Key Stage 2 - Percentage expected or above in reading, writing and mathematics	Pupil Premium	Non Pupil Premium	premium gap	Special need	No need	Special need gap	EAL	non EAL	EAL gap
Westminster 2016	51%	67%	-16%	22%	67%	-45%	56%	61%	-6%
National 2016	38%	60%	-22%	14%	62%	-48%	52%	54%	-2%

Key Stage 4 - A*-C in English and mathematics	Pupil Premium	Non Pupil Premium	premium gap	Special need	No need	Special need gap	EAL	non EAL	EAL gap
Westminster 2016	66%	77%	-11%	45%	81%	-36%	72%	69%	3%
National 2016	41%	64%	-23%	22%	64%	-42%	60%	62%	-2%

## Overall School Performance

### Primary Schools

#### Foundation Stage

- 5.1 The percentage of the Reception cohort with a 'good level of development' was 69% in Westminster; this was the same as the national figure and represented a four percentage point increase compared with 2015.

#### Key Stage 1 and Key Stage 2 changes

- 5.2 In 2014, the primary curriculum was fundamentally reformed and has been taught for less than two years prior to this year's assessments which have been the first against the new, more challenging, curriculum standards. These assessments no longer use 'levels'. There are teacher assessments against 'expected standards' in reading, writing and mathematics at Key Stage 1 and Key Stage 2. These assessments have been supported by the interim national curriculum assessment frameworks which allow teachers to analyse pupils work against the standards. There are also externally marked tests in reading and mathematics at Key Stage 2 which are measured by scaled scores (where a scaled score of 100 or above indicates the national standards have been met or exceeded).
- 5.3 As these assessments and standards are new this year; comparison with previous years is therefore not possible and the Department of Education has advised against trying to make these comparisons. The main comparator therefore is with this year's national averages.

#### Key Stage 1

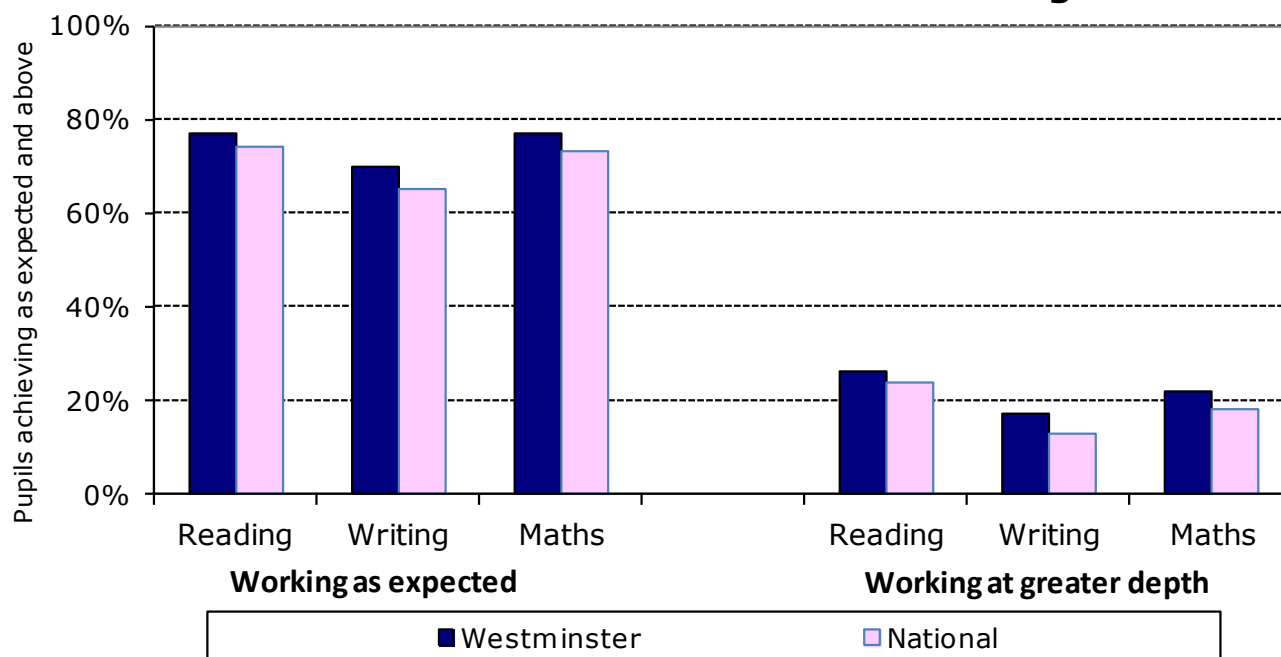
- 5.4 The percentages of pupils assessed at working at the expected standard at Key Stage 1 was above the national averages in reading (77%, compared with 74%), in writing (70%, compared with 65%) and in mathematics (77%, compared with 73%).
- 5.5 The percentages of pupils assessed at working at greater depth at Key Stage 1 was also above the national averages in **reading** (26%, compared with 24%), in **writing** (17%, compared with 13%) and in **mathematics** (22%, compared with 18%).

