

Family and People Services Policy & Scrutiny Committee

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Title: Policy and Scrutiny Portfolio Overview

Briefing of: Councillor Heather Acton, Cabinet Member for Family Services and Public Health

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1. Portfolio Overview

1.1 Family Services and Public Health is a new portfolio, combining the previous Adult Social Services and Public Health portfolio with Children's Services. The Cabinet Member has direct responsibility for:

- Adult Social Care
- Children's Services and Safeguarding
- Public Health
- Health and Wellbeing Board
- Relationship with the NHS
- Contracts

2. Adults Social Care

Transition to Bi Borough shared services commissioning

2.1 There has been steady progress on the transition to Bi-Borough arrangements and some early work on integration between Adults, Children's and Public Health commissioning and commercial functions. This includes the adoption of the Westminster Contract Management Framework. Chris Greenway the new Bi-Borough Director of Integrated Commissioning joined on the 16th May.

Community Independence Service

2.2 The current Community Independence Service (CIS) contract with CNWL (Central & North West London) Foundation Trust, ends 31st July 2018. CLCCG (Central London CCG) is leading on the new contract procurement and negotiations with CNWL on behalf of the three boroughs and three CCGs. The contract duration will be for eight months, with the ability to extend a

further year until April 2020. By this date the three CCGs are aiming to have new structures in place locally to deliver the CIS by a lead provider, this could be via an MCP (Multi-speciality Community Provider) or similar integrated service delivery model.

- 2.3 The total financial envelope of the contract has reduced by £400k as a result of differing approaches by the three CCGs. For example, in Central London, contrary to the other two CCGs, they no longer want a GP and Pharmacy service within CIS. Hammersmith and Fulham wants the service to continue with the current model and budget, but in West London they want to increase the CIS Liaison capacity to support the 'Home First' (Discharge to Assess) project, which they believe will help to manage demand on acute services.
- 2.4 The Bi-Borough and Hammersmith & Fulham Council's contribution to the CIS service remains constant. We are committed to reviewing the service before April 2020 when the local health structures, and service delivery models will look different, aiming to align Adult Social Care teams within the overall service.
- 2.5 The new specification is largely agreed except the area of KPIs (Key Performance Indicators) and the QIPP (Quality, Innovation, Productivity, Prevention) savings attached. However, CLCCG is confident that the new contract will be signed so that the new service will be mobilised in August 2018.

Quality Assurance (QA)

- 2.6 The new Quality Assurance Team was formed in March 2018 to focus on improving the quality of support received by service users and listening to them to develop services that reflect needs and aspirations and promotes independence in all community settings.
- 2.7 There is a framework to monitor services based within the Bi Borough, to ensure compliance with regulatory expectations and improved outcomes. Users and carers are being supported to participate in the design, delivery and monitoring of services. This will support the market to improve and provide the preferred options for people in receipt of services.
- 2.8 Some of the key work the Commissioning, Quality and Contracts teams have been involved with are outlined below:

Vincentian Care Plus (VCP)

- 2.9 VCP is a domiciliary care agency located in Westminster where quality related issues remain. The team has been working very closely with the Care Quality Commission (CQC) and VCP to address concerns highlighted within the report published on the 25th October 2017 following their inspection on the 11th August 2017. The report gave them the determination of 'inadequate' with 'inadequate' in safe and well led, and 'requires improvement' in effective, caring and responsive. The teams are offering every support possible to the

provider in order to address the concerns highlighted and to emphasise the need for sustainability and ongoing improvement. A new manager was appointed by VCP last month, as recommended by WCC and CQC, and we shall continue to monitor the situation.

St George's Nursing Home

- 2.10 St George's Nursing Home also has ongoing quality related issues. On the 10th April 2018 the home was inspected by CQC and rated 'inadequate' overall, with 'safe' and 'well led' rated 'inadequate', "effective, caring and responsive" were all rated 'requires improvement' The determination report was published on the 29th May 2018. The QA team has been working closely with the home and with CQC to support them in addressing the issues outlined within the report.

Anchor Trust - Norton House

- 2.11 Norton House is a nursing home with a determination of 'good' overall, following their last inspection on the 24th January 2017. The home is currently undergoing a planned major works programme. Environmental improvements include redecoration of all corridors and communal lounges. Anchor Trust is engaged in the Bi-borough Care Home Improvement Programme (CHIP).

