

# Children and Education Policy and Accountability Committee

## Agenda

Monday 21 November 2022 at 7.00 pm

Meeting Room 1 (2nd Floor) - 3 Shortlands, Hammersmith, W6 8DA

### MEMBERSHIP

Administration	Opposition
Councillor Helen Rowbottom (Chair) Councillor Daryl Brown Councillor Mercy Umeh Councillor Lucy Richardson	Councillor Aliya Afzal-Khan
Co-optees	
Eleanor Allen, London Diocesan Board for Schools Nandini Ganesh, Parentsactive Representative Nadia Taylor, Parent Governor Representative Matt Jenkins, Teacher Representative	

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**Note: This meeting is open to members of the public. The building has disabled access.**

Date Issued: 08 November 2022

# **Children and Education Policy and Accountability Committee Agenda**

**21 November 2022**

<b><u>Item</u></b>	<b><u>Pages</u></b>
<b>1. APOLOGIES FOR ABSENCE</b>	
<b>2. DECLARATIONS OF INTEREST</b> <p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.</p>	
<b>3. MINUTES</b> <p>To approve the minutes of the previous meeting and note any outstanding actions.</p>	<b>4 - 8</b>
<b>4. YOUTH JUSTICE SERVICE INSPECTION OUTCOME</b> <p>This report presents the outcomes of the Youth Justice Service inspection undertaken by HM Inspectorate of Probation in June 2022.</p>	<b>9 - 44</b>

- 5. CORPORATE PARENTING BOARD REVIEW** 45 - 53
- This report presents a review of Corporate Parenting Board to strengthen direct engagement and consultation with young people and to ensure that it continues to meet desired aims and objectives.
- 6. THE LEARNING PARTNERSHIP** 54 - 65
- This report gives an overview of the Hammersmith and Fulham Learning Partnership which was created to provide an enduring collaboration between schools and the wider community in order to deliver an excellent education that is exciting, challenging, fit for the moment, and at the leading edge.
- 7. SUMMER IN THE CITY DELIVERY REPORT** 66 - 70
- This report discusses the delivery of the Summer in the City programme which provides free holiday activities and food for school aged children.
- 8. DATES OF FUTURE MEETINGS**
- To note the dates of future meetings:
- 30 January 2023
  - 27 March 2023

# Agenda Item 3

London Borough of Hammersmith & Fulham

## Children and Education Policy and Accountability Committee Minutes



**Tuesday 19 July 2022**

### **PRESENT**

**Committee members:** Councillors Helen Rowbottom (Chair), Daryl Brown, Mercy Umeh, Lucy Richardson and Aliya Afzal-Khan

**Co-opted members:** Eleanor Allen (London Diocesan Board for Schools) and Nandini Ganesh (Parentsactive Representative)

**Other Councillors:**

Councillor Alexandra Sanderson (Cabinet Member for Children and Education)

**Officers:**

Jacqui McShannon (Strategic Director of Children's Services)

Amana Gordon (Operational Director, Children and Young Peoples Service)

Peter Haylock (Director of Education)

Marcus Robinson (Programme Lead, Children's Services)

Sarah Bright (Assistant Director – Children's Commissioning)

Brenda Whinnett (Youth Voice Coordinator)

Jo Pymont (Assistant Director, Performance and Improvement)

Tony Burton (Head of Finance for Children's Services and Education)

Rhea Gardener (Clerk)

### **1. APPOINTMENT OF CO-OPTED MEMBERS**

**RESOLVED**

The Committee agreed the appointment of Eleanor Allen, Nandini Ganesh, Nadia Taylor, and Matt Jenkins as co-opted members for the 2022/23 Municipal Year.

### **2. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Nadia Taylor and Matt Jenkins.

### **3. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **4. MINUTES**

#### **RESOLVED**

The Committee approved the minutes of the previous meeting held on 31 January 2022 as an accurate record.

### **5. COMMITTEE TERMS OF REFERENCE (TO NOTE)**

The Committee noted the terms of reference.

### **6. YOUTH VOICE UPDATE - JULY 2022**

Brenda Whinnett (Youth Voice Coordinator) presented the Youth Voice update report. She informed members there had been a newly elected Youth Cabinet following elections in March. She gave an overview of the work of the Youth Cabinet and Youth Council. She noted that they had identified four areas of focus for their manifesto:

- Staying Safe
- Life-skills
- Work experience and employment opportunities
- Mental health and emotional wellbeing.

The Youth Council would be working with a range of professionals to take their priorities forward over the year.

Brenda Whinnett informed members of the planned Takeover Challenge Day scheduled for November 2022. The event would give young people a wide range of different challenges and opportunities to give their views, ideas, and feedback in fun and creative ways. Young people's views would then be fed into the policies and practices within Children Services and the wider Council.

Nandini Ganesh asked if the Youth Council meetings would be accessible for those with special educational needs and disabilities. Brenda Whinnett said the meetings would continue to be accessible. They had done training with young people on inclusion to ensure their meetings and events were accessible to as many people as possible. Brenda Whinnett added that she had been working closely with special schools in the borough, holding sessions with young people there to ensure they felt comfortable engaging with Youth Council meetings.

Brenda Whinnett said she would share the Youth Council's draft manifesto with members and a more detailed plan at the end of September 2022.

**ACTION: Brenda Whinnett**

The Chair and members thanked Brenda Whinnett for her work with the Youth Council.

## **7. OFSTED FOCUSED VISIT - JANUARY 2022**

Amana Gordon (Operational Director, Children and Young Peoples Service) presented the item on the Ofsted focused visit that took place on 19 and 20 January 2022. The visit focused on the effectiveness of the Council's services and arrangements of the Front Door including:

- Arrangements of Early Help
- Contact and referrals
- Multi-agency Safeguarding Hub (MASH) and shared services
- Thresholds for statutory interventions
- Effectiveness of supervision and management oversight
- Quality assurance and performance management

Amana Gordon said the inspectors felt the visit had been overwhelmingly positive with many strengths and some exemplary practice displayed. The main area of improvement related to social work caseloads in the child assessment service. In response to this the services had put together a business case for additional resource to address capacity and ensure more effective service delivery. Support had already been secured for significant additional resource and preparations for recruitment of a fourth Front Door team were underway.

Nandini Ganesh asked if the inspectors had spoken with families and children and if so, what process was followed to select those families. Amana Gordon said the inspectors were given a list of all Front Door cases and they selected a sample to evaluate. The service would then arrange sessions for the families to meet with inspectors and provide feedback.

Nandini Ganesh and Councillor Mercy Umeh asked for more information on the fourth Front Door team and the impact on casework. Amana Gordon said the addition of a fourth team would reduce the number of cases for each social worker and allow them to be more effective.

Councillor Umeh asked how families were supported through the assessment process. Amana Gordon said it could be difficult for families to recognise they needed social work intervention and there were statutory processes the service had to follow. Social workers did their best to explain the process and options to families, but families also had the option to request independent advocacy.

Councillor Aliya Afzal-Khan asked what additional resources had been identified and what support was available to social workers when under pressure. Amana Gordon said support for social workers was given by senior management through supervision and there was a clinical team that provided support and practice workshops.

The Chair asked how recruitment for the new Front Door team would be managed considering shortages in the sector. Amana Gordon said recruiting social workers was a challenge, but she said it was beneficial to be able to recruit the whole team at once – it showed significant investment by the Council and a commitment to reducing caseloads. The goal was to recruit permanently rather than rely on short-term locums. The Chair suggested officers work with the Business Intelligence team on predictive modelling to support recruitment and caseload management.

**ACTION: Amana Gordon**

Councillor Afzal-Khan asked what percentage of H&F's social workers lived in the borough. Jacqui McShannon (Strategic Director of Children's Services) said there was a West London Step Up to social work programme which encouraged social workers to train with West London authorities and then apply for jobs in West London authorities.

Councillor Afzal-Khan asked what percentage of the services were delivered remotely. Amana Gordon said the nature of social work services meant they couldn't be delivered remotely. Some check-ins between visits could be done online but that hadn't replaced in-person contact.

The Chair summed up the discussion and thanked officers for their report.

**8. SUMMER IN THE CITY 2022 - SUMMER ACTIVITIES FOR CHILDREN AND YOUNG PEOPLE**

Peter Haylock (Director of Education) and Marcus Robinson (Programme Lead, Children's Services) presented the item on the Summer in the City programme. Peter Haylock noted that it was the second year of the programme that provided free holiday activities and events for children aged 4 to 18 (and up to 25 years for those with additional needs) during the summer holidays.

Marcus Robinson gave an overview of last year's programme. It had covered five weeks and during that time around 16,000 meals were served and over 70% of children eligible for free school meals attended. 439 hours of food and nutrition education had been provided and 2293 hours of activities had been delivered.

Marcus Robinson then gave an overview of the 2022 delivery plan. He noted that over 16,000 sessions were planned across five weeks. The programme had been promoted through the Council's website, online advertisements, social media, banners displayed around the borough, video screens, and targeted promotion through schools and Council teams. The providers delivering the sessions had also done their own direct promotion and engagement with families.

Marcus Robinson noted that addition to the Summer in the City programme, the Council would be working with schools to distribute grocery vouchers worth £45 each for children eligible for free school meals and other vulnerable children. Through the Council's partnership with Magic Breakfast, officers were also working with primary schools and nurseries to provide deliveries of breakfast boxes to vulnerable families.

Councillor Lucy Richardson welcomed the programme and asked how officers ensured it didn't go over capacity. Marcus Robinson said a smaller programme of events had been run during previous school holidays to which gave an insight into the level of demand. There were also some contingencies in place if there is a sudden increase in demand.

The Chair thanked officers for their work on the programme. She thought it would be valuable for some elements of the programme to run throughout the year and suggested officers look into corporate sponsorships to support it.

**ACTION: Peter Haylock / Marcus Robinson**

## **9. DATES OF FUTURE MEETINGS**

The Committee noted the following dates of future meetings:

- 21 November 2022
- 30 January 2023
- 27 March 2023

Meeting started: 7.00 pm  
Meeting ended: 8.45 pm

**Chair** .....

**Contact officer** Rhea Gardener  
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**Report to:** Children and Education Policy and Accountability Committee

**Date:** 21/11/2022

**Subject:** Youth Justice Service Inspection Outcome

**Report author:** Amana Gordon, Operational Director CYPS

**Responsible Director:** Jacqui McShannon, Strategic Director Children's Services

### SUMMARY

Youth Justice Service were inspected by HM Inspectorate of Probation (HMIP) in June 2022 and the outcome and recommendations were published on 20<sup>th</sup> October 2022. HMIP takes a risk-based and non-predictable approach in deciding whether to inspect and we had been planning for the inspection due to the lapse of time since our last inspection in 2015. At the time of the inspection YJS were delivered as part of the Tri-Borough arrangements and were not graded but service was found to be "performing very well".

### RECOMMENDATIONS

1. For the Committee to note the outcome of the inspection and the five recommendations made by HMIP to support continuous improvement of our delivery.