#### 5.6 Key Stage 1: teacher assessments comparison with national averages

	WESTMINSTER			NATIONAL		
	reading	writing	maths	reading	writing	maths
Working as expected	77%	70%	77%	74%	65%	73%
Working at greater depth	26%	17%	22%	24%	13%	18%



## Key Stage 1 - 2016 Westminster and the national average



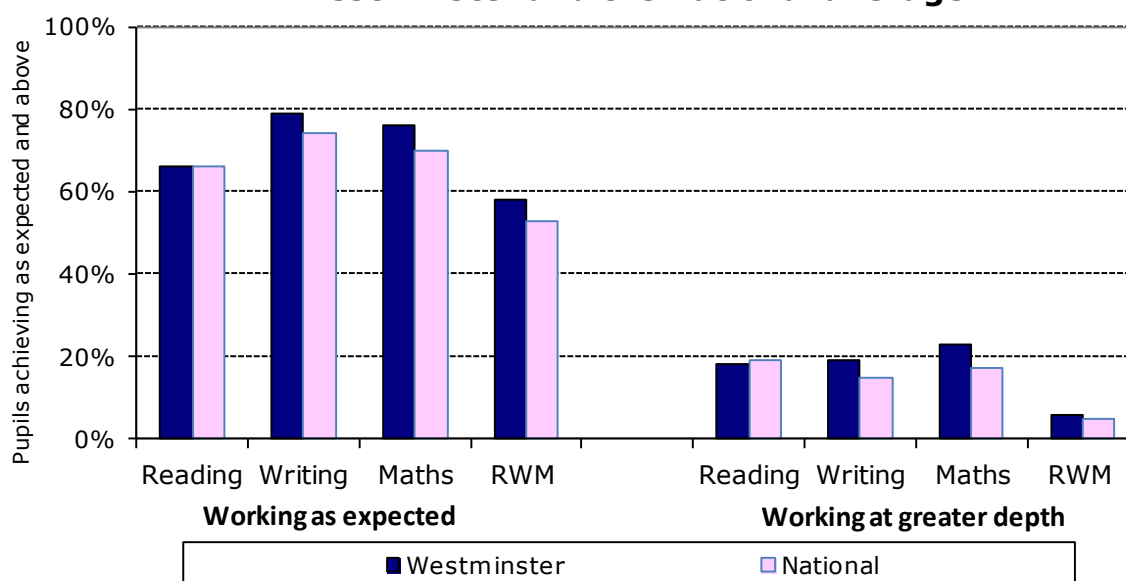
### Key Stage 2

- 5.7 The overall percentages of pupils assessed at working at the expected standard at Key Stage 2 was above the national averages in reading, writing and mathematics overall (58%, compared with 53%), in writing (79%, compared with 74%) and in mathematics (76%, compared with 70%) and the same in reading (66%).
- 5.8 The percentage of pupils assessed at working at greater depth at Key Stage 2 was also above the national averages in writing (19%, compared with 15%) and in mathematics (23%, compared with 17%) but below in reading (18%, compared with 19%).
- 5.9 In tests, scaled scores were above the national averages in mathematics (104.3, compared with 103.0) but below in reading (102.6, compared with 103.0).
- 5.10 Progress scores were also considerably above the national average, standardised to zero, in reading (0.5), in writing (1.5) and in mathematics (1.5). (The range being -10 to +10 with a national mean average of '0')
- 5.11 Across individual schools there were a range of outcomes across the three subject areas. Some schools saw a dip in their results in reading, an area where the new tests were reported to be particularly challenging, most noticeably for EAL pupils. This has been identified as an area for development and further professional support.

### 5.12 Key Stage 2: Tests (reading and mathematics) and teacher assessments (writing) comparison with national averages

	WESTMINSTER				NATIONAL			
	reading	writing	maths	RWM	reading	writing	maths	RWM
<b>Working as expected (Tests and TAs)</b>	66%	79%	76%	58%	66%	74%	70%	53%
<b>Working at greater depth (TAs only)</b>	18%	19%	23%	6%	19%	15%	17%	5%
<b>Scaled Score (Test only)</b>	102.6	-	104.3	-	103.0	-	103.0	-
<b>Progress</b>	0.5	1.5	1.5	-	0.0	0.0	0.0	-

