

# CREATING A **FAIRER** WESTMINSTER

Annual Social Care Self-Assessment

April 2022 – March 2023



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## 1.1 Message from the Senior Leadership Team

“It has been an enriching and challenging year post-pandemic. We recognise the incredible work done by our social work teams and the support that they provide to enable children and young people in our borough to thrive.”

Our staff are continually striving to do better, to be better and to test new approaches whether that is working with vulnerable young people to prevent serious youth violence and criminal exploitation, with schools, families in need of support, young people with Special Educational Needs and Disabilities or our latest pilot ‘Black Fathers Unheard’. You can see some of the highlights in the Innovation section on page 9.

The past year has been one of real change for our families and communities. The Council has continued to invest in Children’s Services by introducing new initiatives to increase fairness and equality for Westminster families. Go to page 14 to read how we champion equity, diversity and inclusion in our workforce, in our social work and how this impacts our communities. Over the past year, Ofsted have separately inspected our arrangements to protect children from extra-familial harm (also called contextual safeguarding). Outcomes continue to reflect strong practice and leadership.

The voices of our young people play a central role in shaping our services, such as in our new Children and Young People’s Plan where over 130 young people shared their thoughts to create our new three-year priorities - head to page 4. Over the next three years, government reforms are aiming to change the way the social care system works. In Westminster, we endorse the review’s focus on making sure children grow up in loving, stable, and safe families; with the same foundations being provided for those living in their own families and those growing up in care and we are in a strong position to lead some of these key reforms. You can find the areas that we need to pay specific attention to on page 17.

**Sarah Newman**, Executive Director of Bi-borough Children’s Services

**Nicky Crouch**, Director of Family Services and Registrars

**Ian Heggs**, Director of Education

**Annabel Saunders**, Director of Operations and Programmes

## 1.2 Note from a Young Person

Having been supported into independent living through the Westminster Leaving Care Team at 18 and supported to continue my education until 25, I feel humbled to be where I currently am as a care leaver. When I received a tenancy and the keys to my flat 5 years ago, this was a game changer and in the last few years, it has given me a platform within which I’ve been able to find my feet with my career.

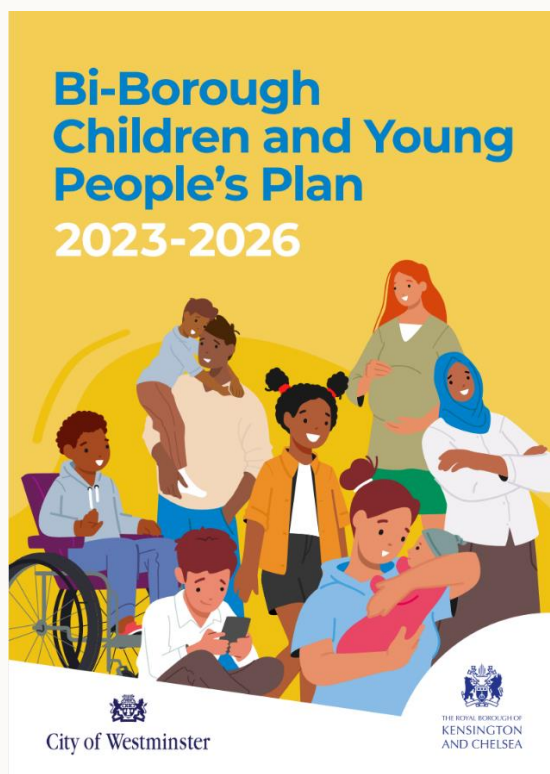
I’m currently in my final year of a Paramedic Science Masters and soon to be working as a qualified paramedic with the London Ambulance Service, a role I will be truly proud to reach. I could not have gotten to where I am without those around me. The support of the staff within the Westminster Leaving Care team has been unmatched, always available for a chat when needed and with multiple events every year seeing the consistent faces within the team, always giving me unwavering kind messages of support. With this, it ever inspires me to make them proud.

With regular meetings with my personal advisor and meet-ups with other care leavers regularly planned by the service, I always know I have somewhere to turn. The Westminster ‘Life After Care’ team wear their hearts on their sleeve for all of us care leavers, and I’ll forever keep pushing on thanks to them.

**Ashleigh**, a Westminster Care Leaver

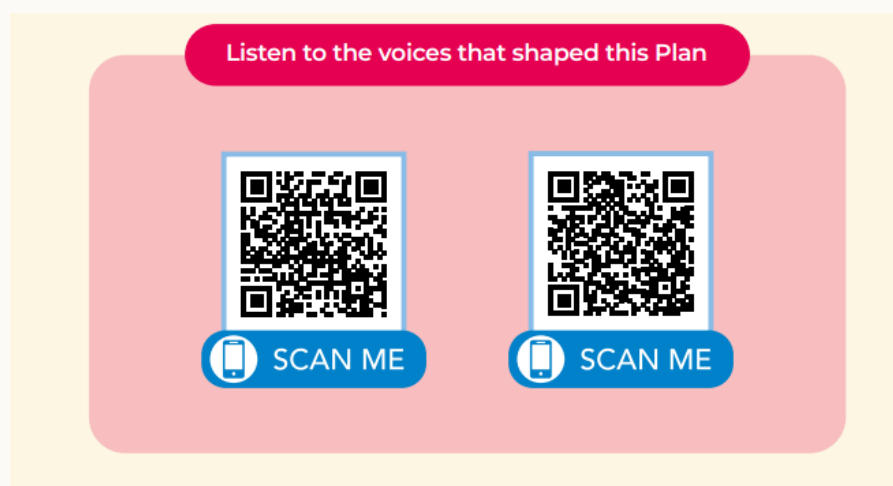
## 2.1 Our Vision and Priorities: the new Bi-borough Children and Young People’s Plan

Strong families are at the heart of strong communities in Westminster, and we believe that by intervening at the earliest opportunity and the lowest level of intervention, we can affect positive outcomes and create lasting change. This approach has enabled our relational (systemic) practice model to evolve and mature, and we are pleased that Ofsted remarked in June 2022 that **“a robust prevention agenda, effective early intervention and multi-agency support, are embedded across services”** and that **“an impressive range of activity programmes and support is available for children through schools, early help, youth and community services”**. We believe in keeping as many children as possible safe and happy within their families where it is appropriate to do so because this is what is best for them. In the minority of cases where this is not possible, our focus is on stable, permanent care whilst sustaining family relationships and contact.



In January 2023 we launched an ambitious new Children and Young People’s Plan which sets out the priorities for Children’s Services over the next three years and how we will work to achieve better outcomes for children and young people.

More than 130 children and young people aged 11-25 participated in a series of workshops; these groups included our Children in Care Council, the Young Westminster Foundation, Westminster Youth Council, and a variety of youth clubs and holiday and food activity provisions. Issues of equality, diversity and inclusion emerged as a key theme throughout the engagement with young people, as well as the environment, learning skills for the future and transitions to adulthood. These are reflected at the heart of the plan and have shaped our key priorities for Children’s Service over the next three years. The success of the plan will be measured by a Youth Forum, convened at the end of each year, to bring young people together to scrutinise and review progress. Children’s Services will also publish data quarterly to ensure services and support for young people are being delivered effectively.



## 2.2 Delivering the Vision

Our vision is to deliver excellent services that enable all children and young people to reach their full potential including those who are most vulnerable.

### **Our Priority Outcomes for the next three years:**

- **Priority One**  
All children have the best start in life, needs are identified and supported early, and they are school ready at five.
- **Priority Two**  
Children and young people have access to high-quality education and training opportunities, have good attendance at school and achieve their full potential.
- **Priority Three**  
Children and young people feel safe and are protected from serious youth violence, harm, harmful practices, abuse and neglect at home, online and in the community.
- **Priority Four**  
All young people, and particularly those who are vulnerable can realise their ambitions and take advantage of opportunities and life skills which prepare them for adulthood.
- **Priority Five**  
All our young people feel listened to, empowered to take action and have opportunities to co-produce/co-design services that affect them.
- **Priority Six**  
All children and young people are happy and healthy, with access to a diverse range of activities and opportunities to support their physical, mental health and emotional well-being within the post-pandemic context, environmental challenges and rising cost of living pressures.
- **Priority Seven**  
Children and young people affected by the Grenfell tragedy continue to be supported. The Council, NHS and commissioned voluntary sector providers learn from their experience of the past five years and work together to ensure support is effective for children and their families.

### **The principles that guide our decisions and underpin how we will deliver these priorities are as follows:**

- Children and young people are at the heart of what we do.
- We believe in children growing up in their own families and work to make this happen while keeping them safe.
- We deliver the right service at the right time for sustainable change.
- We promote independence and achievement, enabling families to be ambitious.
- We understand that good relationships are crucial and promote this through our systemic practice model and a trauma-informed approach.
- We listen to front-line staff.
- We are committed to Bi-Borough working.
- We accept and work with risk more creatively.

### 3. What our Children and Young People say

We want all our young people to feel listened to, feel empowered to act and have opportunities to co-produce/co-design services that affect them. There is now much more of a focus on the quality of this engagement; we have become better listeners and more creative in facilitating conversations as we did in our imagined futures workshops to develop the new Children and Young People's Plan and through investing in participation and co-creating strategies such as the Westminster Guardian's Strategy and pledges. Examples of the direct feedback we received include:

- An 8-year-old said, ***"I like my social worker as she looks like us, speaks our language and is helping us get a bigger house."***
- A Looked After Young person said, ***"I have been supported by the Council as they have given me a career advisor."***
- Young Assessor's programme: ***"My favourite part was being able to voice my opinion on the changes that need to be made to youth clubs in the borough and knowing that the council wants to make changes and to include young people in the changes they make."***
- ***"We need a curriculum for life so that we have skills for adulthood."***
- Two sisters told us what they liked about their social worker: ***"She's really nice and makes sure I know I have a say" and "[she] gives me an opportunity to talk about stuff that's hard to talk about."***
- ***"There should be more engagement with children and youths at school to find out what support they need to succeed."***
- Early Years, ***"The best thing she helped me with was getting over my fear to be happy again. All of us need a little help from time to time and when someone steps in to lend a hand, often they don't realise how much their help meant."***
- ***"No matter where you're from, your background, youth groups provide a space where your voice can be heard."***



## 4. Needs Analysis: Managing Rising Demand and Complexity

Emerging from the pandemic there have been a number of challenges facing families and the services that support them. Cost of living pressures, a drop in attendance at school for some children, and a rise in concern for young people's mental health are issues affecting increasing numbers of children and families. We know that larger families, single-parent families and families from the global majority are most affected. One in four children in Westminster are now living in poverty and additional support is being provided to ensure children and families have the support they need, including a universal free school meal offer, a school uniform grant, holiday activities and food during half term school holidays. There is wrap-around support to contingency hotels providing accommodation to refugees and an enhanced library offer encouraging reading and providing books in a number of different languages as well as after-school and homework clubs.

Across our social care service, we have seen an increase in children becoming subject to protection plans and teenagers becoming looked after. Social workers are reporting increased complexity in the issues families are facing, including food and fuel poverty, mental health issues and domestic abuse. These issues are not unrelated and require coordinated support across education settings, health agencies and our social care provision.