**Wards Affected:** All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Our Youth Justice Service works to ensure best outcomes for some of our most vulnerable children and young people, diverting them away from crime and engaging them in positive activities, education, employment and training
Creating a compassionate council	The care and commitment of the workforce, partnership and our community organisations to support and protect our children and give them every opportunity to move away from crime was a strength noted by the inspectorate.
Doing things with local residents, not to them	The inspectorate noted the voice of our children, residents, and community

	organisations in shaping the way we deliver our YJS.
Being ruthlessly financially efficient	We use our resources to ensure we meet our statutory responsibilities but maximise our innovation to meet the wide range of needs our children have.
Taking pride in H&F	The Inspectorate acknowledged and found evidence of our pride in H&F and our aspirations for our children.
Rising to the challenge of the climate and ecological emergency	The Youth Justice Service works to ensure it delivers all its services with awareness and consideration of the climate challenge – by working smart and maximising opportunities to hybrid work we are reducing our carbon footprint and in our work with children and young people providing opportunities to learn and participate in our community

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## Background Papers Used in Preparing This Report

An inspection of youth offending services in Hammersmith and Fulham, HM Inspectorate of Probation, October 2022.

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## DETAILED ANALYSIS

1. The inspection looked at:
  - standards of organisational delivery (leadership, staffing and facilities),
  - their management of children serving court sentences (court disposals)
  - and children serving cautions or community sentences (out-of-court disposals).
  - It also rated the quality of resettlement work.
2. The breakdown of judgements for each domain:

Overall rating	Outstanding
<b>Organisational delivery</b>	
Governance and leadership	Good
Staff	Good
Partnerships and services	Outstanding
Information and facilities	Good
<b>Court disposals</b>	
Assessment	Outstanding
Planning	Outstanding
Implementation and delivery	Outstanding
Reviewing	Outstanding
<b>Out-of-court disposals</b>	
Assessment	Good
Planning	Outstanding
Implementation and delivery	Outstanding
Out-of-court disposal policy and provision	Good
<b>Resettlement</b>	
Resettlement policy and provision	Outstanding

### The Outcome

3. The Inspectorate determined that YJS in Hammersmith and Fulham met the criteria for the highest judgement of 'outstanding' and that our children are provided every opportunity to move away from crime.

### Recommendations

4. The Hammersmith and Fulham Youth Justice Service should:
  - review its work arrangements with volunteers to ensure that they are fully supported, used effectively and connected to the service
  - improve communication and escalation routes to ensure that key messages on service delivery and data analysis reach the board and operational staff

- review policies and guidance to ensure that they set out explicitly how the service intends to meet all diversity needs, particularly where there is disproportionality.

5. The Youth Crime Prevention Partnership Board (management board) should:

- continue to work with partners and the YJS to maintain the current health provision for YJS children
- develop its understanding of YJS children and families, the vision and priorities of the service and potential risks that could impact on delivery

### **LBHF Response**

6. We have accepted the inspectorates' recommendations and will provide an action plan to deliver against them by 11 November 2022. The action plan will be developed in partnership with the Youth Crime Prevention Partnership (YCPP) and progress against the actions will be monitored through the YCPP.

### **LIST OF APPENDICES**

Appendix 1 - Youth Justice Service Inspection Outcome – Presentation

Appendix 2 - HM Inspectorate of Probation Report – October 2022

Appendix 3 - HM Inspectorate of Probation Press Release

# HM Inspectorate of Probation, Youth Justice Service Inspection Outcome

Children and Education Policy and Accountability  
Committee

21<sup>st</sup> November 2022

## **The inspection looked at:**

- standards of organisational delivery (leadership, staffing and facilities),
- their management of children serving court sentences (court disposals)
- and children serving cautions or community sentences (out-of-court disposals).
- It also rated the quality of resettlement work.

Hammersmith and Fulham Youth Justice Service (YJS) has received an overall rating of 'Outstanding' the highest rating available.

Hammersmith and Fulham Youth Justice Service “is a dedicated, capable and confident service where children have every opportunity to move away from crime”.

Chief Inspector of Probation Justin Russell

# Strengths

The inspection highlighted strong practice across each service area and impressive arrangements with partners giving YJS children access to an extensive range of services and provision. Some examples are given below:

- ❑ There is a clear vision and strategy which delivers a child-first and systemic approach to working with children and families. It values their views and has been proactive in seeking these to inform service delivery.
- ❑ The Youth Crime Prevention Partnership (YCPP) and YJS have effective links to other strategies and provision to support service delivery. They form an integral part of the Youth Crime Prevention Strategy and have strong ties with community safety partnership and local safeguarding boards
- ❑ Staff are confident, capable, and passionate, and it was evident that they are dedicated to improving outcomes for children.
- ❑ There is a comprehensive induction process for staff with a strong learning and development ethos embedded in the service alongside a robust supervision policy including joint supervision arrangements with CSC.
- ❑ Exceptional work is acknowledged by managers and staff feel valued.

# Strengths

- ❑ The service has impressive arrangements with partners, including the voluntary sector, which gives YJS children access to an extensive range of services and provision including a strong health offer
- ❑ YJS children have access to numerous mentoring options which enables a tailored approach whereby a service that most needs the child's needs can be provided
- ❑ There is a clear vision and strategy which delivers a child-first and systemic approach to working with children and families. It values their views and has been proactive in seeking these to inform service delivery
- ❑ Case work was impressive in both court and out-of-court disposals and in resettlement work. Assessments are thorough and analytical, providing detailed insight into the children and families.
- ❑ Plans are co-produced with children and involve other agencies; they balance areas of strength and concerns effectually, and we found an excellent standard of service delivery.

# Recommendations

## ❑ The Hammersmith and Fulham Youth Justice Service should:

1. review its work arrangements with volunteers to ensure that they are fully supported, used effectively and connected to the service
2. improve communication and escalation routes to ensure that key messages on service delivery and data analysis reach the board and operational staff
3. review policies and guidance to ensure that they set out explicitly how the service intends to meet all diversity needs, particularly where there is disproportionality

## ❑ The Youth Crime Prevention Partnership Board (management board) should:

4. continue to work with partners and the YJS to maintain the current health provision for YJS children
5. develop its understanding of YJS children and families, the vision and priorities of the service and potential risks that could impact on deliver



HM Inspectorate  
of Probation

An inspection of youth offending services in

# Hammersmith and Fulham

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HM Inspectorate of Probation, October 2022

# Contents

<b>Foreword .....</b>	<b>3</b>
<b>Ratings .....</b>	<b>4</b>
<b>Recommendations.....</b>	<b>5</b>
<b>Background .....</b>	<b>6</b>
<b>Domain one: Organisational delivery .....</b>	<b>7</b>
1.1. Governance and leadership .....	7
1.2. Staff.....	8
1.3. Partnerships and services.....	9
1.4. Information and facilities.....	10
<b>Domain two: Court disposals .....</b>	<b>13</b>
2.1. Assessment.....	13
2.2. Planning .....	14
2.3. Implementation and delivery .....	15
2.4. Reviewing .....	16
<b>Domain three: Out-of-court disposals.....</b>	<b>17</b>
3.1. Assessment.....	17
3.2. Planning .....	18
3.3. Implementation and delivery .....	19
3.4. Out-of-court disposal policy and provision.....	20
<b>4.1. Resettlement.....</b>	<b>21</b>
4.1. Resettlement policy and provision .....	21
<b>Further information.....</b>	<b>21</b>

## Acknowledgements

This inspection was led by HM Inspector Rebecca Howard, supported by a team of inspectors and colleagues from across the inspectorate. We would like to thank all those who helped plan and took part in the inspection; without their help and cooperation, the inspection would not have been possible.

## The role of HM Inspectorate of Probation

HM Inspectorate of Probation is the independent inspector of youth offending and probation services in England and Wales. We report on the effectiveness of probation and youth offending service work with adults and children.

We inspect these services and publish inspection reports. We highlight good and poor practice and use our data and information to encourage high-quality services. We are independent of government and speak independently.

Please note that throughout the report the names in the practice examples have been changed to protect the individual's identity.

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## Foreword

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This inspection is part of our programme of youth justice service (YJS) inspections. We have inspected and rated Hammersmith and Fulham YJS across three broad areas: the arrangements for organisational delivery of the service, the quality of work done with children sentenced by the courts, and the quality of out-of-court disposal work.

Overall, Hammersmith and Fulham YJS was rated as 'Outstanding'. We also inspected the quality of resettlement policy and provision, which was separately rated as outstanding.

The service has a clear child-first and systemic approach to working with children and families. It values the views of children and families and has been proactive in seeking these to inform service delivery. This includes routinely gathering feedback from children, parents or carers on their experiences with youth justice, as well as involving them in wider consultation events.

The staff are confident, capable, and passionate, and it was evident that they are dedicated to improving outcomes for children. The service has invested in staff through training and development, and many have been successful in internal promotion. However, the service needs to improve its work with volunteers to ensure that they receive adequate support and training and are being effectively utilised.

The service has impressive arrangements with partners, including the voluntary sector, which gives YJS children access to an extensive range of services and provision. This includes a strong health offer, where YJS children have prompt, in-house access to the Child and Adolescent Mental Health Service (CAMHS), speech and language therapy, clinical practitioners, as well as educational psychology and substance misuse services. Practitioners are aware of the resources available and use these well.

Black and mixed heritage children are overrepresented in the YJS cohort. The service is aware of this and has made addressing it a priority. It has made a promising start and is already seeing better education outcomes for these children. However, work to meet children's diversity needs requires some strengthening. While we saw good examples of work where diversity had been recognised and provision appropriately tailored, this was not consistent across all cases. Policies and processes need to be more specific about how the service intends to meet all children's diverse needs.

Case work was impressive in both court and out-of-court disposals and in resettlement work. Assessments are thorough and analytical, providing detailed insight into the children and families. Plans are co-produced with children and involve other agencies; they balance areas of strength and concerns effectually, and we found an excellent standard of service delivery.



**Justin Russell**

HM Chief Inspector of Probation

## Ratings

**Hammersmith and Fulham Youth Justice Service**  
Fieldwork started July 2022

**Score 31/36**

### Overall rating

**Outstanding**



### 1. Organisational delivery

1.1 Governance and leadership

**Good**



1.2 Staff

**Good**



1.3 Partnerships and services

**Outstanding**



1.4 Information and facilities

**Good**



### 2. Court disposals

2.1 Assessment

**Outstanding**



2.2 Planning

**Outstanding**



2.3 Implementation and delivery

**Outstanding**



2.4 Reviewing

**Outstanding**



### 3. Out-of-court disposals

3.1 Assessment

**Good**



3.2 Planning

**Outstanding**



3.3 Implementation and delivery

**Outstanding**



3.4 Out-of-court disposal policy and provision

**Good**



### 4. Resettlement<sup>1</sup>

4.1 Resettlement policy and provision

**Outstanding**



<sup>1</sup> The rating for Resettlement does not influence the overall YOS rating.