**Key Stage 2 - 2016  
Westminster and the national average**



## Secondary Schools

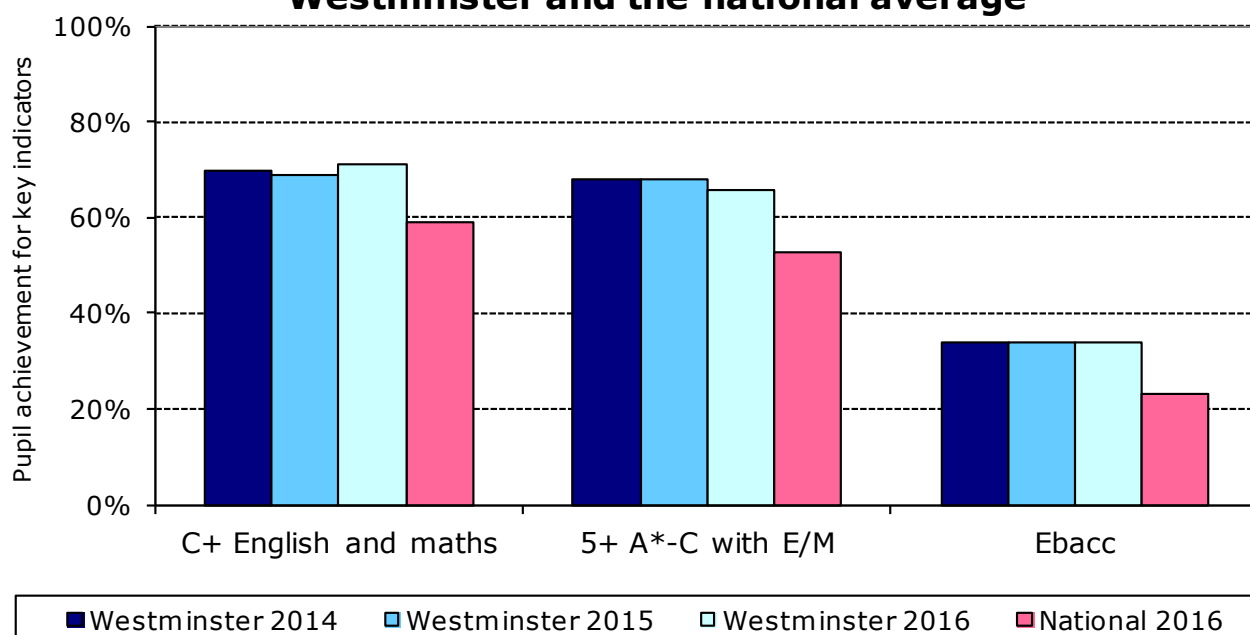
### GCSE

- 6.1 In 2016 the reporting requirements for GCSE have also changed. The 5 or more GCSEs at Grades A\*-C with English and mathematics measure is no longer a headline performance indicator.
- 6.2 The four key performance indicators are now:
- **Attainment 8** (a score based on points for eight main subjects where A\*=8 - G=1)
  - **Progress 8** (standardised score to a national average of zero, based on the GCSE points that would be expected, given prior attainment at KS2)
  - **A\*-C in English and mathematics**: the percentage of students achieving a pass grade in English and mathematics
  - **English Baccalaureate – Ebacc** (a measure based on a combination of English, mathematics, science, a language and a humanities subject).
- For each of these measures (and the previous performance indicator) the performance of Westminster schools in 2016 is set out below.
- 6.3 On the Attainment 8 measures Westminster schools scored 54.2 (an average Grade C+). This compares well with 48.2 national figure (an average Grade C-). The Westminster Progress 8 score was also positive (0.3) which was above the standardised national score of zero. This means that Westminster students were making better progress than the average student nationally that had similar starting points.
- 6.4 71% of students achieved an A\*-C grade in English and mathematics. This is an improvement of two percentage points on the previous year and twelve percentage points above the national average of 59% for this measure.