Care UK – Forrester Court

- 2.12 Forrester Court is a nursing home located in Westminster and it received an improved determination of 'good' in April 2018 following its inspection in February 2018. The report affords them 'good' in all domains. The home is currently undergoing a major redecoration programme. Additional works include structural changes on the ground floor, which includes relocation of the entrance to the nursing unit and opening up the corridor to make it more open plan. Care UK is engaged in the Care Home Improvement Programme.

Certitude's Domiciliary Care Services

- 2.13 Westminster Council commissions support for people with learning disabilities and autism from Certitude. In April Certitude's Domiciliary Care Agency, received a CQC 'Outstanding' inspection rating. Only 2% of adult social care in England receives an 'Outstanding' rating from the CQC, so this is excellent, and we aim for all services to be outstanding.

Personalisation

- 2.14 Personalisation is about putting the service users at the heart of what we do, so that they choose the support they need and have control over their life. In Bi-Borough it will support several work strands and areas including:

- **Health partnerships:** Putting the person first in the approach to health so people receive support when, where and how they want it.

- **Operational Care and Assessment processes and Mental Health:** Making assessment and care planning more personalised, maximising choice and control.
- **Integrated commissioning:** Involving service users, their families, and local residents to improve health and wellbeing and maximise independence.

2.15 An Expression of Interest for bid funding has been submitted for digital innovation programme to enhance in way we work, co-produced with service users.

Meals on Wheels

2.16 The meals service ends in April 2019. Work is underway with Public Health and other stakeholders to review the current service model and look at delivery options.

2.17 The Cabinet and Deputy Cabinet Member are planning to attend a market engagement day with organisations who might be involved in future arrangements.

Mental Health Day Services

2.18 Services continue to be offered at the Abbey Centre and Beethoven Centre provided by Single Homeless Project and SMART. Providers need to continue to work with operational teams to ensure sufficient people with personal budgets are accessing services and that these reflect peoples' needs and interests.

2.19 The providers have developed extensive programmes from workshops in place with Central North West London NHS Trust, addressing anxiety and trauma along with healthy eating, gardening, singing and peer mentoring. Providers have also been encouraged to develop a greater e-market place presence to attract more awareness and interest in their services and there is on-going work to support the move from block arrangements to personal budgets.

Supported Accommodation for People with Severe and Enduring Mental Illness

2.20 There is ongoing partnership working with the Housing Prevention Team and key stakeholders to finalise a procurement strategy for all supported accommodation for people in Westminster with Severe Mental Illness. Tendering will be undertaken in two phases across 2018 and 2019. As part of the procurement strategy, consultation has begun with existing providers and landlords in advance of the retender.

2.21 A series of workshops are being scheduled for early July to include a market event for providers to outline the strategy and obtain feedback, stakeholder and operational teams workshop and a service user drop in session. The

feedback from events will inform the development of the service specifications and key performance indicators.

Section 75 Integrated Mental Health and Dual Diagnosis Services

- 2.22 An audit by Mazars was carried out in January 2016 on the section 75 agreements that were held in relation to the Integrated Mental Health and Dual Diagnosis Services. An action plan with five areas for improvement was shared with three areas that required action. A recent follow up audit in March-April 2018 was carried out by Mazars which found all the areas have now been evidenced and met for Westminster.

Services for residents with a learning disability

- 2.23 The new arrangements to support the commissioning and provision of Learning Disability support, designed as part of the Learning Disability Programme, are now in place. These include:
- A single dataset to help track performance and identify demographic trends
 - A new governance structure
 - A new Section 75 agreement that clarifies expectations from investment in health and social care in joint work.
- 2.24 The remaining elements of the programme are due to be completed by the end of June. They are; the redesign of the joint Learning Disability team, including a capacity review, and a review of cost effectiveness in micro-commissioning.
- 2.25 A Transition Learning Disability Board has been established to sustain the momentum of the programme of work as the new arrangements are embedded. Details will be presented as part of the 'you said, we did' section of the draft Joint Learning Disability Strategy 2018 – 2021. The draft strategy will be consulted on from this month, and amended in response, to be launched in late October following due governance.