- **We have seen a 10% increase in the number of Children in Need (CIN) since February 2023**
  - In May 2022, we were supporting 671 CINs.
  - In April 2023, we were supporting 719 CINs.
- **As of April 2023, we had 86 children on Child Protection Plans**
- **We have seen a 10% decrease in Child Protection plans since April 2022: however, it this figure still represents a 69% increase in CP Plans compared to April 2021.**
- **We have seen a 16% rise since April 2022 in the number of families accessing Early Help Services**
- **In 2020 to 2021 there were 11 entries of local Looked After Children (LAC) entries to care for children aged 16+**
- **In 2022 to 2023, there were 25 entries of local Looked After Children (LAC) entries to care for children aged 16+**
- **As of March 2023, we have 182 Looked After Children in Westminster.**
  - 85% of our Looked After Children are of a global majority ethnicity.
  - Over 33% are age 14+
  - 25% of our Looked After Children are Unaccompanied Asylum-Seeking Children (UASC)
  - 79.3% of our Looked After Children are in long term placements of 2.5+ years.
- **We have 343 Care Leavers: 210 were formerly UASC.**
- **We have seen an increased rate of older children (14+) coming into care with complexities, and links to criminal exploitation.**
- **There is a national shortage of placements and associated rising costs makes it increasingly difficult to secure placements, particularly for complex cases.**

## 5. How we work: Skills, care and compassion

Working with families in this challenging context requires an experienced and skilled workforce, with a relentless focus on building positive relationships with children and families. We have continued to build on our system practice model in Westminster, ensuring our workforce understand the importance of engagement, communication and relationships, and this resonates across our practitioners, managers and senior leaders. We continue to work closely with the Centre for Systemic Social Work, to access different levels of systemic training for social workers and clinicians up to a Masters in Systemic Psychotherapy. This complements an extensive package of commissioned training and professional development available to staff by the West London Alliance, Firstline, The Staff College and the Practice Supervisor Development Programme.

Despite a national shortage in social workers, we have continued to decrease our reliance on agency staff (which is currently at 6% March 2023), have a limited reliance on newly qualified staff (7% as at March 2023) and maintained staff turnover at 16.3% compared to a national turnover rate of 27.3%. This year, we will see the first graduates from the new Social Work Apprenticeship scheme and there is an appetite for more of this as an approach to 'grow our own'. We also continue to work with the Frontline Academy, Step Up to Social Work, the West London Teaching Partnership, and our local universities to provide high-quality student placements and subsequently recruit the best calibre staff – who as Newly Qualified Social Workers (NQSWS) benefit from a robust professional development programme as part of their Assessed and Supported Year in Employment (AYSE).

How do our staff feel about working in Westminster? In the latest comprehensive staff survey in October 2022, 70% of family services staff said that they feel valued by the council; 71% said that the Council cares about their well-being; 80% would recommend the Council as a great place to work, and 88% reported that working at the council makes them want to do the best work they can. There is always more for us to do to support our staff, but this gives us confidence that the open, supportive and collaborative work environment we have created is working well.

## 6. Doing things differently - Innovation in our targeted Social Work

To work effectively amid the pressures of rising demand and complexity across Children's Social care locally, we know that we must work collaboratively and creatively. We have a stable and committed workforce, a practice model rooted in relationships and a drive for continuous improvement.

The strength of our leadership was commended by Ofsted, who noted that ***“Senior leaders in Westminster are ambitious for children. They use research skilfully to inform new strategies, and trial new approaches to engaging and supporting children” (June 2022).*** We do that by relentlessly focusing on practice, hearing the voice of children and young people and being curious about different approaches which improve the experience of children and families. Some highlights of innovation work **and why it has been important** this year are:

### **We Got U, U Got This**

This year we have moved away from traditional approaches to awareness raising to work with a marketing agency, Nerd's Collective, to design a dynamic youth-led mental health campaign to address issues of awareness and access. The purpose of this campaign is to empower children and young people so that they feel confident accessing services to support their





mental well-being, particularly in utilising our early intervention services such as Mind and Kooth. This campaign is made up of various elements, including a new landing page for mental health services, co-produced videos to explain services on offer and a phased in-person engagement across various youth settings. We have employed a local young video officer who is leading a team of young people to co-produce videos and social media materials with the mental health service. Young people will continue to lead the online and offline campaign over Summer 2023.

### **Black Fathers Unheard**

Innovation for us is also about harnessing expertise and we have a strong track record of working in partnership with all kinds of institutions and organisations to find solutions to local issues. In the UK, 70% of young offenders come from lone-parent families, and studies have shown strong correlations between absent fathers and Serious Youth Violence. This also reflects our local experience.

Run in partnership with Essex University's Department of Sociology, this new pilot explores practices with fathers to promote social inclusion and give men a voice to steer the future development of our services. Findings will be published in October 2023.

### **Harnessing Virtual Reality Technology as a therapeutic and preventative tool**



The use of Artificial Intelligence has become more popular in the last year, and we have been looking at how we can harness its capabilities, partnering with experts to have a positive impact on young people in Westminster. Last year, our Integrated Gangs and Exploitation Unit piloted Virtual Reality technology as a new and engaging therapeutic intervention for young females affected by serious youth violence. The pilot engaged with over 550 females aged 14- 21 from groups who did not typically engage with youth services and proved incredibly successful with participants, who reported various benefits such as a greater sense of purpose, feeling calmer, safer, more relaxed and happier. We have partnered with the Fred Company to roll out Virtual Reality sessions within our Alternative Provision (AP) and in youth hubs across the borough. This work has now reached over 1600 young people and parents, and we are now using Virtual Reality as an educational tool, in our prevention work with young people with SEND who may be susceptible to exploitation, and to increase engagement, improve behaviour and prevent suspensions in our Alternative Provision.

***“It has had such a marked improvement on the mental health and wellbeing of our pupils. We are seeing much more***

***reflective approaches from pupils that have struggled with emotional regulation, we have seen some very “quiet” or non-communicative pupils open up and engage more with staff and other pupils”***

Headteacher, Beechcroft Alternative Provision.

### **Domestic Abuse Perpetrator Intervention Fund: Taking a Culturally Integrated Family Approach to tackling domestic abuse**

We understand the impact of the economic crisis on parent-child relationships and the Early Intervention Foundation and What Works Centre have been clear about the need for more evidence of programmes that support children experiencing domestic abuse that work. We have been working with nine other London Local Authorities to deliver an intersectional family and community approach to tackling domestic abuse with a particular focus on our diverse populations. The primary aim of the project is to reduce violence and increase safety for victims, using a culturally integrated whole-family approach, ensuring that individuals' protected characteristics and needs are considered whilst also holding perpetrators accountable. Outputs will include a Victim Safety Support Service through our borough

Independent Domestic Violence Advisors, 1:1 interventions for medium-high risk men, with family sessions, Female Awareness Domestic Abuse sessions designed for women identified as perpetrating, as well as outreach sessions working with LGBTQI+ organisations using non-violent resistance, Cognitive Behavioural Therapy (CBT) and feminist theory, reducing violence and entrenched dependency.

### **Turnaround Programme: preventing youth offending earlier**

Given our ongoing commitment to early intervention, we have chosen to work as part of the Turnaround Scheme, to support children and their families who are on the cusp of the youth justice system. Over the next 2 years we will be working with children who are interviewed under caution following arrest, those receiving a first-time youth caution, those discharged or acquitted at court and those in receipt of Community Protection Orders (CPO), Civil Orders and/or Acceptable Behaviour Contracts (ABCs) for anti-social behaviour. What makes this innovative is the way in which we will be taking an Early Help and whole family approach, ensuring the primacy of additional needs and family support. We have employed a part-time early help practitioner to develop and support the programme, this worker is based within the YOT but will link with Early Help services. We have a Turnaround panel to discuss the referrals which come in and to discuss the eligibility of the case, background information as well as their willingness to participate in the programme.

### **Your Choice: intensive CBT-informed programme for young people at risk**

In last year's focused visit looking at children at risk of extra-familial harm, inspectors noted the whole system approach to contextual safeguarding. Work goes on with schools, voluntary sector services, the police, housing, our community safety team and our economic development service. One of our collaborative pieces of work in this area has been participation in the London Your Choice regional programme to deliver an intensive Cognitive Behaviour Therapy informed programme of intervention to young people where there are contextual safeguarding concerns. The programme provides a four-day training programme for practitioners to deliver a highly intensive programme of three weekly sessions including a goal-orientated activity over three months. To date, 10 practitioners from a range of children's social care settings were trained to work with a minimum of 10 young people. Young people engaged with three sessions/contacts per week for 12- 18 weeks.

## **7. Cross Council Partnership supporting Children and Young People**

Children's Services does not operate in a vacuum, many of the problems we are seeking to resolve with our families need the support of other departments/ agencies and voluntary and community organisations across the borough. This means that we have a strong cross-council offer of support for children, young people and families in Westminster which supplements our traditional social care services.

### **Creating a Fairer Westminster through Cost-of-Living Support to families in need**

Addressing the Cost-of-Living Crisis on Westminster's most affected families has been a key priority for this Council this year. The Council have introduced a School Uniform Support Fund to help disadvantaged Westminster families with the cost of school uniform when entering primary school and secondary school in the borough, which has supported 770 pupils. We have also secured funding for a universal Free School Meal offer to all Westminster children in Westminster maintained schools from reception through to age 14, and to 2,3- and 4-year-olds in nurseries across the borough, to ensure that ensure that no child goes hungry, and is able to achieve their best at school.

### **Increasing Holiday Activity and Food provision to ensure even more children can access opportunities during every school holiday**

To support our most vulnerable children and young families during the school holidays, Westminster City Council in partnership with the Young Westminster Foundation has bolstered the Department for Education's Holiday Activity and Food (HAF) programme. Working with the Voluntary and Community Sector, and businesses across Westminster,

we have provided an extra 2700 activity spaces for children and young people, delivered by some 44 organisations, for children who do not meet the criteria for the DfE funding.

While some ongoing HAF providers have extended their offer to children and young people who need support but do not meet the FSM criteria, other providers have used the additional funding to set up a wide range of workshops, sports clubs and play activities, such as a week-long camp at the London Zoo, tutoring, sporting programmes, cooking workshops, cartoon-making workshops, music production, and a careers fair at a library, offering initial interviews with local employers, free professional photography and CV writing workshops.

An example of this is the Treasure Boxing club in Queen's Park, which was set up last year by local elite boxer Ashley Theophane to support children and young people in the place he grew up. Ashley said ***"The additional funding has meant we have been able to do more. We can hire more staff and reach more kids. We can do more for our community. We've had 90 kids sign up to the summer programme and it's growing. In such a short time, we have done a lot of work and I am very proud of my team."***



*Louis, 7 years old attended the Treasure Boxing club in Queen's Park during the Summer Holiday*

***"The additional funding has meant we have been able to do more. We can hire more staff and reach more kids. We can do more for our community. We've had 90 kids sign up to the summer programme and it's growing. In such a short time, we have done a lot of work and I am very proud of my team."***

To ensure the most vulnerable children do not go hungry in half-term holidays, which are not funded by the DfE programme, we have worked in partnership with Grosvenor Estates who have match-funded vital activity and healthy food programmes during the October 2022 and February 2023 half-term holidays.

### Supporting evacuees and migrant families

Children's Services led the cross-council work supporting Ukrainian refugees arriving in the UK from April last year. Enabling them to move into safe and welcoming homes in Westminster to working with the VCS to provide a wraparound offer of support helping integrate them into life in the borough. Support has been delivered through our family hubs, working closely with our libraries and our community leisure program.

We are currently supporting 140 children who have fled the war in Ukraine with their families and occasionally alone –this includes finding school and nursery places, working closely in partnership with a local Ukrainian supplementary school, translating our Youth Offer into Ukrainian and ensuring books and other resources in Ukrainian are available.

As of April 2023, 348 Westminster residents have opened up their homes to host 619 refugees from the crisis as part of the government's Homes for Ukraine scheme. We have increased support to sponsors to prevent the end of placements, and we have also run a campaign to attract new sponsors for families who need to be re-matched. This extra support has been very successful, with fewer than 5% of placements coming to an early end.

For those families who cannot be re-matched with other sponsors, we have set-aside support to help families into private rented accommodation. We have established a dedicated offer for displaced Ukrainian families in the council's HELP (Housing, Employment, Learning and Progression) which includes two support workers recruited from the Ukrainian community.