## Recommendations

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As a result of our inspection findings, we have made five recommendations that we believe, if implemented, will have a positive impact on the quality of youth offending services in Hammersmith and Fulham. This will improve the lives of the children in contact with youth offending services, and better protect the public.

### **The Hammersmith and Fulham Youth Justice Service should:**

1. review its work arrangements with volunteers to ensure that they are fully supported, used effectively and connected to the service
2. improve communication and escalation routes to ensure that key messages on service delivery and data analysis reach the board and operational staff
3. review policies and guidance to ensure that they set out explicitly how the service intends to meet all diversity needs, particularly where there is disproportionality.

### **The Youth Crime Prevention Partnership Board (management board) should:**

4. continue to work with partners and the YJS to maintain the current health provision for YJS children
5. develop its understanding of YJS children and families, the vision and priorities of the service and potential risks that could impact on delivery.

## Background

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We conducted fieldwork in Hammersmith and Fulham YJS over a period of a week, beginning on 18 July 2022. We inspected cases where the sentence or licence, out-of-court disposals and resettlement cases were delivered between 19 July 2021 and 13 May 2022. We also interviewed 19 case managers.

Hammersmith and Fulham is in west London. It borders Brent, the Royal Borough of Kensington and Chelsea, Wandsworth, Richmond upon Thames, Hounslow and Ealing. The Office for National Statistics recorded the total population as 183,544 in 2021, with children aged 10 to 17 making up 8.2 per cent (15,076). While there are many affluent areas, Hammersmith and Fulham experiences deprivation. In 2019, the Income Deprivation Affecting Children Index recorded that 34 per cent of children under the age of 18 were living in poverty.

We last inspected Hammersmith and Fulham in 2015, when it formed part of the West London Tri-borough youth offending service, with Westminster and Kensington and Chelsea. The tri-borough arrangement ended in 2018, and Hammersmith and Fulham established its own youth justice service. The YJS is located in their Children and Young People's Service and alongside Early Help and Social Care. The head of the YJS reports to the operational director. The YJS management team includes the head of service; three deputy service managers (DSM), two senior social workers and a restorative justice lead. The DSMs oversee the out-of-court disposal, community and court teams. In addition, there is a wellbeing team, which includes a speech and language therapist, education psychologist, youth justice liaison and diversion worker, CAMHS worker, a clinical/systemic practitioner, and substance misuse workers.

Hammersmith and Fulham is a diverse area; 50 per cent of children aged 10 to 17 are from black, Asian and minority ethnicities. However, 69 per cent of the YJS cohort are children from these heritages. The YJS is aware of this overrepresentation and is committed to addressing it. Levels of mental ill-health (54 per cent) and substance misuse (73 per cent) are high for YJS children. Only 38 per cent of YJS children of school age are educated in mainstream facilities, and 62 per cent are in alternative provision. However, 90 per cent of children aged over 16 years are in education, training or employment (ETE). The percentage of children on the YJS caseload cared for by the local authority is 19 per cent; 15 per cent are placed outside the YJS area and 4 per cent are placed within it.

The majority of the YJS caseload are boys aged 15 to 17. The most common offences are violence against the person and drugs. Hammersmith and Fulham's first-time entrant rate is lower than the average for London and England and Wales. Although reoffending rates are slightly higher, these numbers have continued to fall every year. The custody rate increased marginally between April 2021 and March 2022. However, there have been significant delays in sentencing due to the pandemic, which have had an impact on this figure.

The Metropolitan Police cover the Hammersmith and Fulham area. The YJS has good links with the Mayor's Office for Policing and Crime (MOPAC). The borough is affected by exploitation and serious youth violence (SYV). It experienced a peak in SYV in 2018-2019, and the partnership has made addressing this a priority. Positively, no children under 18 have died as a result of violent crime since 2019.

## Domain one: Organisational delivery

To inspect organisational delivery, we reviewed written evidence submitted in advance by the YJS and conducted 14 meetings, including with staff, volunteers, managers, board members, and partnership staff and their managers. Key findings about organisational delivery were as follows.

### 1.1. Governance and leadership



The governance and leadership of the YOT supports and promotes the delivery of a high-quality, personalised and responsive service for all children.

Good

#### Strengths:

- The YJS has a vision and strategy for delivering youth justice services. This endorses a child-first and systemic approach.
- The board and YJS have strong links to other strategies and provision. They form an integral part of the Youth Crime Prevention Strategy, and have strong ties with the community safety partnership and local safeguarding boards.
- The service has joint working protocols in place with partners. This includes secondment arrangements to provide in-house services from the police, substance misuse, and speech and language therapy.
- The partnership is innovative and will challenge each other effectively. They have worked well together to secure an extensive range of services and provision. They have good knowledge of existing resources and, where there have been gaps, they have used funding well to commission provisions.
- The management team is visible, cohesive and members work well together. They have clear lines of accountability, and service lead areas are understood by the service.

#### Areas of improvement

- Key information is not consistently being presented at the board. For example, members did not know that 62 per cent of YJS children of school age were in alternative provision. The partnership needs to scrutinise the demographics of this cohort, in consultation with staff, children, parents, and carers.
- Detailed analysis of outcomes and performance produced by the YJS does not always reach the board, nor is it being disseminated and understood at an operational level.
- The board is not consistently discussing provision and the performance of other services where there will be an impact on the YJS.
- The induction process for board members needs to ensure new members understand the profile of YJS children, and the service's child-first and systemic culture. Not all board members could articulate the YJS's vision and priorities or the needs of the children and families who access the service.
- The probation service cannot second a probation practitioner due to lack of capacity but provide the YJS with financial reimbursement instead. Whilst there is

a process to transition young adults to the probation service, more work is required by both services to ensure all transitions are effective.

- Staff were not confident that concerns that they had escalated were routinely being raised at the board.

## 1.2. Staff



Staff within the YOT are empowered to deliver a high-quality, personalised and responsive service for all children.

Good

### Strengths

- Practitioners feel that their workload is manageable, and that cases are evenly distributed. Managers will listen and proactively respond if work becomes unmanageable. Although the service has experienced some difficulties with retaining staff, staffing levels are sufficient to meet its needs.
- The team is confident, knowledgeable, and capable. Cases are allocated to staff who are experienced and equipped to meet the children's needs.
- The YJS invests in its staff and offers opportunities for progression and development. Several practitioners have been promoted to senior roles.
- There is a robust supervision policy in place. Supervision enables staff to discuss and reflect on cases, creates opportunities for personal and professional development, and helps to identify training and learning needs, in addition to reviewing staff welfare.
- In the cases we reviewed, management oversight was effective in 77 per cent of post-court cases and 85 per cent of out-of-court disposal cases.
- There is a joint supervision arrangement with children's social care (CSC). If YJS children are known to CSC, practitioners receive additional supervision from the social worker and their manager.
- Robust quality assurance processes are in place which ensures there is effective oversight and countersignature of assessments and reports.
- There is a comprehensive induction process for new staff, and a strong learning and development ethos, and dedication to training.
- Staff are highly motivated, passionate, and committed to meeting the needs of the children and their families.
- Managers acknowledge exceptional work and staff feel valued.

### Areas for improvement:

- Volunteers do not feel valued or encouraged by the service. They are not being fully utilised in their role. They feel disconnected from the YJS and feel that they do not know the team, the services available, or current provision well enough.
- Volunteers are not satisfied with the supervision and support they receive. While all agree that the induction process was thorough, they consider the current training is not meeting their needs, they are omitted from YJS training, and would like the opportunity to further learn and develop.
- None of the managers have had AIM3 management and supervision training.

### 1.3. Partnerships and services



A comprehensive range of high-quality services is in place, enabling personalised and responsive provision for all children.

Outstanding

#### Strengths:

- The YJS has an up-to-date analysis of the needs of children and a joint strategic needs assessment, including of desistance factors, which enables it to deliver services effectively.
- The YJS uses the views of children, parents, and carers to inform provision.
- There are effective arrangements in place for children and families to access a plethora of specialist and mainstream services. For instance, Queens Park Rangers football club seconds two workers to the YJS to provide constructive activities and access to a maths tutor.
- The service promotes opportunities for community integration, including access to outreach provision, through the youth crime prevention strategy.
- There is a strong post-16 ETE offer. From 14 years old, children are helped to transition into ETE after school; 90 per cent of over-16s are in ETE.
- YJS children have access to numerous tailored mentoring options,
- The junior attendance centre programme includes employment, money management skills as well as healthy lifestyles, identity and masculinity.
- A parent/carers champion network delivers mentoring and parenting skills.
- The YJS has good relationships with CSC and wider children's services. Weekly multi-agency meetings are held to review children who are moving through the system. This ensures that they receive the right support and step down to an appropriate service.
- The YJS has robust multi-agency risk and safety management processes in place. The partnership takes a proactive approach to working with children who are at risk of exploitation, serious youth violence and gangs. Support and intervention services include Your Choice, Supporting Families Against Youth Crime, and Ending Gang Violence and Exploitation.
- The wellbeing team provides quick access to specialist services, including direct assessment and intervention, and consultations for YJS professionals.
- Inspectors found that children had access to the services they needed to support desistance, keep them safe, and manage risks to others in almost all domain two cases and in most domain three cases that we reviewed.
- Victims who have received restorative justice fed back that the experience had been positive, they felt listened to and the provision met their needs.

#### Areas for improvement:

- Practitioners were not confident that escalated concerns about school placements were being heard and resolved.

- Although all victims are offered restorative justice, take-up was low, with less than half agreeing to participate.
- The referral order panel process needs reviewing to ensure that more victims participate and to increase the involvement of volunteers in drawing up the contract with children.

## 1.4. Information and facilities



Timely and relevant information is available and appropriate facilities are in place to support a high-quality, personalised and responsive approach for all children.

Good

### Strengths

- There are a range of policies and procedures guidance in place, these provide clear guidance on service delivery including risk and safety management processes.
- The YJS recently moved to its current location, it has adapted the building to ensure that it is safe for staff and children. A review has been planned and will involve, staff children and families.
- Practitioners have access to sufficient information and communication technology (ICT) and case recording systems to complete their roles.
- The YJS is dedicated to learning and driving service improvement. This was evident in its comprehensive audits and quality assurance (QA) processes, which were carried out frequently. Areas for development are translated into realistic and achievable action plans.
- The YJS's QA framework is embedded in the wider children and young people's service QA framework. The service produces a QA activity report, which is drawn from all audits and QA, including peer reviews, children's feedback and scrutiny panels. This identifies areas of strength and areas for improvement.
- Internal audits are completed, and the head of service and QA manager also carry out bi-monthly audit moderation. Audit activity includes deep dives into cases, observations of practice, and feedback from children and families.

### Areas of improvement:

- Several of the policies specify that staff should consider children's diversity needs. However, these would benefit from explicit detail and direction on how the service intends to take account of all protected characteristics.
- Referral order panel meetings are still being held online or hybrid, where the volunteers work remotely. The pandemic has presented difficulties for in-person meetings but given the willingness of volunteers and new facilities in making meetings possible, this needs reviewing as a priority.
- Volunteers say that there can be challenges with some of the online referral order panel meetings, due to connectivity issues, their own IT set-up, and the use of phones by attendees. This can disrupt the panels and make communication difficult.