3. Public Health

Sexual Health

- 3.1 The implementation of the Genito Urinary Medicine service and the e-based system from 1st April 2018 means the new operating model is embedded into clinics. The model includes diverting people with no symptoms to use online services to ensure those needing an appointment can be seen promptly, and to reduce the transmission and acquisition of sexually transmitted infections (STI) and unplanned pregnancies. The clinics continue to develop services to target high risk patients and report activity levels have remained constant.

- 3.2 The e-service offering the home based testing service has exceeded its targets in the initial two months and of the 10,000 people signposted to e services to date, Westminster residents are the second highest users.

Substance Misuse

- 3.3 Within Westminster the drug and alcohol wellbeing service (DAWS) has opened and is accessible 6 days and 4 evenings a week. There are three well attended hubs in Wardour Street, 209a Harrow Road and The Abbey centre.
- 3.4 A partnership between the alcohol service (TAS), DAWS and Westminster Children's Services has led to an Alcohol & Drugs Consultation Clinic being set up for Social Workers and family practitioners, supporting with advice, information and referral pathways for alcohol and/or drugs clients on their caseloads.
- 3.5 Closer working with Rough Sleeping commissioners has led to a more strategic approach with hostels, including shared data. This means that DAWS, TAS and hostel managers have a more accurate overview of levels of need and more effective working partnerships. Similarly, work with probation services has led to the development of a new Probation Link Model to improve pathways to substance misuse services and to increase numbers of treatment and successful completion outcomes for those in the criminal justice system.

Public Health Commissioning

- 3.6 The PH commissioning team has moved to the Integrated Commissioning Directorate as part of the recent bi-borough restructure. Close links will be maintained with PH to ensure commissioning decisions continue to be taken in the context of the PH priorities and outcomes framework.

My Westminster Projects

- 3.7 We have funding from the Leader's My Westminster fund for two projects.

Westminster Sings

- 3.8 An event was held in May at which choirs and the public sang to promote the importance of singing groups for positive mental health, and to promote the funding for choirs. So far, has been allocated to two new choirs and we are assessing other applications. Only four applications were made for "pop up" funding from existing choirs, so we may transfer some of this fund to help set up more new choirs.

Stopping Isolation

- 3.9 A project to ensure no one feels lonely in Westminster will provide funding for existing organisations to reach out to the forgotten few – the harder to reach who remain isolated in their own home.

4. Children's Services

Priority areas

- 4.1 **Local Authority Children Services (ILACS) inspections readiness** Ofsted have now published the new framework for the inspection of Children's Services, known as the Inspection of Local Authorities' Children's Services (ILACS). We are likely to receive a 'Focused Visit' in August looking at our children in need, first response and early help services. Our priority is to maintain the high quality of services provided and therefore have a successful inspection under the new Ofsted inspection framework. The focused visit in August will result in a published narrative letter but will not contain a judgement and therefore our current outstanding grade will remain in place.

Strategic Review of Social care placements including Local offer for Looked After Children and Care Leavers

- 4.2 The sufficiency duty forms a core part of how we meet our broader responsibilities as corporate parents to ensure that we have enough placements available locally that can meet the needs of our population of children in care. The majority of our children in care are placed with foster carers in London, but we have a small number of children placed with foster carers outside London and some children in residential children's homes. Care placements represent the highest area of expenditure within the Family Services Directorate. We are currently reviewing our sufficiency strategy which will set out our vision and intended outcomes through the provision of placements for children in care in the Bi-Borough. Responding to the views and experiences of young people in/leaving care and the national and local context, the strategy will detail key actions and developments required to achieve these outcomes.

Assessments as interventions

- 4.3 The Access and Assessment team, who respond to initial referrals about children and make decisions about how to respond, is working on different approaches influenced by Systemic practice family therapy principles, which informs our social work intervention model. Our aim is to work with families through ensuring good quality relationship building from the first point of referral, intervening with the consent and co-operation of families wherever possible, leading to sustained change and reduced re-referrals. Techniques being piloted in the team include using robust 'Team around the Family' meetings within 2 weeks of referrals, using clinical input from family therapists at the point of referral and examining our use of powers to investigate

safeguarding concerns under the Children Act 1989, and whether in some cases this can be done with consent and co-operation.