## Extensive Arts and Culture offer to Support Children and Young People

In addition to our HAF offer, Westminster has a fantastic variety of arts and cultural activities on offer in the borough, which support children with additional needs or who are from a disadvantaged background. These include the following:



### City Lions

The City Lions is a unique and local programme for young people which works in collaboration with leading cultural organisations, creative businesses, and schools to nurture opportunities that enrich young people's lives at the heart of London. In addition to Holiday Activities and free access to cultural events, City Lions have provided bespoke mentoring to 40 young people this year in addition to providing creative workshops in schools, Alternative Provision and our SEND centre. Perhaps the most innovative and enduring piece of work is the unlocking of young people's creative talent through a Creative Collaborative (see below or click [here](#) to watch the video).

### Creative Collaborative

Led by the City Lions, the Creative Collaborative works with professional artists to create workshops across primary and secondary schools based on themes chosen by young people that matter to them. Westminster's Creative Collaborative reached over 500 children this year. As well as supporting children to explore their experiences and emotions through art, these workshops produced some outstanding pieces of work that have been showcased in Westminster libraries, City Hall, and the Saatchi Gallery.

### Spotlight - J'adore Kid

J'adore Kid is a prime example of how the Creative Collaborative supports our young people to take advantage of cultural opportunities. Since taking part in the Creative Collective when it began four years ago, J'adore Kid has had his own art journey from creating postcards and hosting workshops to now designing Jadoodle socks, prints and merchandise which are available for purchase in the Cartoon Museum. JK's work uses facial expressions to place emphasis on emotions and feelings and has resulted in the development of his own characters – the Jadoodles. He is currently working with the Serpentine Gallery as a member of the Serpentine Studios youth collective, and in Spring 2022 celebrated his 17th birthday by becoming the first Young Cartoonist in Residence at the Cartoon Museum. Since then, he has been leading workshops, public speaking and developing his artistry. In Summer 2022, he carried out a live art performance at the National Theatre's festival and finished the summer with his own community event JKCS: Arty in the Park.



## Dance Westminster

Cultural enrichment is a key aspiration we have for all young people in Westminster but in particular those who might be marginalised or disadvantaged. Dance Westminster provides opportunities for disabled people of all abilities in Westminster to be active through dance. This is a popular endeavour with many young people taking part. Workshops are organised with professional dancers which culminate in a dance competition in November, which is a joyous celebration of diversity in dance.



[A video of the highlights from 2022 can be found here: Dance Westminster Highlights 2022 - YouTube.](#)

## Dream Arts: Arts-based therapy, empowerment and development

Dream Arts is an outreach charity that we commission to work with 7-25 year-olds using a creative arts-based methodology to empower and inspire young people. Dream Arts run three core programme of activities; a targeted therapeutic programme for young people most in need and at risk; an accessible weekend programme of workshops for young people living in deprived areas; and a personal development programme for young people to develop leadership and entrepreneurial skills. Dream Arts have developed a bespoke project with our

Unaccompanied Asylum-Seeking children 'journey's from afar' to share their experiences and cultures through performance. This year we have introduced a Young Carers Navigator, sitting within Dream Arts, to lead on the identification of young carers which includes delivering training and awareness for partners and the development of a toolkit and a pathway for partners to follow when identifying a young carer.

## News Crew (SEND)

We've been looking at ways we can involve young people in delivering service as part of a wider drive to increase co-design and co-production with young people. Our SEND 'News Crew' (local young people with SEND who volunteer their time) produce the "All for Youth" newsletter, which is aimed at other children and young people with SEND. The newsletter captures monthly highlights selected by the News Crew, for example, the latest edition focused on King Charles III Coronation celebrations with quotes and photographs. The newsletter also includes details of local leisure activities and information on how to access these activities, and tips and advice for young people by other young people on topics such as planning for college and addressing concerns young people might have. Published monthly since June 2020 it is a great platform for young people with SEND to demonstrate their creativity, share their thoughts, views and ideas with their peers as well as gain valuable skills and work experience.

[A copy of the latest issue of All for Youth can be found here: All For Youth May 2023 | Westminster FIS](#)

JUNE 2023

# ALL FOR YOUTH

**THIS MONTH YOU CAN...**

- Read about 'Myth Busting' for Learning Disability Week
- Read about Kenji's favourite school week
- See what Tresham have been up to in June
- Have your say on the design of the Children and Young People Plan
- Do a summer word search

See what's on

Thanks for your great doodles, Alex!

Send in your photos, pictures and thoughts to Ailsa by email at [ailsa.chadwell@rbkc.gov.uk](mailto:ailsa.chadwell@rbkc.gov.uk) or phone/text 07814 196388.

## Fashion Business Diploma for NEET Young People

We are lucky to be based in heart of the London with the ability to build relationships with world-leading businesses and institutions and in partnership with them to improve outcomes for children and young people. This year our economy team worked in partnership with Ted Baker to develop a bespoke Fashion Business diploma for young people who are not in Education, Employment or Training (NEET)- the first of its kind in the country. The programme proved very successful, with several young people achieving a Gold award in the diploma. One young person, Sanna, who particularly excelled in the course, has become the first Youth Ambassador for Ted Baker. Using the 'train the trainer' model, Sanna is training to deliver the business diploma herself to young people in Westminster, in youth clubs, secondary schools and Alternative Provision. We will be repeating the diploma next year with a group of NEET young people and as a tool for prevention with young people identified as at risk of becoming NEET.



*Westminster young person presenting at Ted Baker*

## Supporting Young People to feel safe in Westminster



*Our Executive Director Sarah Newman and the former Lord Mayor, Hamza Taouzzale taking part in the tournament with colleagues, members of the community and young people.*

It is so important that our young people feel safe wherever they are in the borough. Nationally we have been in the vanguard of developing family hubs and are using that experience to further create and develop Youth Hubs throughout the city. We have been focusing on positive experiences for young people and this year we have introduced intra-hub residential trips and an intra-hub football tournament. These have proven greatly successful, with young people requesting more of these intra-hub activities.

## 8. Equality, Diversity and Inclusion- Building Momentum

Our families and our workforce tell us how important it is to be treated fairly, to have their cultures and backgrounds respected and viewed as positive attributes when solving problems or looking for enriching experiences. For Westminster as a Council discussions around how we embrace and enliven Equality, diversity and inclusion are live and purposeful discussions embedded in our daily work. They are also core values underpinning children's services, which we continue to work hard to progress and celebrate within our workforce and through our practice.

### In our workforce:

- This year, we have developed an Inclusive Recruitment strategy to increase the recruitment of staff who reflect the community in which we serve. This has been effective, particularly in recruitment to our Front Door team.
- Our intensive 7-month Black on Board programme seeks to actively diversify boards across Westminster, so they better reflect our communities. The programme trains global majority staff in everything needed to sit on a board from legal and financial duties through to the core principles of running an organization.
- Our Black and Asian Leadership Initiative (BALI) supports and coaches our global majority staff members to move into leadership and management roles.
- Development of a Diversity, Inclusion and Anti Racism Group (DIARG) – children's workforce led and sponsored by senior leaders.

### In our social work:

- Our 'Anti- Racist Front Door' ensures that we are identifying and challenging racism at the referral stages
- All board members in the Youth Crime Prevention Partnership and the Youth Offending Team (YOT) have undertaken training on Anti-racist practice, cultural competency, and multi-dimensional racism. We plan to roll this out across other teams.
- We have also commissioned bespoke Adultification training for staff in response to Child Q.
- Our Anti-Racist Charter promotes shared values and behaviours. Our Forum meets quarterly to review progress.
- The YOT has an active Disproportionality Action Plan which includes work to address disproportionality in Stop and Searches and school exclusions.

### Effect in our communities:

- Children and young people's voices on equality, diversity and inclusion were heard and informed in the new Children and Young People's Plan.
- Staff in our service represent cultural diversity and are more reflective of our communities.
- Our School Uniform Support Fund reduces the financial burden for our neediest families and removes barriers to education.
- Our extended Holiday Activity and Food offer means Children and Young People have access to opportunities and eat well regardless of their background.

## 9. Audits: A Window into Practice

A key question we ask ourselves is: how do we know whether our practice is good or not? Sources for understanding the quality of our practice include key performance indicators, staff supervision, audit activity and feedback from service users. Senior managers make good use of data, audits and feedback to give them a good understanding of the quality of service. Indeed, we have re-purposed our audit activity as reflective practice reviews recognising the potential for professional development.

### What are we doing well?

- Auditors noted evidence of practitioners working with multi-generational systems and attending to the different needs of young people, parents and grandparents within their interventions. Practitioners are highly skilled at identifying and working with wider family networks, supporting children when they need additional support or temporary care arrangements.
- Multi-agency working and collaboration with professional colleagues is a strength – practitioners are skilled at forming helpful networks around young people that contribute to a joined-up approach and ensure good communication about their needs. Auditors noted a strong multi-agency approach to risk management with social workers coordinating information sharing and safety planning via network meetings.
- Our Youth Offending Service, Children in Care and Care Leavers Team, and School Inclusion Project were highlighted as particularly skilled in risk management and strong practice to address identified risk, including diversion activities, the use of trauma-informed approaches and strong systemic practice identified as supporting their management of risk.

### Areas for Development

- Evidencing management oversight continues to require attention. Whilst many practitioners talk about the support, direction and reflective opportunities provided by managers, the recording doesn't always match verbal reports. We are also continuing to work on how we evidence discussion between managers and practitioners following the completion of reflective practice reviews.
- In terms of improvement activity, we are constantly thinking about more creative ways to evidence the voice of the child in case files – particularly young children. Whilst there is good evidence that workers are speaking with children and capturing their views, they could do more to capture children's perspective in recording, and evidence creative direct work sessions. More and more we are promoting recording directly to the child so that they can see themselves in our records and that practice is thoughtful, careful and measured. Ultimately, we want children who receive our services to know that we care about them.

### How are audits informing practice?

- Practitioners tell us that they find it helpful to reflect on the work they do to engage and support children and families. We are using the reflective practice reviews as learning opportunities with our workforce, so that we can share examples of good practice and think about different ways of working. Staff regularly utilise clinical consultations and the reflective practice reviews can offer an extension to this process, particularly when discussed in supervision. Staff consistently highlight that they like to use the therapeutic letter/ child-centred style of recording to bring children more to life within the recording on file.
- Social workers have told us that they enjoy the opportunity to better understand the impact of their practice, particularly when it results in improved outcomes for children. The audits allow practitioners to reflect on the importance of systemic concepts and how this can contribute to their work – social GRACES, critical moments, multiple points of view.



- A mother said that her social worker *“always feels like he genuinely cares about her – for example, he popped in yesterday unannounced because he couldn’t get through by phone, and she really appreciated that – particularly as she has depression and can understand why he might have been worried”*.
- The mother from the Good Practice Case example below told us that the *“most helpful part of [the work of the social worker] was seeing her, calling her several times and asking about [her son]. If she needed anything, she could call [the social worker] and [the social worker] would help her with it.”*

## Good Practice Case Example

### Case Summary:

The family consists of a 2-year-old boy and his parents, both of whom are refugees and experienced trauma in their country of origin. The family is isolated and both parents have mental health challenges and are engaged with adult services. Their son also has some developmental delays and demonstrates some behavioural challenges which his parents find difficult to manage.

### What we did:

The social worker approached the assessment using systemic social work model techniques to build trust and open conversations about parenting. The parents and the social worker identified a plan that best meets their son’s needs. As part of the management sign off of the assessment, the manager wrote a letter to the 2-year-old explaining the role of social care and explaining the decisions that were made as a result of how the social worker understood his lived experience.