- Some staff have reservations about the new premises. They feel that the council premises are not child-friendly, and do not allow them to create a hospitable environment tailored to children's needs.

## **Involvement of children and their parents or carers**

The service values and seeks the views of children, parents, and carers. It gathers and captures their views in several ways, including through routine consultation events, surveys, audits and feedback. The service can demonstrate how, on numerous occasions, the opinions of children, families and carers have had an impact on service delivery. For instance, following requests from children, the partnership has expanded its mentoring offer.

The perspectives of those who access the services are used to evaluate the YJS's performance and identify learning. For example, in 2018-2019, the service consulted with parents of children who had committed a first offence and were referred for an out-of-court disposal. Through a series of focus groups with parents, the service developed key learning points, including that professionals should anticipate parents' feelings of blame, guilt and shame, and potential stigmatisation felt by families from Black, Asian and minority ethnic backgrounds. It has made changes since this consultation, including to offer support and direct intervention to parents.

To ensure the voices of children, parents and carers are heard, a board member has taken on the role of youth champion. Expectations have been developed to help embed this role. The youth champion works with the YJS's restorative justice team and the children's services voice coordinator to provide frequent opportunities to consult children, families and carers. The eventual aim is for children, parents and carers to attend board meetings, and the youth champion will ensure that their voices are heard when they are unable to attend.

The YJS contacted, on our behalf, children who had open cases at the time of the inspection, to gain their consent for a text survey. We delivered the survey independently to the three children who consented, and one child replied. We also spoke to two children who had accessed the service.

In the text survey, children were asked to rate the YJS on a scale of 1 to 10, with 1 being poor and 10 fantastic.

In the phone interviews, both children felt that they understood what the YJS is trying to achieve. When asked if they thought the staff had the right skills, both responded 'yes'. One child commented:

*"He helped me a lot with school. I was going to be excluded but he got me back in and then helped me look for college places."*

The other child stated:

*"He took me to football matches and a bike project where you fix bikes. I also learnt how to fix my bike."*

When asked whether there is anything they would like to change about the YJS, neither made any suggestions. Both were asked what they like most about the YJS, and one child stated:

*"The people in YOT are actually alright, no one is really rude."*

## Diversity

The service is aware of and understands the disproportionality in the number of YJS children and families who are from Black and minority ethnic backgrounds. It has been proactive in addressing this and improving outcomes for children and families. The service has made this a priority area and developed a disproportionality action plan. Progress is being made, including an increase in the proportion of Black and mixed heritage boys in education, from 40 per cent in 2020-2021 to 63 per cent in 2021-2022. The service also uses data from other services, for example police stop and search data to inform its understanding of disproportionality. However, further work with board members is needed to ensure that they understand the impact of disproportionality on children and families. Children's views are also sought through a disproportionality survey. This explores their experiences of discrimination and how they have found working with the YJS. The service intends to repeat this survey and share feedback with the board.

Staff are aware that addressing disproportionality is a priority and understand the overrepresentation in their service. Staff have received training to understand how disproportionality can affect children and families. However, the service needs to strengthen its work to identify, analyse, and plan to address diversity needs in post-court cases, as this was sufficient in only just over half of the cases inspected. This work scored higher in out-of-court disposals, where practitioners had taken diversity needs into account when developing plans. Delivery of work to meet diversity needs requires attention in both post-court and out-of-court cases. Practitioners need to ensure that they are consistently talking to children and families about their diversity needs, the impact of these, and make reasonable adjustments where required.

The workforce is diverse; 46 per cent of staff from are from a Black, Asian, or minority ethnic background. This is slightly lower than the proportion of children from Black, Asian and minority ethnic backgrounds in the local population, which is 50 per cent, and much lower than the cohort of YJS children, which is 69 per cent. Female staff make up 63 per cent of the workforce and this provides girls who access the service with the opportunity to work with a female practitioner. The cohort of volunteers is diverse, and the recent recruitment sought to enlist new members to reflect the local community and children they will work with. Of the 11 newly recruited volunteers, 54 per cent are from a Black, Asian, or minority ethnic heritage.

Two members of staff were supported in accessing and completing the Elevate programme. This is a YJB pilot, and offers practitioners from Black, Asian, and minority ethnic backgrounds a positive action leadership programme.

Through the Ether programme provided by Wipers, YJS children have access to provision specifically for females and children from a Black, Asian, and minority ethnic heritage. This includes a leadership and development programme, where children can explore culture, race and identity, and family history in a safe space.

Several of the policies specify the need to consider diversity. However, more explicit detail and direction on how the service intends to meet all protected characteristics would be beneficial. Procedures could be enhanced through stronger links to the disproportionality action plan or more specific guidance on how the service intends to address these areas.

## Domain two: Court disposals

We took a detailed look at 11 referral orders and two youth rehabilitation orders managed by the YOS.

### 2.1. Assessment



Assessment is well-informed, analytical and personalised, actively involving the child and their parents or carers.

Outstanding

Our rating<sup>2</sup> for assessment is based on the following key questions:

	% 'Yes'
Does assessment sufficiently analyse how to support the child's desistance?	100%
Does assessment sufficiently analyse how to keep the child safe?	<b>92%</b>
Does assessment sufficiently analyse how to keep other people safe?	100%

Assessment of desistance was consistently impressive. It was evident that practitioners were professionally curious; they sought and analysed information held by other services. There was a balanced analysis of strengths, protective factors and areas of concern. Practitioners effectively used case consultations with the clinicians and input from the speech and language therapist and the educational psychologist to enhance their assessments. This enabled a child-centred and systemic approach to assessment, which considered experiences, identity, and voice. Diversity was not considered consistently in the cases we reviewed, and more attention to all protected characteristics would strengthen assessments. However, in cases where diversity needs had been explored, this was thorough, with practitioners analysing the child's learning needs, cultural heritage, and religion.

Assessment to keep the child safe was detailed and thorough. Practitioners were proficient in articulating and analysing potential adverse outcomes. Scrutiny of controls, as well as protective factors, gave them a holistic understanding of the child's safety and any actions required to improve this. Practitioners understood that, where children present risks to others, this can increase their vulnerability, and factored this into their analysis.

Assessment of risk to others is a strength. Practitioners effectively analysed information from other agencies, as well the child's previous behaviours. The nature and context of potential risks had been scrutinised and were clearly identified. Practitioners had considered the impact on potential and future victims, so that they could understand whether possible risks were imminent, and the actions needed to keep people safe.

<sup>2</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. [A more detailed explanation is available in the data annexe.](#)

## 2.2. Planning



Planning is well-informed, holistic and personalised, actively involving the child and their parents or carers.

Outstanding

Our rating<sup>3</sup> for planning is based on the following key questions:

	% 'Yes'
Does planning focus sufficiently on supporting the child's desistance?	92%
Does planning focus sufficiently on keeping the child safe?	100%
Does planning focus sufficiently on keeping other people safe?	100%

Planning to support the child's desistance is co-produced with children, parents or carers. Their views are valued and included in the plan. A child-friendly planning template has been created which enables strengths and protective factors to be a key feature. Practitioners understand the importance of developing factors for desistance, as well as focusing on areas of concern. Where other agencies were involved, planning was collaborative, and work distributed appropriately to avoid duplication. In all cases we found planning to be proportionate and intervention capable of being delivered within the timescale. Practitioners planned for the end of the child's involvement with the YJS from the start, and, where appropriate, explored step-down to other agencies. Practitioners need to improve planning to meet the child's diversity needs. For instance, including interventions that focus on identity, heritage and religion, and clearly recording if reasonable adjustments are needed.

Planning to keep the child safe is impressive. We found that practitioners had thoroughly considered how to keep children safe when they were completing their work with the YJS. For instance, they had scrutinised locations to meet the child, reparation projects and group work, and made adjustments to promote safety. They aligned plans with those of other agencies, and each service was clear about the actions needed to keep the child safe. Practitioners are aware of and used specialist provision well. They had made referrals to and liaised with services such as speech and language therapy and CAMHS. Controls to improve safety had been explored but contingency planning requires development, as we found this to be sufficient in just over half of the cases.

Planning to keep people safe is detailed. The roles of other services in managing risk were clear, for example information-sharing arrangements and attendance at multi-agency meetings. Practitioners had identified external controls, outlining measures to mitigate risks. Interventions to address concerns were identified, including peer relationships and weapons awareness courses. Actual and potential victims had been considered in all required cases, and there was a clear focus on victim safety. Contingency planning needs to be more explicit on the actions and responses required if the level of risk increases would enhance planning.

<sup>3</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. [A more detailed explanation is available in the data annexe.](#)

## 2.3. Implementation and delivery



High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child.

Outstanding

Our rating<sup>4</sup> for implementation and delivery is based on the following key questions:

	% 'Yes'
Does the implementation and delivery of services effectively support the child's desistance?	<b>85%</b>
Does the implementation and delivery of services effectively support the safety of the child?	92%
Does the implementation and delivery of services effectively support the safety of other people?	100%

Practitioners are skilled at developing positive working relationships with children and families. They use a variety of methods to engage children, including home visits, in-person meetings, virtual sessions and phone contact. This has enabled frequent contact that is accessible for children. Practitioners are innovative and creative. They tailored work to the children's interests to encourage participation. For example, they used QPR football club to provide an intervention involving access to football. Delivery is strengths-based, with a focus on community integration. Practitioners are aware of the services available and use them well. For instance, children are referred to mentors, who provide constructive activities and offer support for ETE. Work to meet diversity needs was only sufficient in seven of the 13 cases. Practitioners need to ensure that addressing diversity is integral to their work with children and families.

There are strong multi-agency arrangements in place to keep children safe. Services were well-coordinated and shared the responsibility for managing risk. Practitioners were responsive when risks to the child increased, and made adjustments to keep the child safe, such as changing the locations of sessions. Practitioners understood the risks to children, such as exploitation and serious youth violence. They put interventions and support in place, including working with specialist providers. Case managers were prompt in completing referrals and children had quick access to in-house provision from CAMHS, substance misuse services and the educational psychologist. Inspectors noted that the educational psychologist had been instrumental in supporting children with special educational needs. This included helping the professional network understand the child's needs and the child being diagnosed and receiving an education, health and care plan

Inspectors found that the professional network actively monitored risks to others. Agencies worked well together to share information, and each had a role in keeping others safe. Practitioners worked with children and families to help them to understand the external controls and encourage them to engage with these. Practitioners creatively delivered a range of interventions, including healthy

<sup>4</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. [A more detailed explanation is available in the data annexe.](#)

relationships and weapons awareness. In all the cases where there were actual and potential victims, practitioners paid sufficient attention to promoting their safety.