- 6.5 Relative to this national average for Ebacc, Westminster schools achieved very well in 2016 with 34% of students achieving this standard. Nationally only about a fifth of students (23%) achieve this standard; this is largely due to the challenge of students attaining the expected grade in all the specified subjects either because of the GCSE options taken by students or the particular difficulties with regard to attainment in certain subjects such as languages.
- 6.6 In the DfE national release for GCSE results for 2016, Westminster was provisionally ranked 4<sup>th</sup> highest nationally for progress 8, and in the top 20 boroughs nationally for all the other key performance indicators.

## 6.7 GCSE Performance indicators: Westminster compared with national and inner London averages

	WESTMINSTER			NATIONAL			INNER LONDON
	2014	2015	2016	2014	2015	2016	2016
<b>Attainment 8</b>	-	-	<b>54.2</b>	-	-	<b>48.2</b>	<b>51.0</b>
<b>Progress 8</b>	-	-	<b>0.32</b>	-	-	<b>0.00</b>	<b>0.17</b>
<b>Grade C+ English and maths</b>	70%	69%	<b>71%</b>	56%	56%	<b>59%</b>	<b>65%</b>
<b>Ebacc</b>	35%	34%	<b>34%</b>	23%	23%	<b>23%</b>	<b>30%</b>
<b>5+ A*-C with EM</b>	68%	68%	<b>66%</b>	53%	54%	<b>53%</b>	<b>58%</b>

### Key Stage 4 - 2016 Westminster and the national average



## A Level

6.7 For A Levels, the percentage of papers awarded a Grade A\*-B was provisionally 59% in 2016 (which was above the 2016 national average of 53%), and those achieving the highest grades (Grade A\*-A) was 32% (also above the national average of 26%).

6.8 A level performance relative to GCSE performance has previously been raised as an issue. Where appropriate these outcomes are reviewed as part of Local Authority Lead Adviser performance discussions with individual schools and

would also feature in OFSTED inspections. Overall the Westminster results have increased this year against each grade measures with the percentage of qualifications graded A\*-A making a particular improvement from 28% to 32%. Roughly a third of all A Level qualifications were therefore awarded one of the two top grades in 2016.