### Intervention and Impact

The practitioner utilised systemic tools and approaches when completing the assessment, which allowed them to develop a trusting relationship with the family as they explored their approach to parenting together. The practitioner was mindful of the lived experience of the parents and sensitive to their own challenges, utilising the social graces to build respect and empathy. The support plan was co-produced with the parents, placing the child central to plans whilst also building mum and dad’s confidence in understanding and responding to their son’s needs. In concluding the assessment part of the intervention the practitioners’ line manager wrote a letter to Malik, explaining the role of the social worker and how decisions were made together with the family to meet his needs.



## 10. Areas of Focus for 2023 - 2024

We are constantly reviewing the quality of our services for our children and families. The world is rapidly changing for our children and young people, and we must be open and flexible to deliver the best services, identifying where we can further improve our offer and embed best practice.

### **Council-wide approach to support families with the Cost-of-Living Crisis**

This year we have supported many families experiencing financial hardship, providing direct hardship vouchers, extra grants to our voluntary and community sector, the extended Holiday Activity and Food programme, a free school uniform scheme and Free School meals. With continuing inflation, we expect that needs will increase, and they will be complex- touching on many areas of family lives. We recognise the importance of working in partnership with our families, our communities, our local voluntary sector partners, as well as our statutory partners and other directorates across the council to ensure wraparound and joined-up support for our most vulnerable families.

### **Addressing disproportionality in our workforce and our communities**

We have made significant progress in promoting diversity and inclusion within our workforce and have embedded anti-racist practices throughout the service. We recognise that there is still a long way to go to eliminate disproportionality, and that to achieve equity, we must build on the momentum of our work in addressing racism and promoting diversity and inclusion. We will continue to work with the wider council to embed the Anti-Racist Staff Charter principles, to provide further leadership and development opportunities for staff who identify as Global Majority and will ensure that equity and anti-racism are part of the continuous professional development of our work force.

### **Workforce recruitment, retention and wellbeing**

We are proud that we have a very low dependency on agency social workers and are continuing to reduce our staff turnover rate, particularly at a time of a national shortage of social workers. More professionals than ever are leaving the national workforce and therefore we will continue to build upon our offer to ensure that we retain skilled and experienced workers who are able to hold complex cases. This will be actioned through our Workforce Development Strategy. We are particularly excited about the apprenticeships in social work.

### **Implement the Youth Justice Board action plan**

In 2022, we published a new three-year Youth Justice Strategic Partnership Plan which seeks to ensure that children and young people who are at risk of, or involved in, offending behaviour are supported to lead safe, healthy lives and are helped to reach their full potential and fully contribute to their community. This year we will focus on fully implementing our new action plan which we believe is robust in meeting the needs of the children and young people we are working with. Our Youth Crime Prevention and Partnership Board will monitor progress against this.

### **Review and Refresh the Local Offer for Care Leavers**

In line with our updated Westminster Guardians Strategy and Placement Sufficiency Strategy, this year we will review and update our Local Offer to Care Leavers. The Local Offer will be shaped on what our Care Leavers tell us is important to them, and we will also ensure that our high-quality offer meets the requirements of the London Care Leaver's Compact, a collaborative project sponsored by the Children in Care Council, the Greater London Authority and the Department for Education. The London Care Leaver's Compact seeks to provide a framework for a consistent and high-quality offer across London. By adopting a common core offer, with cross border collaboration and multi-agency working, we will improve outcomes for our care leavers and reduce risk for young people, which in turn reduces demand on the local system.

### **Further Improve learning from our Audit process and embed into practice.**

Recent improvements to our audit process has resulted in high- quality and meaningful reflections on practice. During our focused visit in the summer, the value of our reflective practice reviews (audits) was highlighted, with a suggestion of greater learning if the completed reviews were discussed as part of the supervision process.

## 11. Action Plan for 2023-2024

Objectives April 2023-2024	Activities	How we will measure progress
<b>Council-wide approach to support families with the Cost-of-Living Crisis</b>	<ul style="list-style-type: none"> <li>• Continue to build relationships with other services such as Communities, Economy and Housing to support families who are struggling.</li> <li>• Continue to support families via the Holiday Activity and Food Extended Offer, Free School Meals and Household Support Fund.</li> </ul>	<ul style="list-style-type: none"> <li>• Amount of collaboration at a strategic level with other Council departments.</li> <li>• Amount of support provided by other Council services to support our struggling families.</li> <li>• Take up of HAF activities.</li> </ul>
<b>Addressing disproportionality in our workforce and our communities</b>	<ul style="list-style-type: none"> <li>• Continue to promote staff training, staff scenario book clubs, Black and Asian Leadership Initiative training, Black-On-Board training programme and any further initiatives.</li> <li>• Continue to work closely with the Staff College and adopt learning from their research.</li> <li>• Building on the successful recruitment of a more diverse Assessment Team and the 'Towards an anti-racist front door' forum, continue to implement an inclusive recruitment strategy, focused on advertising, interviewing and promoting members from Westminster communities.</li> <li>• Make better use of our data to understand disproportionality and better inform strategies for addressing this.</li> <li>• Develop senior personal advisor roles to provide an improved career progression pathway for staff within the Leaving Care Service.</li> <li>• Continued commitment and investment in the social work apprenticeship pathway.</li> <li>• Improved engagement with fathers from a global majority background, implementing the learning from the Black Fathers Unheard Pilot.</li> <li>• Actively addressing disproportionality, adultification and racism with partners including stop and search and exclusions of black children.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced global majority pay gap, increased proportion of global majority staff in leadership roles and career progression opportunities.</li> <li>• Increased diversity across all teams.</li> <li>• Better awareness and understanding of what communities are most over-represented across the services.</li> </ul>

<p><b>Workforce Retention and Wellbeing</b></p>	<ul style="list-style-type: none"> <li>• Implement the new Workforce Development Strategy</li> <li>• Work with team managers to implement a more structured approach to workforce planning taking account of anticipated turnover and expected recruitment through fast-track programmes, student placements and apprenticeships.</li> <li>• Work with managers to gain an understanding of why staff are leaving the borough, including analysis of exit interviews.</li> </ul>	<ul style="list-style-type: none"> <li>• Reliance on agency staff.</li> <li>• Numbers of agency staff converting to permanent roles.</li> <li>• Staff turnover rates.</li> <li>• Annual Your Voice survey results.</li> <li>• Career progression and increased diversity within leadership roles.</li> </ul>
<p><b>Embed new principles of the Early Help strategy</b></p>	<ul style="list-style-type: none"> <li>• Convene workshops with partners and managers to embed principles into working action plans for each Locality Family Hub area.</li> <li>• The Early Help strategy will be reviewed in December 2023 following partnership consultation and collaboration. Review to be published in March 2024.</li> <li>• Continue to develop our Early Help system focusing on the Data Cube and E-Family Hub platform.</li> <li>• Review our Family Hubs against the Best Start in Life objectives.</li> <li>• Development of Parent and Carer Forums to drive service improvement and co-production.</li> <li>• Review membership and performance of the Integrated Leadership Teams.</li> <li>• Progress the 0-5 Pathway objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Outcomes are measured against the Supporting Families Framework and the Early Help systems guide as set by DLUHC.</li> <li>• Enhanced action plan that is directly impacting the communities we serve who will provide feedback on their experience of the Early Help system.</li> </ul>
<p><b>Implement the Youth Justice Board's action plan</b></p>	<ul style="list-style-type: none"> <li>• Continue to focus on all domains in the Youth Justice Plan particularly focusing on disproportionality.</li> <li>• Ensure Youth Justice Board members are fully engaged and collaboratively drive and develop the action plan and address any barriers that may arise.</li> <li>• Embed the new KPI framework within our work within the Youth Justice service.</li> <li>• Ensure children continue to be the focus rather than the offence.</li> <li>• Progress our early intervention and drive the Turnaround programme.</li> </ul>	<ul style="list-style-type: none"> <li>• Review of outcomes from subgroups around the youth justice and the disproportionality plans.</li> <li>• Feedback and engagement from the YCPP Board members.</li> <li>• Disproportionality data analyse including police data.</li> <li>• YCPP Board development regarding cultural competency.</li> <li>• Reduction of first-time entrants into YJS.</li> </ul>

<p><b>Review and revise Local Offer for Care Leavers</b></p>	<ul style="list-style-type: none"> <li>• Undertake Annual Survey with children in care and care leavers to inform revised Local Offer.</li> <li>• Work with partners to ensure Local Offer meets the standards and objectives of the Pan London Care Leaver’s Compact.</li> <li>• Work with partners to drive corporate parenting commitments and opportunities for children in care and care leavers.</li> <li>• Develop and publish new Local Offers for Care Leavers.</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback from Care Leavers in Annual Survey and regular participation sessions including Guardian’s Board.</li> <li>• Percentage of Care Leavers in Suitable Accommodation.</li> <li>• Percentage of Care Leavers that are EET.</li> </ul>
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# Children's Services

**2022 - 23 Year-end report**

[westminster.gov.uk/fairer-westminster](https://westminster.gov.uk/fairer-westminster)