## 2.4. Reviewing



Reviewing of progress is well-informed, analytical and personalised, actively involving the child and their parents or carers. **Outstanding**

Our rating<sup>5</sup> for reviewing is based on the following key questions:

	% 'Yes'
Does reviewing focus sufficiently on supporting the child's desistance?	100%
Does reviewing focus sufficiently on keeping the child safe?	<b>92%</b>
Does reviewing focus sufficiently on keeping other people safe?	100%

In all cases, the practitioner had written a review, and where there had been changes to desistance factors, they had analysed these. Inspectors found that reviewing was an ongoing process, in which the practitioner considered strengths and factors against desistance. In the majority of cases, children and parents were meaningfully involved and their views were incorporated into the review process. Practitioners explored children's progress and levels of motivation and, when required, made adjustments to work. This included tailoring interventions when there been changes.

Reviews to keep the child safe were carried out frequently and involved other services. Inspectors found that reviews had been enhanced by information and assessments from other specialists, including CAMHS. This enabled practitioners to carry out further analysis and develop a better understanding of the child's needs. Multi-agency meetings were held regularly, which supported ongoing review of risks to the child. Professionals contributed to YJS reviews, but they also valued the practitioner's perspective and used this to inform their own assessments. Practitioners understood the dynamic nature of risk and responded when this changed, for example working with agencies to complete the national referral mechanism for exploited children. When the level of risk fell, case managers were confident in appropriately reducing classifications. Children and families were consulted on potential adverse outcomes. In one case, the practitioner took the child's view seriously when they reported feeling unsafe and made appropriate adjustments.

Where risks to other people had changed, formal reviews had been completed in every case. These had been informed by other agencies, and practitioners had used police intelligence appropriately to understand risk. New information was clearly analysed, and this was used to support and justify changes in risk classifications. Where the level of risk changed, practitioners were responsive, worked well with the professional network and adjusted the plan of work.

<sup>5</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. [A more detailed explanation is available in the data annexe.](#)

## Domain three: Out-of-court disposals

We inspected 13 cases that had received an out-of-court disposal. These consisted of four youth conditional cautions, three youth cautions, four community resolutions and two other disposals. We interviewed the case managers in nine cases.

### 3.1. Assessment



Assessment is well-informed, analytical and personalised, actively involving the child and their parents or carers.

Good

Our rating<sup>6</sup> for assessment is based on the following key questions:

	% 'Yes'
Does assessment sufficiently analyse how to support the child's desistance?	92%
Does assessment sufficiently analyse how to keep the child safe?	85%
Does assessment sufficiently analyse how to keep other people safe?	<b>77%</b>

Assessment of desistance was consistently strong. In all cases, the practitioner had used information held by other services. The service is piloting a systemic assessment tool for all out-of-court disposals, which was used to good effect. Inspectors found a detailed analysis of strengths and areas of concern providing a balanced assessment of the child. The exploration of the child's familial and social circumstances was impressive, and practitioners understood the impact of early experiences on presenting behaviours. Assessments were enhanced by clinical consultations and, in several cases, this had supported the practitioner in exploring social GGRRAACCEEESSS<sup>7</sup>. Consideration of diversity needs was stronger in out-of-court disposal cases than in post-court cases. In most cases, the practitioner had explored the child's heritage, sexuality and religion. However, this was not consistent in all cases, and is an area for development.

Practitioners had used a wide range of sources in their assessments of children's safety. In almost all cases there was a written assessment of the child's safety and wellbeing. It was evident that practitioners understood potential adverse outcomes, and, in the majority of cases, they had analysed the nature and context of these. The views of the child and family were taken seriously and responded to when fears or worries were expressed. In most cases, analysis of risks to others was detailed and the practitioner had used information from other sources well. There was a good focus on victims and exploration of their safety. Where cases were insufficient, in one, the analysis did not effectively explore all concerns. In the others, rationales for the classification were not adequately detailed and did not support the judgement.

<sup>6</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. [A more detailed explanation is available in the data annexe.](#)

<sup>7</sup> The term social GGRRAACCEEESSS is an acronym that describes aspects of personal and social identity which afford people different levels of power and privilege.

## 3.2. Planning



Planning is well-informed, analytical and personalised, actively involving the child and their parents or carers.

Outstanding

Our rating<sup>8</sup> for planning is based on the following key questions:

	% 'Yes'
Does planning focus on supporting the child's desistance?	<b>92%</b>
Does planning focus sufficiently on keeping the child safe?	100%
Does planning focus sufficiently on keeping other people safe?	<b>92%</b>

Planning to address desistance was tailored to and co-produced with the children. In all cases, planning was proportionate to the disposal and targets set were achievable within the timeframes. Plans were aligned with other agencies to avoid duplication and help the child and their family to understand the roles of each service. There was a balance of focus on both strengths and areas of concern, and practitioners considered the child's motivation and maturity. In many cases, provision had been put in place to support access to mainstream services, such as working with a peer mentor and helping the child to secure ETE. In many cases diversity needs had been considered. For example, practitioners liaised with the speech and language therapist and educational psychologist for guidance on developing a plan that met the child's needs.

Planning to address children's safety and wellbeing was of consistently high quality. There was strong coordination with other agencies so that plans were aligned, and the role of each service was clear, including attendance at future multi-agency meetings. Inspectors observed good inter-agency work with schools when children had disclosed being bullied. Practitioners had made referrals to specialist services and identified appropriate interventions to mitigate risk.

Consideration of potential and future victims was a consistent strength; this was sufficient in almost every case. Practitioners had put measures in place to protect victims, such as providing alternative means of travel so that the child and victim could avoid contact. Interventions aimed to increase the child's awareness of the impact on victims. Where restorative justice was being completed, the practitioner considered additional controls to promote safety. Relevant agencies were involved in planning to keep others safe; risk management is seen as a shared responsibility of services. Planning included information-sharing arrangements and a commitment to future meetings where risks were to be reviewed.

In planning to keep both the child and others safe, contingency planning was insufficient in the majority of cases. Inspectors found that the systemic assessment tool did not adequately prompt the practitioner to consider the actions required should risks change.

<sup>8</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. [A more detailed explanation is available in the data annexe.](#)

### 3.3. Implementation and delivery



High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child.

Outstanding

Our rating<sup>9</sup> for implementation and delivery is based on the following key questions:

	% 'Yes'
Does service delivery effectively support the child's desistance?	<b>85%</b>
Does service delivery effectively support the safety of the child?	100%
Does service delivery effectively support the safety of other people?	<b>85%</b>

Practitioners are skilled at developing and maintaining positive relationships with children and families. They conducted sessions at the most appropriate times and locations for children, which encouraged engagement. Children accessed a range of services and interventions that addressed areas of concern, including substance misuse and peer relationships. They were also offered numerous opportunities to build on strengths and encourage access to mainstream provision. In almost every case, the delivery of services was proportionate and achievable within the timescales. Practitioners were proactive in challenging other services when they were not meeting the child's needs. In one case, a girl had been referred to a female mentor, who was exploring female football teams for her to attend. In other cases, children from Black, Asian and minority ethnic heritage had been referred to the Ether programme. However, addressing diversity needs was not consistent, and was sufficient in only two-thirds of cases.

Delivery to keep children safe was of consistently high quality and sufficient in every case we reviewed. Planned work was undertaken, and sessions focused on promoting the child's safety. This included the dangers of carrying weapons and exploitation. Practitioners have made good use of specialist services such as CAMHS and speech and language therapy. In one case, strategies provided by the speech and language therapist were shared with professionals and the child's family to support work on safety. Where required, interventions involved a whole-family approach, with different professionals working seamlessly to support the child and family.

In all the inspected cases, the practitioner had paid sufficient attention to the safety of actual and potential victims. They focused on victims' safety and delivered work to raise the child's victim awareness. Practitioners had worked well with other services to manage and monitor risks actively. This included effective information-sharing and undertaking joint appointments. Interventions were well-structured and robust, delivering targeted work to reduce risks. This included sessions on weapons-awareness and emotional regulation.

<sup>9</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. [A more detailed explanation is available in the data annexe.](#)

### 3.4. Out-of-court disposal policy and provision



There is a high-quality, evidence-based out-of-court disposal service in place that promotes diversion and supports sustainable desistance.

Good

We also inspected the quality of policy and provision in place for out-of-court disposals, using evidence from documents, meetings, and interviews. Our key findings were as follows:

#### Strengths:

- A joint protocol with the police is in place. This guidance is in line with the child-first and systemic ethos of the service, and states that children will be diverted from the criminal justice system where possible.
- In all cases we reviewed the assessment process was thorough, ambitious, and timely.
- Cases are discussed at a multi-agency decision-making panel; partners are committed to this and attend consistently.
- Intervention is offered for all disposals, and children can access all the YJS services and provision.
- There are robust multi-agency arrangements to manage risks to and from the children.
- The policy and provision are reviewed regularly. Out-of-court disposal cases are quality-assured. Where a case has undergone an audit or quality assurance, feedback and learning are provided.
- The YJS values and uses the experiences of panel members and parents to inform delivery. Panel members are given the opportunity to provide feedback on the process.

#### Areas for improvement:

- Panel members get an equal vote on the potential disposal, and the outcome is determined by a majority vote. This dilutes responsibility of out-of-court disposals being a YJS and police joint decision.
- Evidence suggests that a child's initial engagement with the assessment process can affect the outcome they receive. If a child is not fully engaging, they are more likely to receive a youth conditional caution.
- Procedures are in place to avoid children eligible for out-of-court disposals being referred to court. However, in our case sample, one child who was eligible for an out-of-disposal received a referral order.
- Analysis of out-of-court disposals is not effectively shared to operational staff. Panel members were not aware of their most successful disposal or levels of reoffending.
- There has been a slight increase in the proportion of Black and mixed heritage children becoming first-time entrants. The service has not yet carried out detailed thematic analysis and scrutiny to understand this overrepresentation.

## 4.1. Resettlement

### 4.1. Resettlement policy and provision



There is a high-quality, evidence-based resettlement service for children leaving custody.

Outstanding

We inspected the quality of policy and provision in place for resettlement work, using evidence from documents, meetings, and interviews. To illustrate that work, we inspected three cases managed by the YJS that had received a custodial sentence. Our key findings were as follows.

#### Strengths:

- The resettlement policy is detailed. This outlines timeframes, expectations and responsibilities of the practitioners and managers, including the process for escalating concerns.
- The policy advocates for a personalised, co-produced approach to resettlement, in which the child and their family are central. This embodies the service's wider ethos of child-first and systemic practice.
- Most practitioners who oversee resettlement and remand cases have received specific training. In addition, several have completed training on disproportionality in custody.
- There is a dedicated 0.5 resettlement worker. This provision supports the case manager in focussing on the seven pathways to constructive resettlement. In the cases we reviewed, this work was impressive.
- Resettlement provision was sufficient in all the cases we reviewed. Planning begins quickly and is tailored to the children's needs.
- Before they were released, children knew where they were going to live and had been matched to placements that could meet their needs.
- Children were engaging in education before release, and placements were organised for when they were released.
- Practitioners were proactive in communicating with the child, family, secure estate and professional network. This was effective, and the children were safe and risks to others well managed.
- Resettlement and reducing the number of children in custody are priorities for the service. The policy and provision are reviewed regularly, as are alternatives to custody and bail packages.
- A DSM reviewed the YJS's bail and remand provision over a five-year period. Recommendations were accepted by the partnership and this has improved communication between the service, secure estate and partners and helped to develop more cohesive partnership working.
- The YJS has analysed data to understand remands, custody, and resettlement activity.