## 6.9 A level results compared with national averages

	WESTMINSTER		NATIONAL
	2015	2016	2016
<b>A*</b>	<b>10%</b>	<b>11%</b>	<b>8%</b>
<b>A*-A</b>	<b>28%</b>	<b>32%</b>	<b>26%</b>
<b>A*-B</b>	<b>57%</b>	<b>59%</b>	<b>53%</b>
<b>A*-C</b>	<b>80%</b>	<b>81%</b>	<b>77%</b>
<b>A*-D</b>	<b>93%</b>	<b>95%</b>	<b>92%</b>
<b>A*-E</b>	<b>99%</b>	<b>99%</b>	<b>98%</b>

## Participation in post 16 education and training

7.1 Most young people at 16 transfer successfully into post 16 education, training or employment. In July 2016 participation rates for Westminster school leavers (97.8%) were above the London (92.3%) and national (87.8%) averages. The majority of school leavers also (95.6%) fulfilled their duty to participate through full-time education or training within a school sixth form, sixth form college or further education. The proportion of young people who started an apprenticeship (2.2%) however is below the London average (2.6%) and national average (5.1%). Increasing the number of young people on apprenticeships is receiving particular attention in Westminster in both creating local apprenticeship opportunities and making young people in schools and colleges aware of this education and training pathway. This has been the priority for the joint working that is taking place between the Westminster employment service and education services.

## Ofsted Inspection Outcomes

8.1 Westminster has continued to improve the proportion of schools rated outstanding or good by Ofsted inspectors. Currently at 97% this is well above the most recent national average of 86%. The table below shows the current picture.

OFSTED Outcomes	Westminster (2015/16)	National (2015/16)
<b>Outstanding/Good</b>	<b>97 % (59 schools)</b>	<b>86%</b>
Outstanding	36% (21)	21%
Good	61% (36)	65%
Requiring Improvement	2% (1)	13%
Inadequate	2% (1)	1%

- 8.2 Translated into numbers of pupils in the borough, 92% (20,610 out of a cohort of 22,339) of children and young people in Westminster now attend a good or outstanding school. This compares with a percentage of 86% of children and young people attending good or outstanding schools nationally.

### **School Performance: Local Authority Service Priorities 16-17**

- 9.1 The Tri-borough School Standards Service in the Education Department leads on providing the council support for school improvement in Westminster. In line with the local framework for school improvement this service allocates a lead adviser to each school to provide support and advice. The lead advisers undertake core visits to all Westminster state schools, both maintained schools and academies, and help with schools accessing the additional 'buy back' services that the Education Department offers.
- 9.2 Having reviewed the school performance this year, the following service priorities have been identified for maintaining high school standards in Westminster:
- To improve Key Stage 2 primary outcomes by targeting additional support for schools who performed relatively less well in 2016, providing training in curriculum areas where the new assessments have been challenging (particularly reading comprehension), ensuring support for EAL learners and promoting cross school assessment moderation against the reading and writing standards;
  - To ensure partnership arrangements with academies and the Regional Schools Commissioner enable the service to challenge and support school performance in academies;
  - To support and advise secondary schools on their raising achievement plans, including the provision of a best practice workshop and the continuation of the education excellence grant (with each school being allocated 5K to support their plans in 2016-17);
  - To support secondary schools with offering effective independent advice and guidance on the range of post 16 pathways, including apprenticeships;
  - To continue to target local adviser interventions and support to schools requiring improvement or at risk of requiring improvement in order to maintain high levels of good and outstanding education provision;
  - To continue the drive to improve outcomes for looked after children through supporting the work of the Virtual School;
  - To enhance the quality and consistency of support for SEN support children;
  - To establish robust plans for the financial sustainability of the additional discretionary 'buy back' traded services to schools;
  - To work with schools to strengthen school to school best practice networks and partnerships, and to make sure all schools can access learning from the best practice in high performing local schools and the offer from the teaching school alliances;
  - To continue to support schools with their teacher recruitment and retention strategies to make sure that they are able to recruit the best teachers and leaders for our schools.

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



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