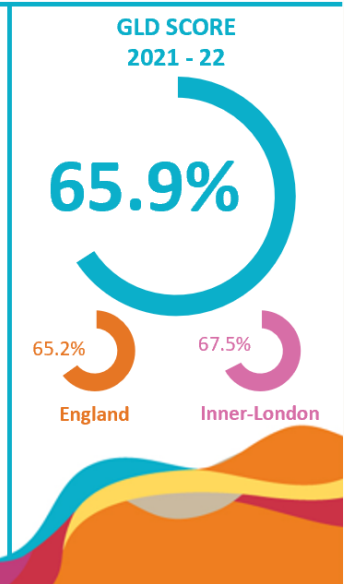
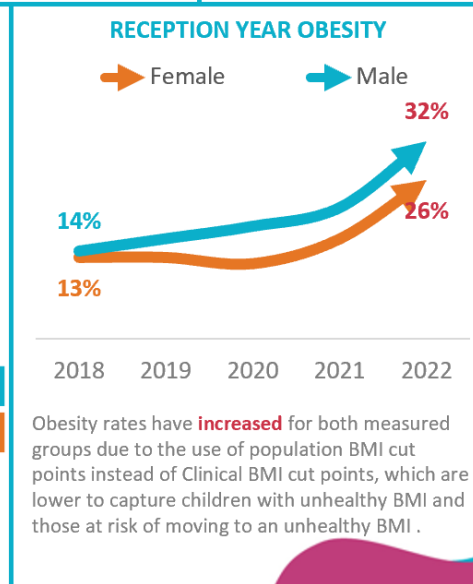
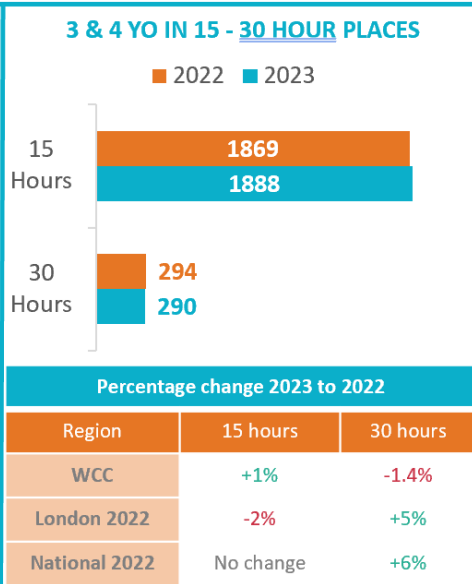
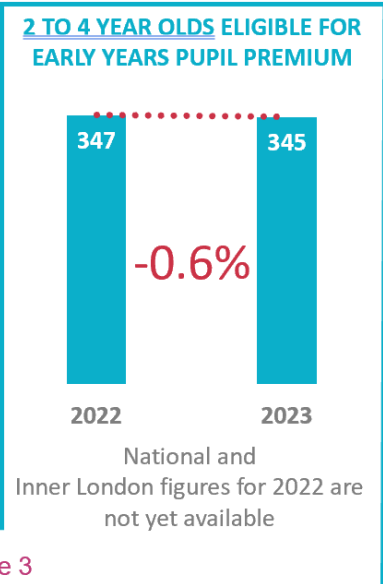
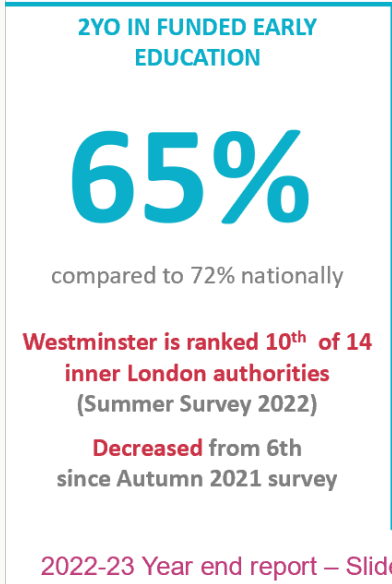
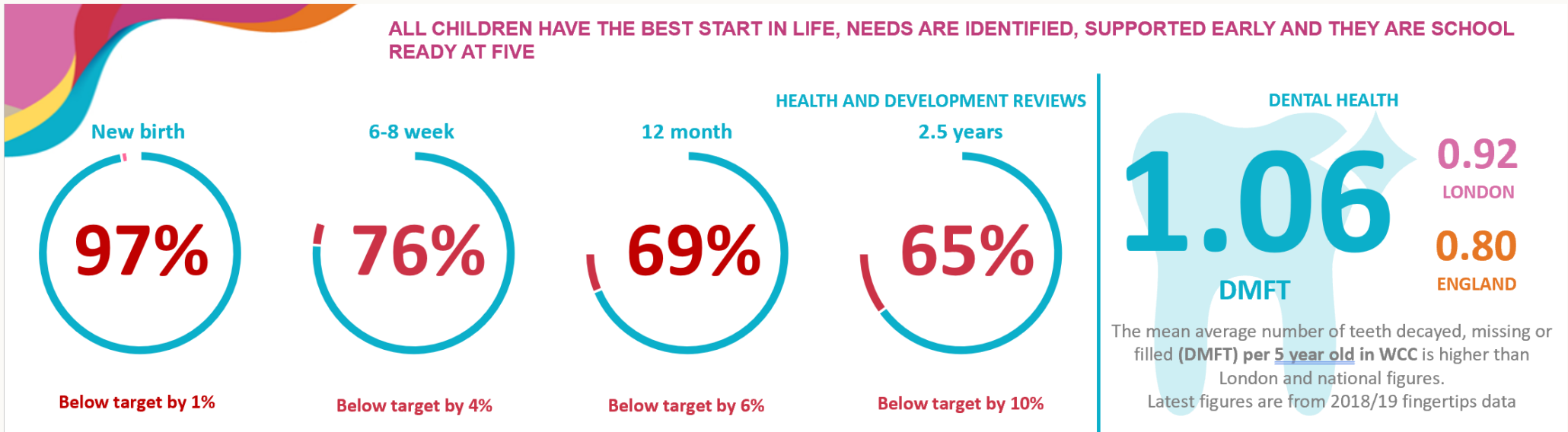
[#FairerWestminster](https://twitter.com/FairerWestminster)



# Contents

- All children have the best start in life, needs are identified, supported early and they are school ready at five [Slide 3](#)
- Children and young people have access to high-quality education and training opportunities, have good attendance at school and achieve their full potential [Slide 4](#)
- Children and young people feel safe, and are protected from serious youth violence, harm, harmful practices, abuse and neglect at home, online and in the community [Slide 5 – 6](#)
- All young people, particularly those who are vulnerable can realise their ambitions and take advantage of opportunities and life skills which prepare them for adulthood [Slide 7](#)
- All our young people feel listened to, empowered to take action and have opportunities to co-produce/co-design services that affect them [Slide 8](#)
- All Children and Young People are happy and healthy, with access to a diverse range of activities and opportunities to support their physical, mental health and emotional wellbeing within the post pandemic context, environmental challenges and rising cost of living pressures [Slide 9](#)
- Annual workforce return [Slide 10](#)
- Key priorities achievements and updates [Slide 11 – 12](#)

ALL CHILDREN HAVE THE BEST START IN LIFE, NEEDS ARE IDENTIFIED, SUPPORTED EARLY AND THEY ARE SCHOOL READY AT FIVE



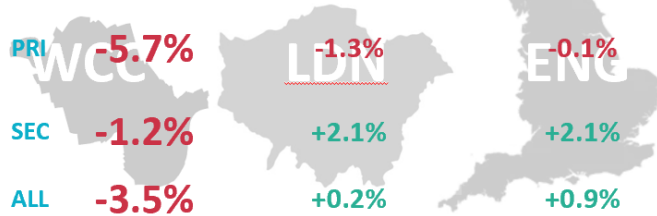


**CHILDREN AND YOUNG PEOPLE HAVE ACCESS TO HIGH-QUALITY EDUCATION AND TRAINING OPPORTUNITIES, HAVE GOOD ATTENDANCE AT SCHOOL AND ACHIEVE THEIR FULL POTENTIAL**

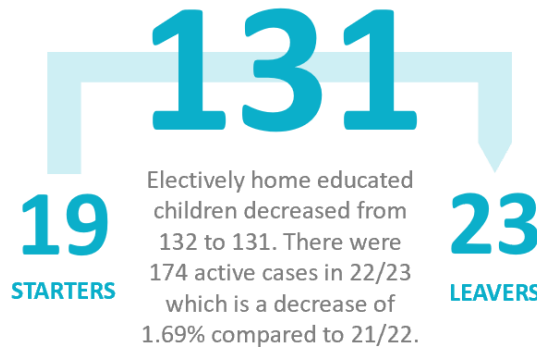
**SCHOOL ROLLS**

School rolls **decreased** for both primary and secondary schools in 21-22 compared to the previous year. The surplus % in primary settings **increased** from -22.3% in Autumn 2021 to -25.4% in Autumn 2022

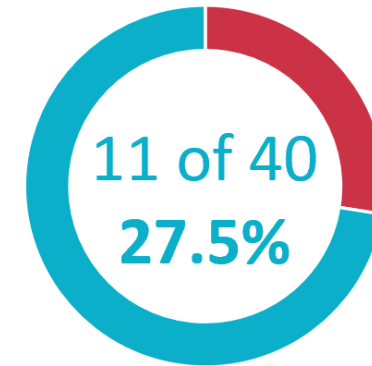
**2020-21 TO 2021-22 CHANGE IN ROLL LEVELS**



**ELECTIVE HOME EDUCATION**

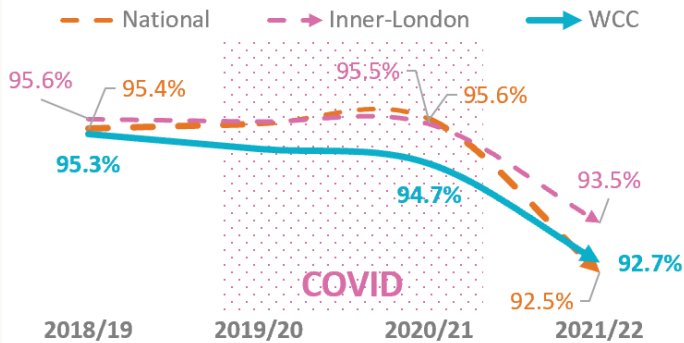


**SCHOOLS FORECASTING DEFICIT**



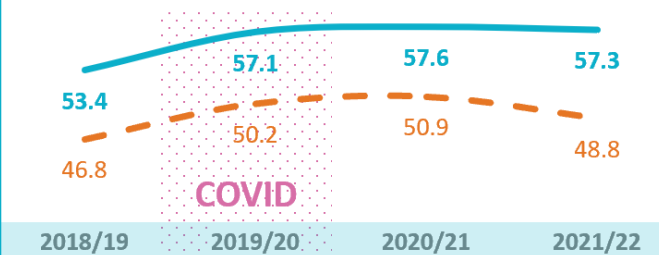
There are **two fewer** LA maintained schools forecasting a budget deficit compared to 2021/22-year end and this one more school compared to Q3.

**ATTENDANCE**

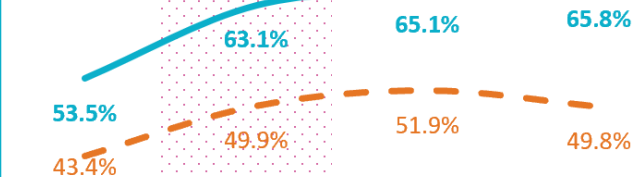


Year-end figures show Primary and Secondary schools follow the national/inner-London declining trend post-pandemic

**ATTAINMENT 8**



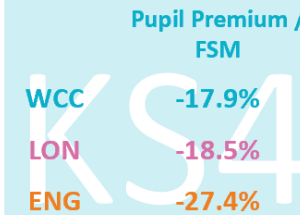
**KS4 9-5%**



**Pupil Premium / FSM**



**ATTAINMENT GAPS 21/22**

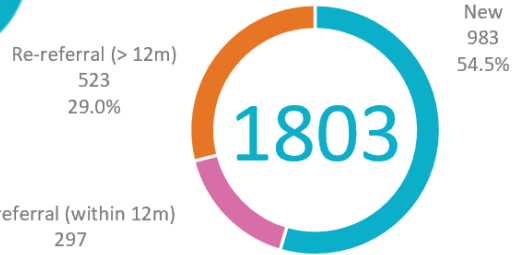


**SCHOOL OFSTED RATINGS**

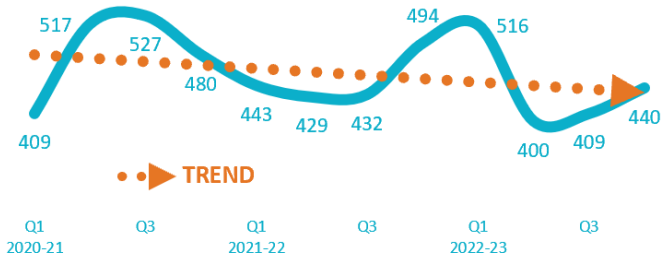


**CHILDREN AND YOUNG PEOPLE FEEL SAFE, AND ARE PROTECTED FROM SERIOUS YOUTH VIOLENCE, HARM, HARMFUL PRACTICES, ABUSE AND NEGLECT AT HOME, ONLINE AND IN THE COMMUNITY**

**REFERRALS (YEAR TO DATE)**

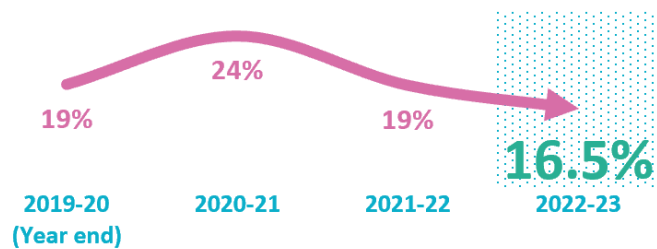


**REFERRALS (OVER TIME)**



**RE-REFERRALS WITHIN 12 MONTHS**

Re-referrals within 12 months have **decreased** from 19.3% to 16.5% compared to the same point last year



2022-23 Year end report – Slide 5

**SAFEGUARDING (YEAR TO DATE)**

**Section 47s**

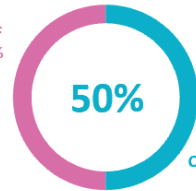
**522**

2.4% decrease in completed S.47s compared to same point last year (535)