**Areas for improvement:**

- The resettlement guidance sets out the importance of being aware of overrepresentation and disproportionality. However, it would benefit from more explicit detail to help practitioners to understand expectations.
- The role of the resettlement worker is captured in other documents, but it would be useful to include this in the resettlement policy and guidance.

## Further information

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The following can be found on our website:

- [inspection data, including methodology and contextual facts about the YJS.](#)
- [a glossary of terms used in this report.](#)



## HM Inspectorate of Probation **News release**

Enquiries: [media@hmiprobation.gov.uk](mailto:media@hmiprobation.gov.uk)

**Under embargo until 00:01 19 October 2022**

### **'Outstanding' Hammersmith and Fulham Youth Justice Service is 'confident and capable'**

Hammersmith and Fulham Youth Justice Service (YJS) has received an overall rating of 'Outstanding' following an inspection by HM Inspectorate of Probation – the highest rating available.

Chief Inspector of Probation Justin Russell said: "Hammersmith and Fulham YJS is a dedicated, capable and confident service where children have every opportunity to move away from crime. We were impressed with how staff at the service work with children under their supervision, and their parents or carers, to understand their circumstances and drive them toward positive futures."

Inspectors praised the work of the service across the board, whether they were managing children in custody, those leaving custody and in need of resettlement services and those given community sentences or similar.

The service has impressive arrangements with partners, including the voluntary sector, which gives YJS children access to an extensive range of services and provision. Additionally, children have in-house access to the Child and Adolescent Mental Health Service (CAMHS), speech and language therapy, clinical practitioners, and substance misuse services.

As well as its successful work with children, inspectors commended the service's investment in its own staff by way of training and promotion.

The Inspectorate reported that Black and mixed heritage children are overrepresented at Hammersmith and Fulham YJS, and notes that the service had already made addressing this as a priority and is seeing improvements in areas such as improving access to education, but this needs to be consistent for all children.

**ENDS**

#### **Notes to editor**

1. Youth offending services work with children aged 10 to 17 and supervise children with complex needs and some in the care of the local authority.
2. The Inspectorate uses a four-point scale: 'Outstanding', 'Good', 'Requires improvement' and 'Inadequate', rating specific aspects of each service and giving an overall rating.

3. The inspection looked at standards of organisational delivery (leadership, staffing and facilities), their management of children serving court sentences (court disposals) and children serving cautions or community sentences (out-of-court disposals). It also rated the quality of resettlement work as 'Outstanding'.
4. The report is available on the [HM Inspectorate of Probation website](#) on 19 October 2022 00.01.
5. HM Inspectorate of Probation is the independent inspector of youth offending and probation services across England and Wales.
6. Fieldwork for this inspection took place in July 2022.
7. For media enquiries, please contact Head of Communications Diane Bramall [media@hmiprobation.gov.uk](mailto:media@hmiprobation.gov.uk)

**Report to:** Children and Education Policy and Accountability Committee

**Date:** 21/11/2022

**Subject:** Corporate Parenting Board Review

**Report author:** Amana Gordon, Operational Director CYPS

**Responsible Director:** Jacqui McShannon, Strategic Director Children's Services

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### SUMMARY

In Hammersmith & Fulham we are committed to ensuring every child has the best possible start in life, grows up feeling cherished, loved and realises their full potential as a young person. At the end of last year, we undertook a piece of work to review our Corporate Parenting Board to strengthen our direct engagement and consultation with young people and to ensure that it continues to meet desired aims and objectives.

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### RECOMMENDATIONS

1. For the Committee to note the redesign of Corporate Parenting Board and to provide scrutiny and challenge of the impact and outcomes of the Board in future.

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**Wards Affected:** All

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Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The purpose of the Corporate Parenting Board is to ensure best outcomes for our cared for children and young people, engaging them in positive activities, education, employment, and training
Creating a compassionate council	The care and commitment of the workforce, partnership, and our community organisations to support and protect our children and give them every opportunity to thrive
Doing things with local residents, not to them	Voice of the children is present in all the work that we are doing. Children and

	young people contribute to influencing our service delivery
Being ruthlessly financially efficient	Voice of the children is present in all the work that we are doing. Children and young people contribute to influencing our service delivery
Taking pride in H&F	We continue to be aspirational for our children and continue to celebrate the success with them. We strongly believe our young people are an asset to our community.
Rising to the challenge of the climate and ecological emergency	Corporate Parenting Board has an awareness and consideration of the climate challenge and provide our children and young people with opportunities to learn and participate in our community

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## Background Papers Used in Preparing This Report

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/683698/Applying\\_corporate\\_parenting\\_principles\\_to\\_looked-after\\_children\\_and\\_care\\_leavers.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/683698/Applying_corporate_parenting_principles_to_looked-after_children_and_care_leavers.pdf)

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## DETAILED ANALYSIS

A review of the board was undertaken with our children, professional stakeholders, workforce and elected members and included scoping and review of models used in authorities with a good or outstanding Ofsted judgement.

The key actions we agreed to remodel the Hammersmith are Fulham, Corporate Parenting Board were:

- **Broaden Membership** - we wanted to make sure that the whole council and relevant partner agencies were committed to excellent standards of corporate parenting and as such wanted to increase the range of elected members, including opposition; senior leaders and managers from partners including Health; stakeholders' groups – foster carers (HAWK)
- **Scrutiny and Challenge** – reporting cycle and data set to be transparent and allow for CPB members to provide challenge
- **Introduction of children led workshops with Member Challenge** – to facilitate progression of elements of the business plan outside the Board and to increase member engagement and leadership
- **Relaunch Corporate Parenting Pledge** – to promote and increase visibility and make sure we have an offer that meets the needs of our children and young adults

The Corporate Parenting Board will also oversee and challenge partners on service delivery. A significant priority for this year's board activity will be supporting the service to increase our website and Social Media presence and visibility. We are collaborating on the design and delivery of a dedicated Corporate Parenting website, which clearly sets our vision, offer and commitment for our children and young people (CICC, Care Leavers Offer, Pledge etc).

## **LIST OF APPENDICES**

Appendix 1 – Corporate Parenting Board Redesign Presentation

# Corporate Parenting Board Redesign

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Children and Education Policy and  
Accountability Committee

21<sup>st</sup> November 2022

# Corporate Parenting Board

In Hammersmith & Fulham we are committed to ensuring every child has the best possible start in life, grows up feeling cherished, loved and realises their full potential as a young person. At the end of last year, we undertook a piece of work to review our Corporate Parenting Board to strengthen our direct engagement and consultation with young people and to ensure that it continues to meet desired aims and objectives.

- **Broaden Membership** - we wanted to make sure that the whole council and relevant partner agencies were committed to excellent standards of corporate parenting and as such wanted to increase the range of elected members, including opposition; senior leaders and managers from partners including Health; stakeholders' groups – foster carers (HAWK)
- **Scrutiny and Challenge** – reporting cycle and data set to be transparent and allow for CPB members to provide challenge
- **Introduction of Subgroups with Member Challenge** – to facilitate progression of elements of the business plan outside the Board and to increase member engagement and leadership
- **Relaunch Corporate Parenting Pledge** – to promote and increase visibility and make sure we have an offer that meets the needs of our children and young adults
- **Website and Social Media presence and visibility** – we are working on a dedicated Corporate Parenting website, which clearly sets our vision, offer and commitment for our children and young people (CICC, Care Leavers Offer, Pledge etc)



# Corporate Parenting Board – What is new?

<p><b>‘Conversation with our parents’- Continues in a range of different ways;</b></p>	<p>Young people leads/board reps          Young people present to the Board          All reports to the Board in a young person friendly format          Opportunities to be invited to CiCC/CLAG          Thematic workshops with young people</p>
<p><b>Business and scrutiny elements previously covered by the Steering Group return to the Board</b></p>	<p>Board meeting in person 6 times a year. This has returned to an evening meeting to ensure wider engagement .          We have asked the young people to give permission for us to use the Hub for CPB once it is open.          Board to approve and own the Annual Business Plan which sits underneath the Board priorities          Agreed Corporate parenting data set</p>
<p><b>Establish Children led workshops with Member Champions for each and relevant Partner/Service lead. Report into the Board</b></p>	<p>Health          Housing          Education Employment and Training          Safety and Resilience          Transitions</p>

# Children in Care Workshops – Young People's Voices

We will be holding a series of workshops to give our cared for children and care experienced young people an opportunity to provide input to and scrutiny of our corporate parenting plans which will then influence the activity and decisions of the Corporate Parenting Board.

The workshops will allow participants to take part in activities which will enable deep dives of our agreed priorities which have been developed in conjunction with our young people.

## Aims and Principles

- A chance for young people to voice their opinions on how they would like things to change or improve for them
- We will be actively listening rather than resolving issues raised in the session
- A platform to share ideas and innovative approaches, leading to effective and positive change for our young people and in our role as corporate parents.

# Our Values

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Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The purpose of the Corporate Parenting Board is to ensure best outcomes for our cared for children and young people, engaging them in positive activities, education, employment and training
Creating a compassionate council	The care and commitment of the workforce, partnership and our community organisations to support and protect our children and give them every opportunity to thrive
Doing things with local residents, not to them	Voice of the children is present in all the work that we are doing. Children and young people contribute to influencing our service delivery
Being ruthlessly financially efficient	We use our resources to ensure we meet our statutory responsibilities but maximise our innovation to meet the wide range of needs our children have.
Taking pride in H&F	We continue to be aspirational for our children and continue to celebrate the success with them. We strongly believe our young people are an asset to our community.
Rising to the challenge of the climate and ecological emergency	Corporate Parenting Board has an awareness and consideration of the climate challenge and provide our children and young people with opportunities to learn and participate in our community

# Corporate Parenting Pledge

## We will:

- Listen to you, consult with you and enable you to be involved in the design and improvement of our services
- Treat you fairly and make sure you understand your rights and entitlements
- Do our best to use clear and straightforward language which is caring and compassionate

### 1. SETTLED AND BELONG

- Support you to be cared for you in your family wherever safe to do so
- Make sure you have good quality time with the people who are important in your life
- Make sure that you have secure, stable and loving care you feel you belong

### 2. SAFE, HAPPY & HEALTHY

- Make sure we have a good understanding of how you are feeling
- Make plans with you and make sure you understand these plans
- We will care about your well being and make sure you have good access to the right help whenever you need it to maintain positive mental health
- We will together with you, police, community representatives, youth offending services and others to make sure you and your families feels safe where you live, feel safe at school or college and feel safe from others

### 3. THRIVING ADULTS

- Make sure you have more opportunities to get ready for training and work
- Develop work experience and monitoring opportunities that enable you to have dreams, hope and ideas for your future
- Have a range of suitable accommodation options to support you to prepare to live independently
- Give you the opportunity to hold your own tenancy where you can create a safe and stable home
- Develop clearer pathways that enable you to get the right help that you need for your mental health as an adult

# Agenda Item 6

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Children and Education Policy and Accountability Committee

**Date:** 21/11/2022

**Subject:** The Learning Partnership

**Report author:** Georgina Herry, Lead Adviser for School Improvement

**Responsible Director:** Peter Haylock, Operational Director for Education and SEND

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### SUMMARY

The Hammersmith and Fulham Learning Partnership has been created to provide an enduring collaboration between its schools and the wider community, cultural and business interests in order to deliver an excellent education that is exciting, challenging, fit for the moment and at the leading edge.