**ICPCs**

**108**

**Completed within 15 days**



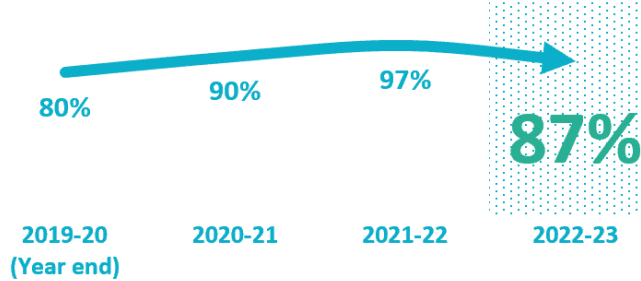
100% when applying DfE Freedoms & Flexibilities criteria

**CP plans**

**86**

10.4% cohort decrease compared to the same point last year (96)

**CP Visits within timescales**



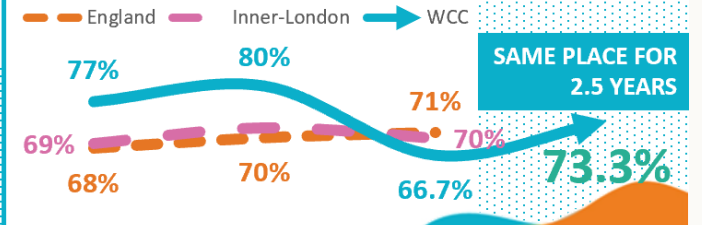
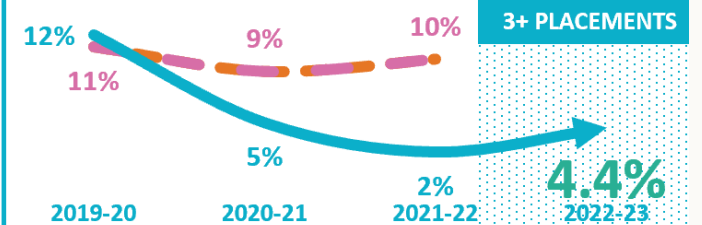
**LOOKED AFTER CHILDREN (YEAR TO DATE)**

Started **+136** Ceased **-125**

**182**

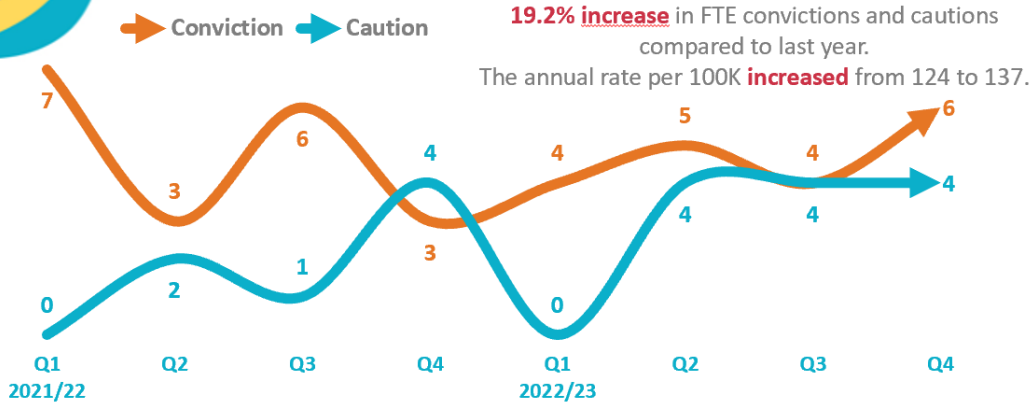
NON-UASC 133 UASC 49

Foster Care **59%** External Foster Placement **21%**



**CHILDREN AND YOUNG PEOPLE FEEL SAFE, AND ARE PROTECTED FROM SERIOUS YOUTH VIOLENCE, HARM, HARMFUL PRACTICES, ABUSE AND NEGLECT AT HOME, ONLINE AND IN THE COMMUNITY**

**FIRST TIME ENTRANTS TO THE YOUTH JUSTICE SYSTEM**

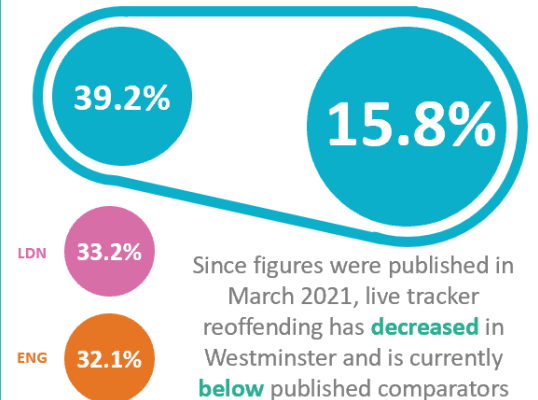


**WCC: 137**  
**LDN: 169**  
**ENG: 148**

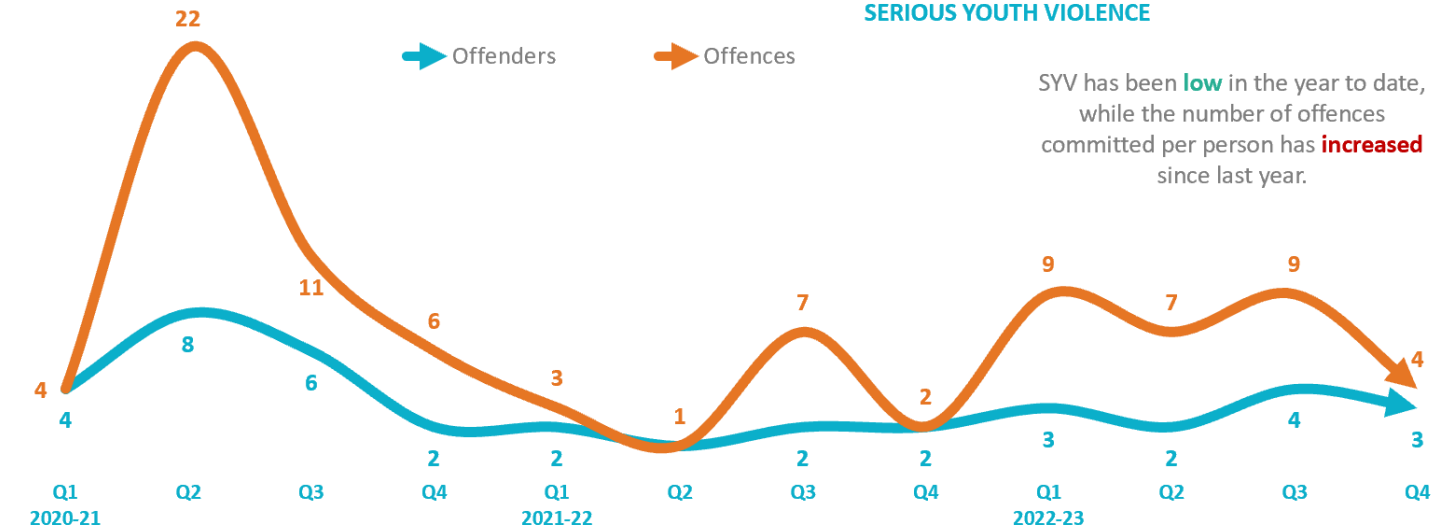
PER 100K

Latest period is September 2022

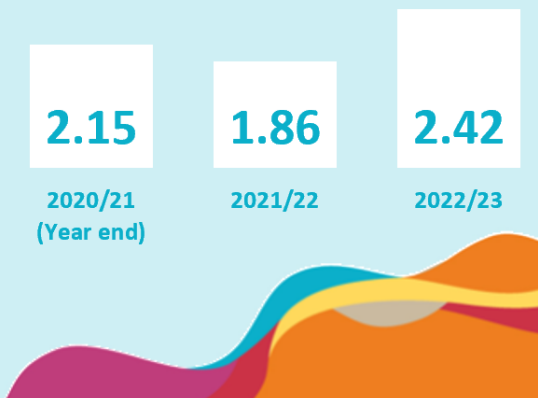
**RE-OFFENDING (WITHIN 12 MONTHS)**



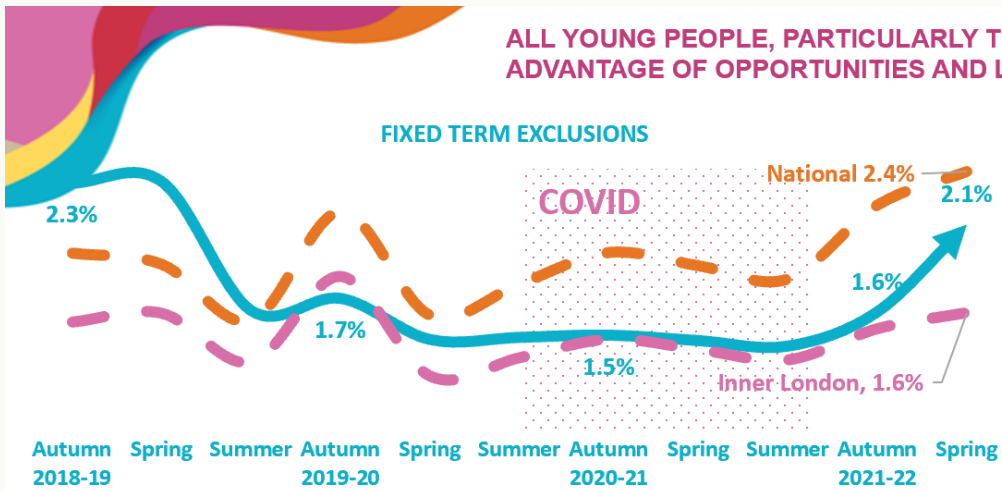
**SERIOUS YOUTH VIOLENCE**



**OFFENCES PER OFFENDER**



ALL YOUNG PEOPLE, PARTICULARLY THOSE WHO ARE VULNERABLE CAN REALISE THEIR AMBITIONS AND TAKE ADVANTAGE OF OPPORTUNITIES AND LIFE SKILLS WHICH PREPARE THEM FOR ADULTHOOD

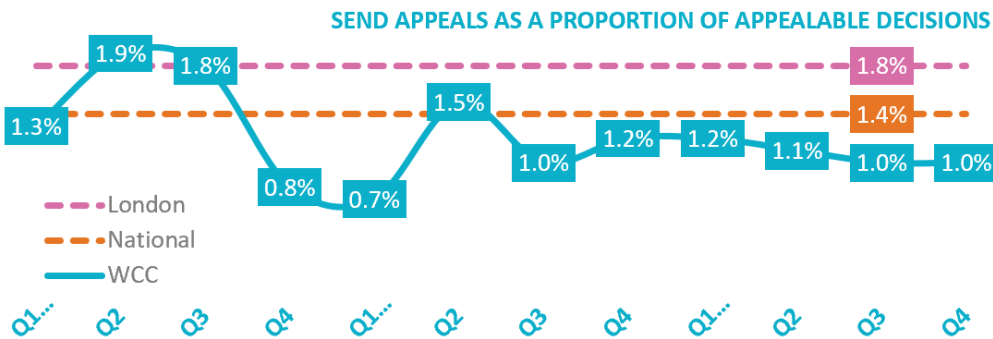


Spring 2021-22 term has seen an increase in fixed term exclusions post-pandemic. We are **above** Inner-London levels but **below** national levels

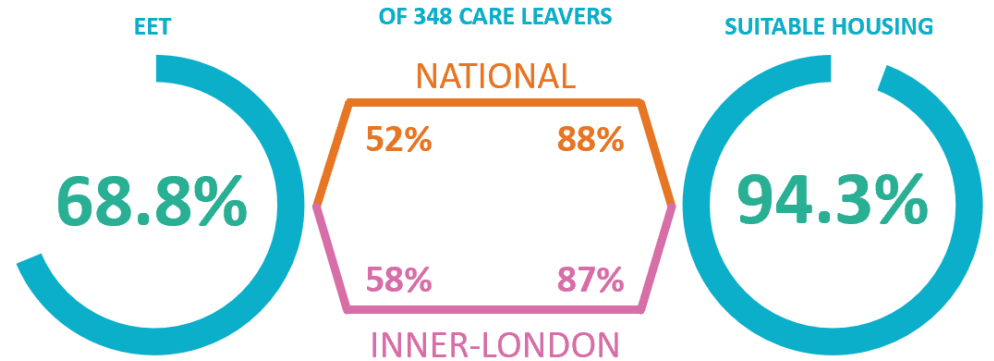
EHCP ISSUED IN 20 WEEKS (EXCLUDING EXCEPTIONS)

All 28 Plans in Q4 were issued within 20 weeks, much higher than the national average of 58%

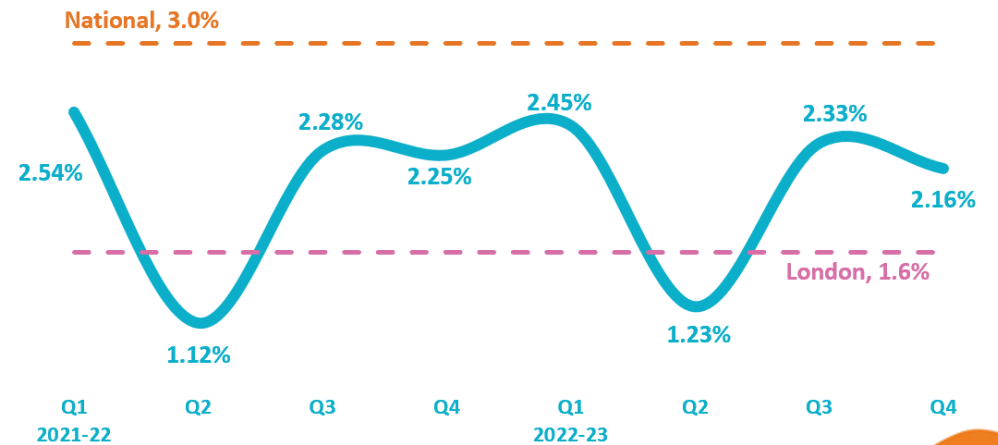
100%



2022-23 Year end report – Slide 7



YEAR 12/13 NEET



NEET levels tend to fluctuate throughout the year with levels decreasing in Q4. Levels are currently above **London** but below **National** recently published figures (Mar-2023).

**ALL OUR YOUNG PEOPLE FEEL LISTENED TO, EMPOWERED TO TAKE ACTION AND HAVE OPPORTUNITIES TO CO-PRODUCE/CO-DESIGN SERVICES THAT AFFECT THEM**

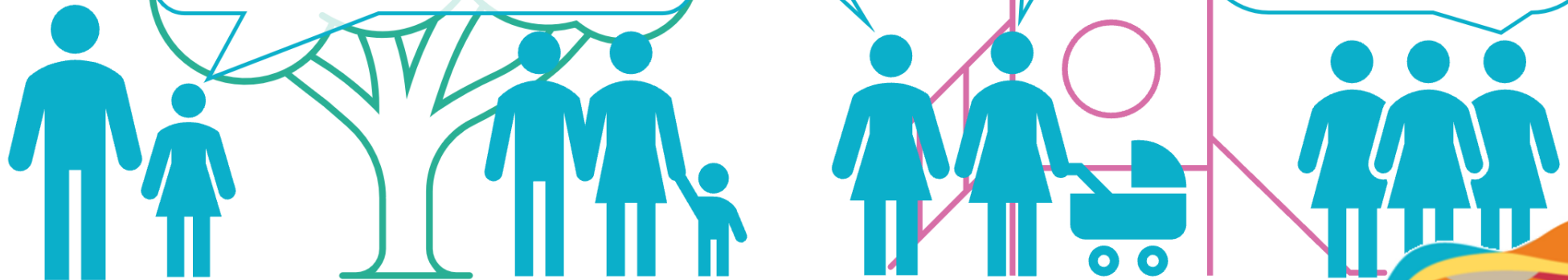
One care leaver said "[My Personal Advisor] has really helped with me moving to my council house and with accessing courses for my education"

Another care leaver told us "With regular meetings with my personal advisor and meet ups with other care leavers ... I always know I have somewhere to turn. The Westminster Life After Care team wear their hearts on their sleeves for us care leavers, and I'll forever keep pushing on thanks for them"

One young person attended a Westminster Creative Collective workshop and told us "we were previously taught that art is a paintbrush and paper but today has shown us that art is a huge world. City Lions is a good thing to do as it provides really good opportunities to visit places like this (Somerset House)"

Our ongoing engagement with Our Looked After Children and Care Leavers helps us to listen to them and ensure we are meeting their needs. In April, 23 young people participated in an Education and Wellbeing event including Arts and Crafts, and poetry and inspiring talks by ex-care leavers who are in further education. Some feedback from young people includes "we felt listened to" and "I felt that we were in a safe and secure place to be vulnerable and express ourselves"

A carer about a social worker - "she is reliable and someone you can trust, she keeps me going and gives good advice, she is wonderful."



ALL CHILDREN AND YOUNG PEOPLE ARE HAPPY AND HEALTHY, WITH ACCESS TO A DIVERSE RANGE OF ACTIVITIES AND OPPORTUNITIES TO SUPPORT THEIR PHYSICAL, MENTAL HEALTH AND EMOTIONAL WELLBEING WITHIN THE POST PANDEMIC CONTEXT, ENVIRONMENTAL CHALLENGES AND RISING COST OF LIVING PRESSURES

PHYSICAL HEALTH

MMR VACCINATIONS

70%



LONDON



ENGLAND

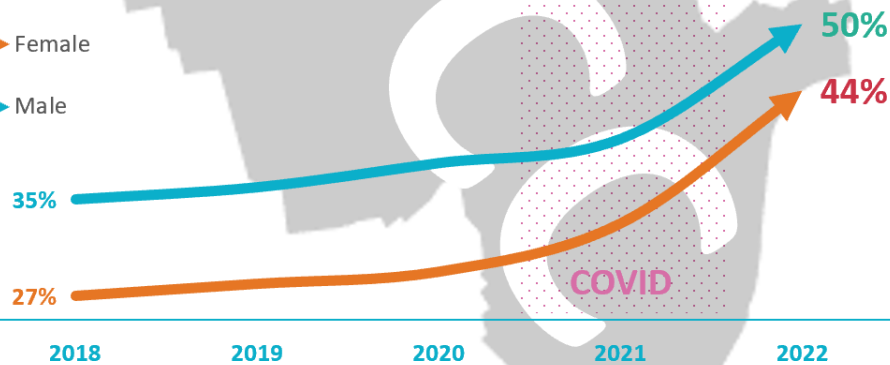
5 year olds receiving 2 doses of MMR has **increased** since Q2 but is currently **below** London and England levels

\*MMR data from public health is 1 quarter in arrears as published figures are not available until the end of the following quarter

YEAR 6 OBESITY

Female

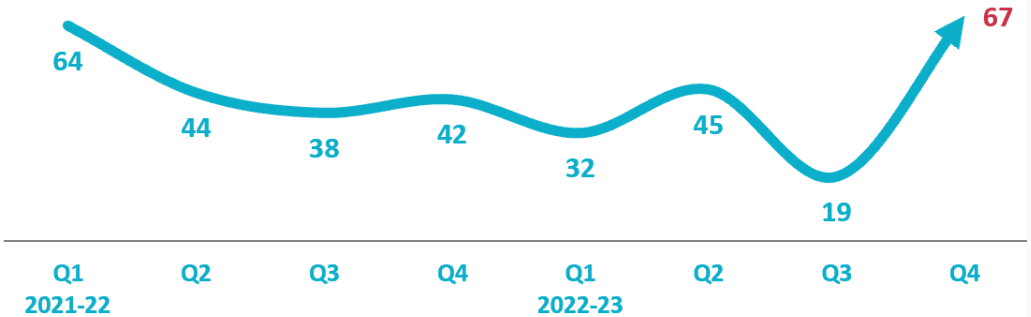
Male



Obesity rates in Westminster year 6 pupils have seen a **continuous rise**

The rise in Obesity post-pandemic is due to the use of population BMI cut points instead of Clinical BMI cut points, which are lower to capture children with unhealthy BMI and those at risk of moving to an unhealthy BMI.

CHILD MENTAL HEALTH – SOCIAL WORKER ASSESSMENTS



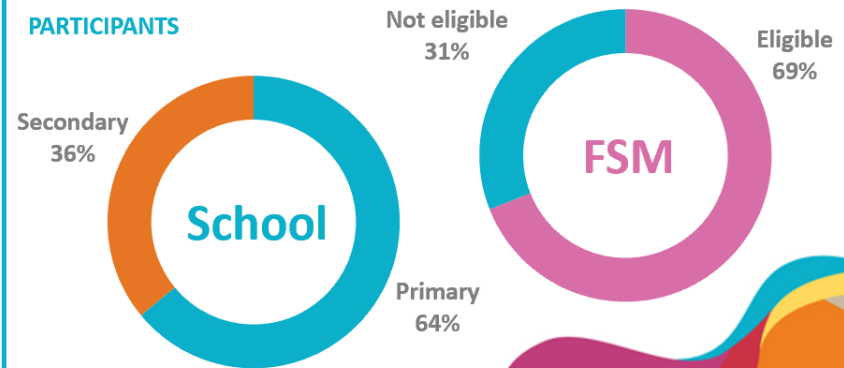
Q4 assessments with Child MH factors has **increased** since Q3 2022/23, reaching **it's** highest point (67) over 24 months.