Strategic priorities are shaped and steered by our H&F schools in partnership with LA Officers. Schools, in collaboration with the council drive implementation, share practice and take a shared responsibility for their development and success with all children and young people supported to achieve the best possible outcomes and prepare them for the next phases of education and employment.

As we respond to the Education White Paper 2022, the Learning Partnership is a key mechanism to ensure that the strength of H&F school partnerships with LA stakeholders continues to endure and navigate the changing education landscape.

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### RECOMMENDATIONS

1. For the Committee to note and comment on the report.

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**Wards Affected:** All

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Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The Hammersmith and Fulham Learning Partnership has been created to provide an enduring collaboration between its schools and the wider community, cultural and business interests.
Creating a compassionate council	The Learning Partnership is a key mechanism to ensure that the strength of H&F school partnerships with LA

	stakeholders continues to endure and navigate the changing education landscape.
Doing things with local residents, not to them	Strategic priorities are shaped and steered by our H&F schools in partnership with LA Officers. Communication is a key aspect of the role of the Learning Partnership.
Being ruthlessly financially efficient	By working together, schools and LA partners can benefit from joint economies of scale and bulk purchases.
Taking pride in H&F	The Learning Partnership aims to deliver an excellent education that is exciting, challenging, fit for the moment and at the leading edge.
Rising to the challenge of the climate and ecological emergency	Climate Education is a key factor in the work of the Learning Partnership.

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## DETAILED ANALYSIS

1. **Aims:** The aims of the Hammersmith and Fulham Learning Partnership are clear:
  - To promote educational excellence and cultivate a partnership where knowledge and expertise can be shared for the benefit of all staff and learners.
  - To commit to collaboration, innovation and strong partnership between schools and the council.
  - To provide high-quality, cost-effective support that meets the needs of all schools and all learners in Hammersmith and Fulham.
  - Developing safe, happy, healthy and inquisitive young people.
  - Create a culture of innovation where it is all right to learn from mistakes.
  - Enrichment through the cultural tapestry of science, art, music, theatre and dance.
  - Support the well-being of all its members.
  - Provide an outward-looking and global perspective.
  - Provide opportunities for professionals working with young people to share, develop and succeed.
2. **Principles:** The principles underlying the work of the Learning Partnership are:
  - All schools have an opportunity to participate.
  - All schools have an opportunity to gain from the process.
  - Building momentum for a sustainable, scalable, cost-effective partnership.

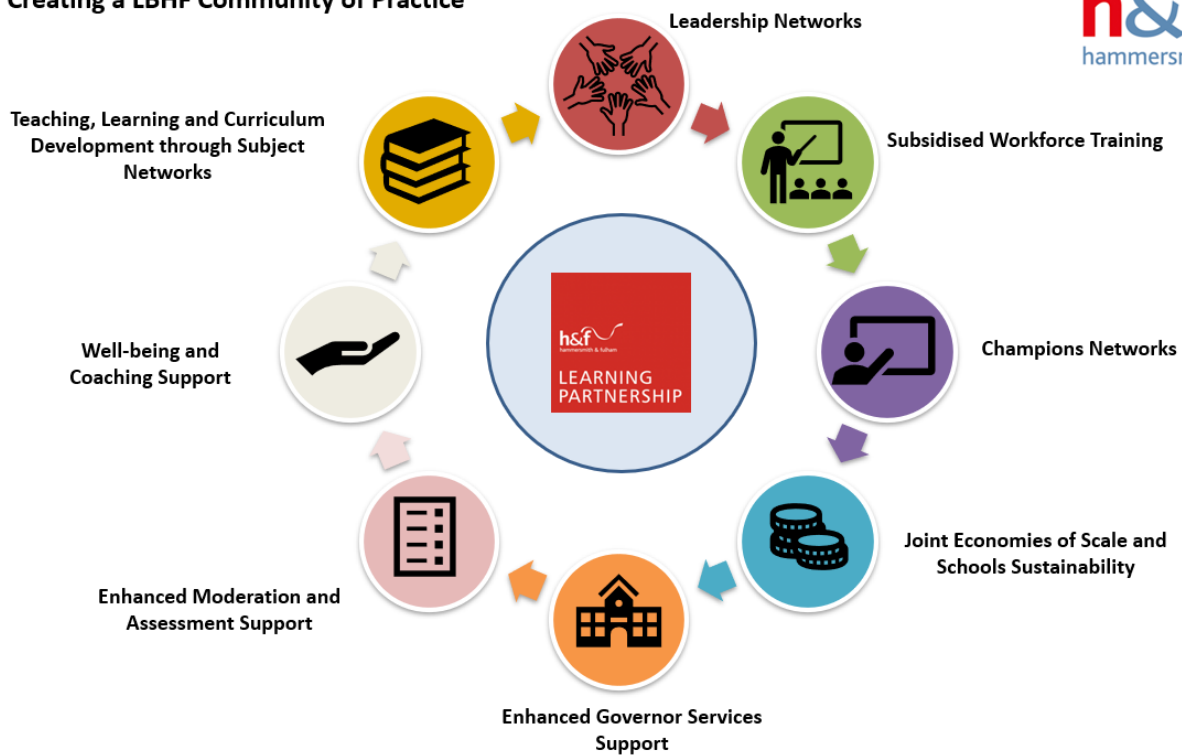
- This is delivered by identifying best practice, identifying key themes for development, working in collaboration and delivering the highest quality learning for our children and young people.
- 3. **The Offer to schools:** The offer to schools is comprehensive covering a range of different areas which allows the Learning Partnership to achieve its aims. (See Appendix 1). It is primarily working in the Primary Phase with plans to expand to Secondary, Special and the Independent Sector in the future. Engagement from our 25 Maintained Primary schools has been positive and continues to grow with over 1543 registrations on courses and activities in 2021 and currently over 400 registrations on courses and activities between September 2022 and October 31<sup>st</sup> 2022. Our Governance training and support activities continues to be successful with just under 100 governors signed up for courses across the academic year so far.
- 4. **Financial Stability:** The long-term goal for the Learning Partnership is financial sustainability which will underpin the growth goals. The Learning Partnership is currently funded via a subscription model from the H&F maintained schools and from School Improvement funding. Going forward, discussions are underway for the subscription model from April 2023 onwards and offers for the Secondary Phases and Independent Phases are in development.
- 5. **Growth:** The Learning Partnership is in its early stages of development but there is a capacity for it to grow. It is primarily working in the Primary Phase with plans to expand to Secondary, Special and the Independent Sector in the future. There is scope to pivot and market courses and activities to boroughs outside of the Hammersmith and Fulham area. There has been some initial success with some of the courses being advertised and bought by neighbouring authorities. The Learning Partnership is working with key LA stakeholders to become the main communication tool and course provider for wider LA departments. There are plans to develop a Learning Partnership Advisory Board by January 2023.

## LIST OF APPENDICES

Appendix 1 – The Learning Partnership Offer

## Appendix 1: The Learning Partnership Offer

The Hammersmith and Fulham Learning Partnership Offer  
“Creating a LBHF Community of Practice”



# The Hammersmith and Fulham Learning Partnership

*“A shared commitment to deliver an excellent education that is exciting, challenging, fit for the moment and at the leading edge” (The Learning Partnership Vision document 2019)*



# The Vision



The Hammersmith and Fulham Learning Partnership has been created to provide an enduring collaboration between its schools and the wider community, cultural and business interests in order to deliver an excellent education that is exciting, challenging, fit for the moment and at the leading edge.

Strategic priorities are shaped and steered by our H&F schools. Schools, in collaboration with the council drive implementation, share practice and take a shared responsibility for their development and success with all children and young people supported to achieve the best possible outcomes and prepare them for life.

# Aims

- To promote educational excellence and cultivate a partnership where knowledge and expertise can be shared for the benefit of all staff and learners.
- To commit to collaboration, innovation and strong partnership between schools and the council.
- To provide high-quality, cost-effective support that meets the needs of all schools and all learners in Hammersmith and Fulham.
- Developing safe, happy, healthy and inquisitive young people
- Create a culture of innovation where it is all right to learn from mistakes
- Enrichment through the cultural tapestry of science, art, music, theatre and dance
- Support the well-being of all its members
- Provide an outward-looking and global perspective
- Provide opportunities for professionals working with young people to share, develop and succeed

# Principles

- All schools have an opportunity to participate.
- All schools have an opportunity to gain from the process.
- Building momentum for a sustainable, scalable, cost-effective partnership.

This is achieved through identifying best practice, identifying key themes for development, working in collaboration and delivering the highest quality learning for our children and young people.





# The Offer

As a member of the Hammersmith and Fulham Learning Partnership schools have access to a rich variety of resources and school improvement support, which includes a wide range of training, high quality Headteacher performance management and resources for schools across all phases.

Membership is based on a school improvement and training offer with the opportunity to purchase a range of additional packages.