HOLIDAY ACCESS FUND

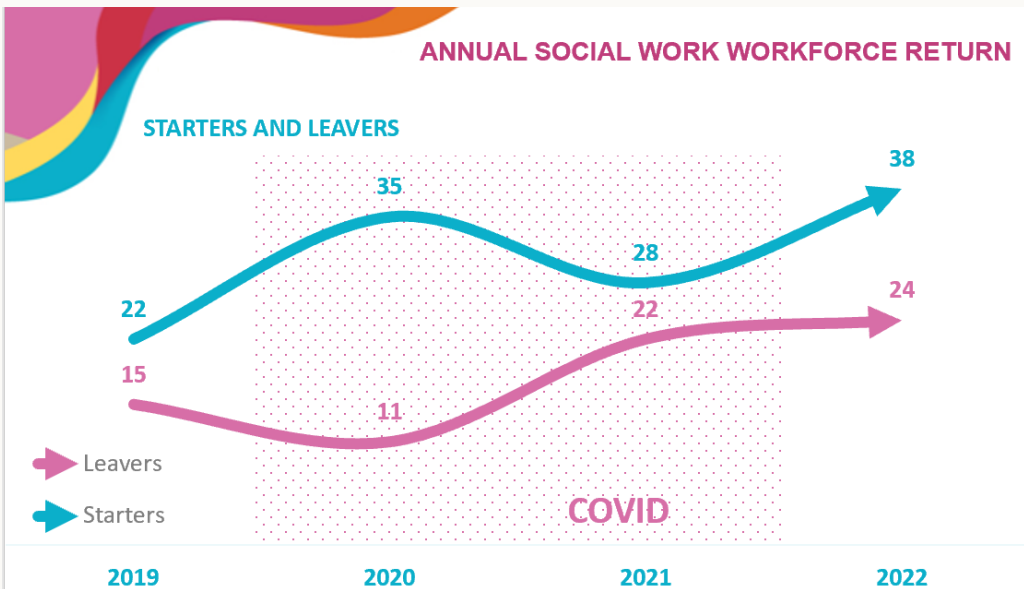
Winter 2022 offer



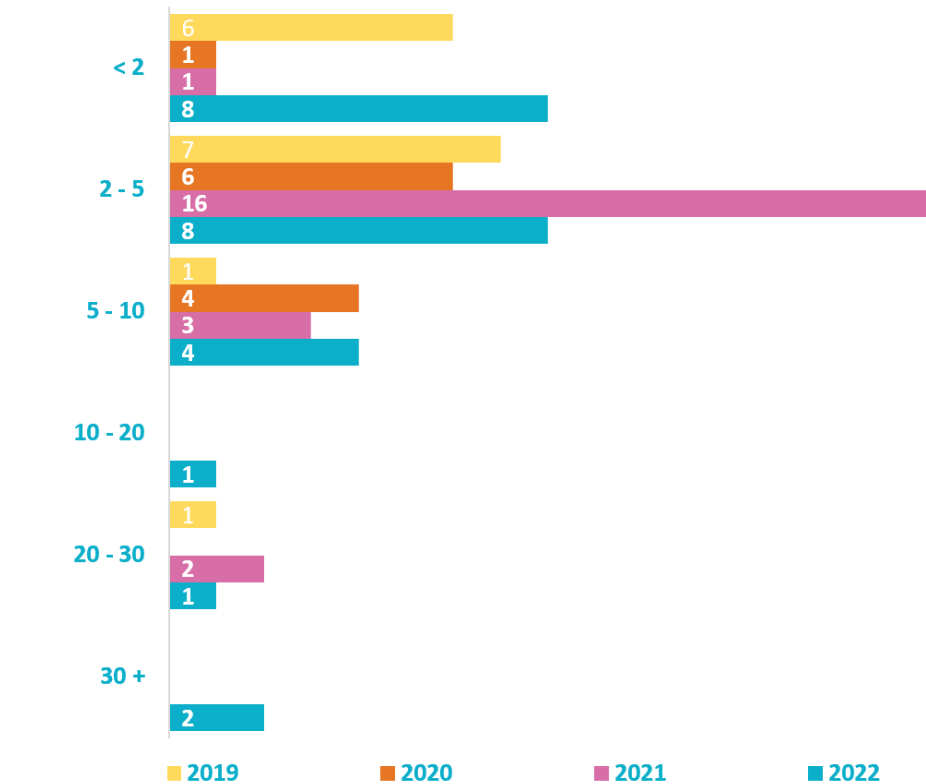
PARTICIPANTS



### ANNUAL SOCIAL WORK WORKFORCE RETURN



### LEAVERS YEARS IN SERVICE



### QUARTERLY FINANCE UPDATE

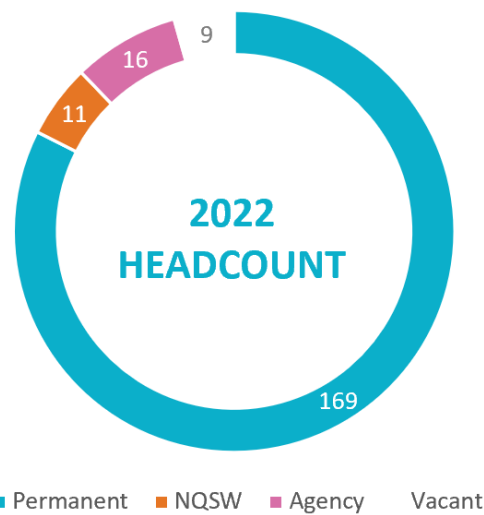
**£11,214,286**  
Cost

**£10,939,650**  
Budget

**103%**

Costs for Q1 – Q4 are currently running 3% over the social care workforce budget

2022-23 Year end report – Slide 10



**AVERAGE LENGTH OF SERVICE YEARS**

3 3 6 7

## KEY PRIORITIES ACHIEVEMENTS AND UPDATES

### 1. Children have the best start in life, needs are identified and supported early, and they are school ready at five

- Westminster City Council has recently pledged to provide free school meals to children in nursery school and for Westminster residents in Secondary schools. The new provision will cover 2-year-olds who qualify for the targeted provision, all 3–4-year-olds in maintained and private nursery schools in Westminster, and in-borough Westminster pupils in KS3.
- The Council has invested in a Parent Child Plus programme (weekly visiting for 52 weeks) for 2-year-olds with speech and language delay identified at 2-year check. The impact of the borough-wide programme for children and families is being evaluated, outcomes recorded so far have shown significantly improved assessments results for both children and parents.
- Accredited SEND course for EY staff and SENCOs – the ninth cohort has completed the training in the Spring term.
- The new integrated targeted service is being mobilised; recruitment issues have slowed development, 1 of 6 Health Visiting staff have started to triage and take cases with support from the Early Help team capacity. Work is ongoing to get the service to full capacity. Building works to enable co-location if the Health Visiting teams have been completed in Queen's Park Family Hub and moves are expected to happen in May 2023. Works at Portman are expected to be completed soon to enable co-location of the remaining Health Visiting team in Q1 23/24. Joint sessions and clinics are being planned alongside development of integrated work practices.

### 2. Children and young people have access to high-quality education and training opportunities, have good attendance at school and achieve their full potential.

- 95% of schools currently judged by Ofsted to be good and outstanding in Westminster. 28% are judged as outstanding and 67% as good.
- The implementation of the Inclusion Strategy is focusing more on the importance of school attendance and engagement in line with the national and local drive to level up attendance to pre covid levels.
- Progress has been made to simplify the Inclusion Strategy Action Plan to reflect the ambitions of the Inclusion Strategy and the DfE SEND and Alternative Provision Green Paper. Once this is finalised it will be share with the Education Partnership Board.
- Work is continuing to increase the number of children and young people at risk of exclusion who are engaged and educated in mainstream schools through extension of behaviour outreach contracts, Secondary Behaviour Outreach pilot and Trauma Informed training with associated award system.
- The Vulnerable Children Collaborative continues to focus on the most vulnerable cohort of children including those children and young people with an Education Health Care Plan (EHCP) and at Special Educational Needs (SEN) Support level. This includes children /young people with SEN Support level in Alternative Provision where attendance may also be a significant concern and/or risk of NEET at Key Stage 4.

### 3. Children and young people feel safe, and are protected from serious youth violence, harm, harmful practices, abuse, and neglect at home, online and in the community.

- Schools have a Single Point Of Contact (SPOC) Gangs worker in the Integrated Gangs and Exploitation Unit (IGXU) who work with the school according to their expressed needs, for example, holding 'surgeries' in school to offer 1-1 time with affected students. This compliments the work of the dedicated Schools worker such a providing jointly delivered workshops to pupils, staff and parents.
- The IGXU continues to support voluntary sector youth provision through delivery of Serious youth violence local partnership meetings for Harrow Rd (NW) and Church St (NE). This Harrow Road meeting will continue into Q1 2023 while at the meeting for Church St in NE in March it was agreed to now roll this into the regular family/ youth hub meetings with additional membership of key agencies.
- The increased complexity of referrals through to IGXU (among others) has required us to consider increased training and clinical group supervision in conjunction with Science of Violence training with the Tavistock and Portman Trust. This will be delivered in Q1 2023-24.
- In response to increased risks for specific people connected to gang violence the IGXU has developed closer partnership work around housing and is increasingly involved in the safe movement of families and individuals within and outside of Westminster.
- The IGXU has overhauled its referral assessment, planning processes to make them smoother on the social services Mosaic database.



## KEY PRIORITIES ACHIEVEMENTS AND UPDATES

### 4. All young people, and particularly those who are vulnerable can realise their ambitions and take advantage of opportunities and life skills which prepare them for adulthood.

- 78.2% of our Care Leavers are in Education, Employment and Training compared to 55% nationally. We attribute this to the hard work and dedication of our young people, and a strong Virtual School that support our young people through education and into employment and training opportunities.
- This year, two of our care leavers who have undertaken an apprenticeship with the Council have been successful in securing permanent jobs in the Economy Service, and a further two are working as Ushers in the Registrars service.
- The Bi-Borough School Inclusion Strategy continues to increase the range of outreach interventions available to support young people at risk of exclusion which will complement our existing offer via our Early Help Inclusion teams. Ormiston will be rolling out an in-school pilot in three schools across the Bi-Borough. We have received funding from the Violence Reduction Unit to fund mentoring programmes which will work in Beachcroft and Latimer AP Academies and the two Bi-Borough managed intervention centers.
- We are in the process of agreeing a two-year funding package with Ormiston for both alternative provision and behavior outreach. The funding strategy will ensure that costs to the Local Authority and schools are managed within the current financial context but will also provide Ormiston the security to invest in staffing and quality improvements at in the AP academies and managed intervention centers.

### 5. All our young people feel listened to, empowered to take action and have opportunities to co-produce/co-design services that affect them.

- On 17<sup>th</sup> April, we launched a youth-led Bi-Borough Mental Health campaign 'I got U , U got this' . The campaign was co-designed with young people and aims to empower and reassure young residents so that they feel confident accessing services to support their mental wellbeing, particularly early intervention services such as Mind and Kooth.
- The campaign includes the launch of a new landing page for mental health services, co-produced videos to explain services on offer and a phased in-person engagement across various youth settings.
- We have employed a local young person as video officer, who has been leading a team of young people to co-produce signposting videos with mental health services. Young people, and our young ambassadors, will continue to lead the online and offline campaign over the next 3-months.
- In April, the Mayor visited the Tresham Centre for Disabled Children and Young People, and young people were invited to share their views, and feedback on the service.
- A new project with NHS Partners based at College Park School has begun. The project will provide training for health care professionals in their delivery of Education, Health and Care Needs Assessments (EHCNA's). The training hopes to ensure health professionals can offer advice that is more personalised and aspirational.
- The SEND Youth Participation Team is looking for young people to help develop this person-centred training, providing youth led support for professionals when writing Education, Health and Care Needs Assessment advice.

### 6. All Children and Young People are happy and healthy, with access to a diverse range of activities and opportunities to support their physical, mental health and emotional wellbeing within the post- pandemic context, environmental challenges, and rising cost of living pressures.

- Children aged three to 14 in Westminster will be able to receive a free school lunch in the most ambitious expansion of the free school meals programme seen in the capital. The announcement - confirmed at Full Council on 8 March - builds on the free lunch programme for Westminster primary pupils which launched in January.
- By September 2023, the Council will provide a free nutritious meal to all three- and four-year-olds across all early year's settings across the borough (including private, voluntary and independent nursery settings) offering free entitlements, and all 11-14-year-old resident children at Westminster maintained secondary schools. Additionally, two-year-olds who currently access the Free Early Education Entitlement in an early year's setting will also benefit receive a free healthy meal.
- Westminster's additional investment of £2m will complement the existing Government free school meals offer and recent additional Greater London Authority funding to make 14,000 children eligible for free school meals.

## ACCRONYM GLOSSARY

**CCE**

Child criminal exploitation

**CP**

Child protection

**CSE**

Child sexual exploitation

**DMFT**

(Visible signs of)  
Decayed, missing or filled teeth

**EHCP**

Education, health and care plans

**ETE / EET**

Education, training or  
employment

**EWMH**

Emotional Wellbeing & Mental  
Health

**EYPP**

Early years pupil premium

**GLD**

Good level of development

**ICPC**

Initial care plan conference

**LAC**

Looked after children

**NEET**

Not in education, employment or  
training

**PRU**

Pupil referral unit

**SEN**

Special educational needs

**SNAPT**

Special educational needs  
assessment team panel

**SYV**

Serious youth violence

**TPT**

Targeted prevention team

**UASC**

Unaccompanied asylum-seeking  
child