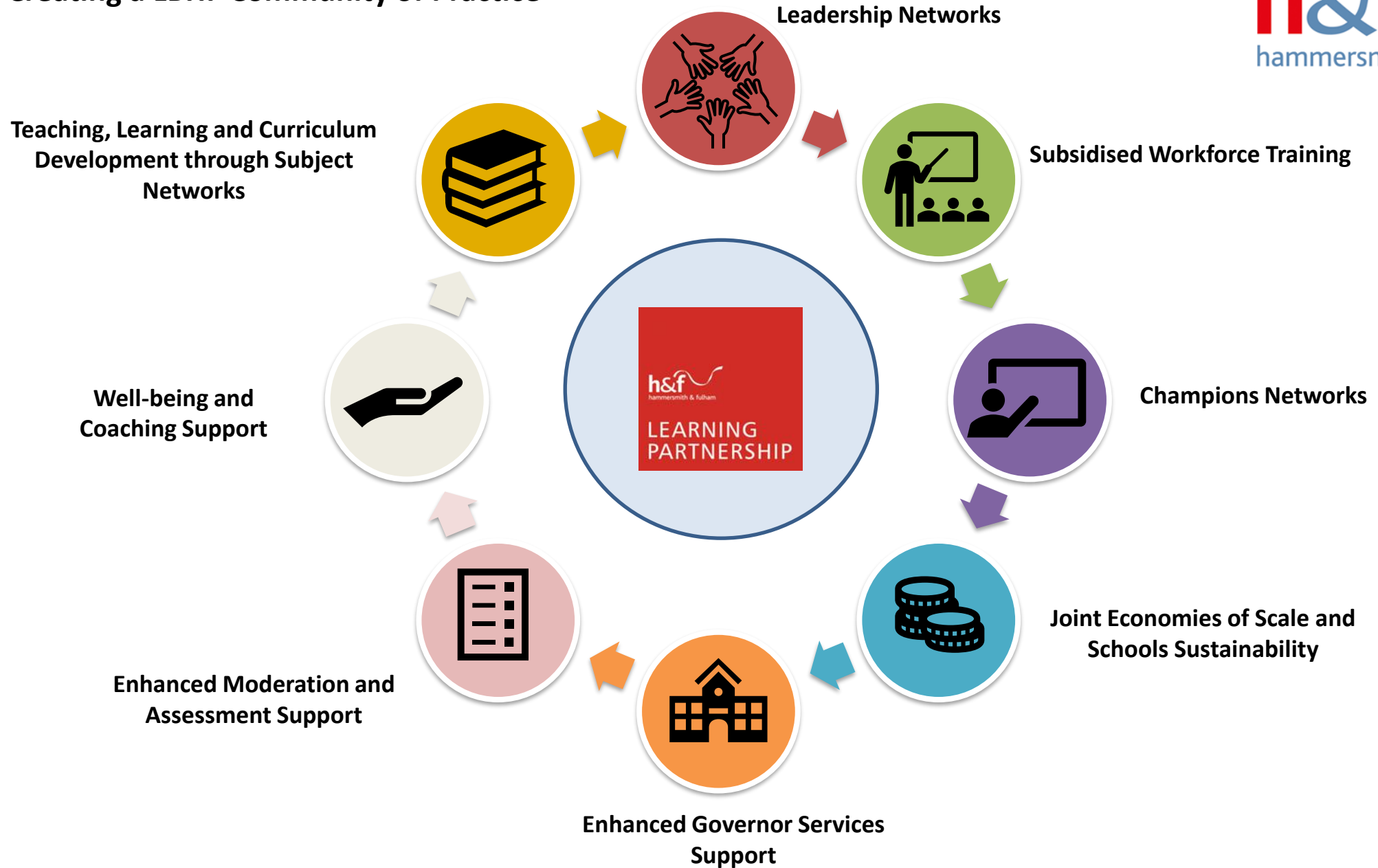
We remain committed to feedback from our schools and will embed reflections from schools in this offer and in future offers enabling all stakeholders to access a consistent and exemplary level of support.

## Phase 1: Summer 2022-December 2022

- Identify start-up funding. 
- Communicate the offer to Primary schools. 
- Create the steering groups.
- Start the centralised CPD offer linked to the curriculum, subject networks, governance ,inspection etc. 
- Prepare the April 2023 offer to be discussed via Schools Forum 

# The Hammersmith and Fulham Learning Partnership Offer

## “Creating a LBHF Community of Practice”



# The Offer- steering groups

Behaviour  
Networks &  
OAT SLA

Well-being  
Strategy

School  
Sustainability

Recruitment  
and Retention

**Behaviour Networks and Outreach:** creating an SLA for behaviour outreach which is fit for purpose and co-produced with school leaders and staff.

**Well-being Strategy:** exploring how schools can be supported to ensure the highest standards of well-being for their staff and pupils.

**School Sustainability:** exploring how schools can work together to benefit from joint economies of scale.

**School Sustainability:** Embedding climate change education within the H&F Education landscape working with business and local universities.

**Recruitment and Retention-** working with stakeholders to recruit and retain teaching staff in H&F.

# Agenda Item 7

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Children's and Education Policy and Accountability Committee

**Date:** 21/11/2022

**Subject:** Summer in the City Delivery Report

**Report author:** Marcus Robinson, Programme Lead

**Responsible Director:** Peter Haylock, Operational Director for Education and SEND

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### SUMMARY

Our Summer in the City programme has been a hugely successful Programme and a real staple of the Summer for the Borough's residents. Providing free holiday activity and food for school aged children, it provides engaging activities, physical activity and nutrition education. We also provided nutritious and wholesome meals for vulnerable young people, supporting families facing the cost-of-living crisis.

This year we saw high levels of engagement as well as a lot of positive feedback from parents from families.

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### RECOMMENDATIONS

1. For the Committee to note and comment on the report.

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**Wards Affected:** (Give the Wards directly affected, or "None" or "All")

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Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	This provision helped vulnerable children to build knowledge and resilience over the school holidays
Creating a compassionate council	This provision helped vulnerable children have access to food and support
Doing things with local residents, not to them	This provision involved a significant partnership of local organisations that worked directly with communities to develop provision that was accessible and reached children across the borough
Being ruthlessly financially efficient	Made use of grant funding to support

	residents, whilst also building resilience
Taking pride in H&F	Deliver high quality holiday provision and high profile events
Rising to the challenge of the climate and ecological emergency	Provision helped children to have a greater knowledge of health and nutrition, that supports a more sustainable diet

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## Background Papers Used in Preparing This Report

None.

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## DETAILED ANALYSIS

1. The Holiday Activity and Food programme is a DfE grant that funds make free places at holiday clubs available in the Easter, summer and Christmas holidays. Since Easter 2021, LMP Action CIC has been commissioned to coordinate the Holiday Activity and Food (HAF) programme on behalf of the Borough of Hammersmith & Fulham Council.
2. Like last year, this programme was delivered under the branding of Summer in the City (SITC) and offered a plethora of enriching activities and provided nutritious food for children and young people. The programme was well received by the local community and residents within the Borough of H&F. SITC provided local children and families, within the Borough, with five weeks of fully funded food and activities. LMP Action worked with 23 local providers and collectively, the programme had 20,789 engagements with children and young people across the coalition.
3. Activities provided included dance, music, rowing, drone flying, nutritional education, enrichment and much more. This summer, we aimed to include a plethora of different activities across the borough that would engage young people and their families. As such, we were also able to offer 28 one-off events that took place in the borough's beautiful open spaces. These include:
  - **Weekly bike maintenance** workshops located in Ravenscourt Park. These workshops allowed families and young people to learn how to fix their bikes which assists in supporting sustainability and the environment.
  - **The English Chamber Orchestra (ECO)** provided two days of sessions. This provided young people with an interactive experience with the orchestra to not only hear beautiful music but to engage with it in sessions themed around climate change.
  - **Puppetry, story-maker sessions**, in collaboration with the Council. Young people created their own puppets and engaged in creating stories for themselves. The young people loved to engage with this session as they were able to be creative

- **Uniformed Services Week**, a week-long event that engaged many young people and families. It was a great opportunity for the community to interact with many of our armed forces and try activities including Science, Technology, Engineering and Mathematics (STEM). The Royal Navy were able to offer many of these STEM activities as well as teambuilding activities. With the Metropolitan Police, young people were able to meet the K-9 unit and learn more about what the Metropolitan Police do. The Army provided fun problem solving and teambuilding games. London Fire Brigade also met the young people and showed them their equipment including the fire truck and hoses.
- **Nourish Summer Holiday Cookery Club**, a 3-day, cookery extravaganza to develop skills for life. Young people prepared a variety of nutritious and tasty dishes, designed recipes and ate together in the wonderful social space of the hub. Young people tried new flavours, explored world foods and developed skills in the kitchen - all whilst learning the importance of fighting food waste and eating healthily.
- **Bikeability sessions** were held in three locations across the Borough to actively encourage beginners to cycle. These sessions were targeted at those that have little opportunity to learn to ride, including women from the Somalian community and the Ukranian refugees. These sessions had full attendance over three weeks.

### **Summer Attendance**

4. Summer in the City 2022 supported 3,617 unique children and young people across 20,786 engagements, almost 4,000 more than last year (16,821).
5. Promotion of provision was particularly targeted to vulnerable children. 11,964 of the engagement were with children eligible for FSM and over 2,000 were with children with special education needs or disabilities.
6. Helping to address food poverty over the holiday period, all provision provided free nutritious meals, with many providers offering both breakfast and lunch. In total over 23,000 meals were provided.
7. Providers also delivered 404 hours of food and nutritional education and 905 hours of physical activity.

	Week 1	Week 2	Week 3	Week 4	Week 5	TOTAL
<b>Number of unique children (#) – Each child counted once per programme</b>	1126	475	490	362	456	<b>2,909</b>
<b>Number of children in attendance (#)</b>	3723	4146	3936	4142	3371	<b>19,318</b>
<b>Hours of food and nutritional education (#)</b>	89.5	85.5	90.5	86.5	52	<b>404</b>
<b>Number eligible for FSM</b>	2141	2432	2430	2710	2251	<b>11,964</b>
<b>Total hours of physical activity (#)</b>	205	278	185	112	125	<b>905</b>
<b>Primary Aged Young People (#)</b>	2537	2590	2560	2630	2408	<b>12,725</b>
<b>Secondary-aged Young People (#)</b>	1102	1186	1169	1230	1030	<b>5,717</b>

*Breakdown of attendance (excluding one off and outdoor events.)*

## Feedback

8. Following an online survey after each activity or provision, we asked parents of young people who attended a SITC activity to let us know their thoughts and feedback. We received 241 completed surveys. Below are some of their responses:
  - 99% found the provision to be ‘useful’ or ‘extremely useful’
  - 97% of parents said their children rated the experience and activities as part of the SITC Programme as either ‘good’ or ‘excellent’.
  - 100% of parents rated their child(ren)’s experience on the programme as ‘good’ or ‘excellent’.
  - 97% of parents said their child(ren) came back happy from the provision on most days
  - 96% of parents feel that the programme has helped their child(ren) with developing their confidence/self-esteem.
  - 93% of parents feel that the SITC Programme has helped their child(ren) with developing their social skills.
  - 100% of parents would book their child(ren) on again if this programme ran again over the holidays.
9. When asked about positive aspects of the Programme, parents and guardians could provide some positive qualitative responses. We surveyed many parents/guardians and received over 240 responses. Some of these include:

*“I loved my son's confidence when delivering his role and how he articulated his feelings. The fact he was willing and able to get to rehearsals with a small amount of prompting from myself was amazing. The additional aspect of food being provided also helped a lot.”*

*“Great team members, excellent activities and friendly staff. My daughter came back every day saying how much she enjoyed all the games and activities. Activities like this are so much better for her than being in an iPad. She gained so much confidence. Thank you so much to the Council for these free activities.”*

*“My son is very sporty, so this was on point with everything that was offered. I liked that the provider thought about different ages and supported their interests. My son felt safe at the camp and the staff were very supportive and focused totally on the young people. It was a bonus that food and snacks were also provided, which made it easier on me given the cost of living.”*