Early Help Exclusions Pilot

- 4.4 We are planning to implement an Exclusions Pilot in September 2018, working with 3 primary schools and the Westminster Education Centre. Our aim is to work with children at risk of exclusion in year 6 and year 7 as they are transitioning from primary to secondary school. We plan to tackle the underlying issues that lead to exclusion, by intervening early and acting as quickly as possible to prevent pupils from being excluded, providing alternatives that support families to tackle the barriers to their child's engagement or progress in education.

Passenger Transport

- 4.5 The Passenger Transport Procurement Strategy was formally approved in January 2018 for the provision of transport services for children and young people with SEND and vulnerable adults. The service design has been informed by an engagement-led strategy, involving significant consultation with a range of key stakeholders including parents, carers and schools who have been involved throughout the process. For taxi services, a successful procurement with a competitive response from the market has been completed and is due to go live in August 2018, subject to sign-off on the award report in July 2018. Procurement activity for minibus services will commence from October 2018 followed by a contract start date of September 2019.

Commissioning and Services Update

Perfect Pathways Project Update

- 4.6 The overarching aim of Perfect Pathways was to co-develop (with local families) an improved system for providing targeted support for Children with SEND, whilst also improving the experience and outcomes for families. The project engaged parents, practitioners, and providers in a collaborative process of change. The detailed engagement work looked to deploy creative and meaningful approaches to engagement to gather both insight into issues faced in the system and ideas for improvement. The service improvement objectives that Perfect Pathways set out to achieve are summarised as follows:
1. Create an infrastructure that supports parents to confidently negotiate the local offer to access the right support at the right time;
 2. Provide a more graduated local offer that's better able to meet the diverse needs of both children and parents and build resilience, and;
 3. Shift the allocation of resource towards early intervention to improve children's outcomes and achieve better value for money.

- 4.7 Following this detailed engagement in 2017 four service recommendations were identified. The paragraphs below outline progress against each of the recommendations.

An improved referral model and Front Door for SEND

- 4.8 The *introduction of a consistent front door for Health Notifications into the Local Authority (when various health services identify that a child may have SEND) and other referrals* will signpost families to the most appropriate source of information, advice and support. This could be to the Local Offer or directly to non-statutory services that don't require assessment for access. In some instances, families will be referred to the new Front Door Panel for a multi-agency view on the most appropriate course of action and to access a wider range of support. The service is expected to be fully operational by July 2018.

A new Short Breaks core offer

- 4.9 Access to Short Breaks is now more streamlined with the recent introduction of a light touch assessment (which does not require a social worker assessment) and a fairer panel process for all families, which considers the impact on the family and siblings as well as the child when assessing the need for a package of support.
- 4.10 The Short Breaks core offer is now being re-shaped within existing expenditure. The current contracts with the Westminster Society have been extended for up to 21 months (from 01/04/2018) to enable work with families and providers to continue to develop the short break offer to better meet the needs of local families. We will now be working with the Westminster Society to explore how existing resources can be used more creatively to begin making some more immediate changes that local families want. Pilot family days and family trips out in the Summer holidays are scheduled and we are working with the Westminster Society to increase the number of Sunday drop-ins.
- 4.11 We know that Short Break offer in the South of Westminster is limited and work is underway to identify a venue which would be suitable for all disabled children. In the meantime, families can access the service at Marlborough School, which opened in Easter.
- 4.12 An Inclusion Officer has also been appointed who can support families who want their child or young person to access more mainstream activities. This might include offering practical advice to a mainstream setting, training to upskill their workers and/or 1:1 support if needed.

An early intervention Key Worker Service/re-shaped Portage home learning

- 4.13 Portage helps children become school ready by developing the capacity of parents and carers to support their child through developmental activity. *The existing service has been offering both Portage and informal key*

working. Key Workers, directing traffic from the Front Door, can enable parents to be supported through a more coherent set of pathways. This service will help them to navigate the SEND support system, access the right services at the right time to avoid escalation, and be empowered to manage their lives more effectively.

- 4.14 The Portage Service (currently provided by KIDS) is now in the process of transferring into the wider Short Breaks structure where they will expand their remit to support families with children aged 0-8 years. This is expected to complete in June 2018 and Key Workers will also be offering a range of parenting techniques, ideas and skills to support families from July 2018. Three new keyworkers will also be employed to support families with children who are 9-18 years.

My Westminster Projects

- 4.15 The Leader's My Westminster funding is designed to invest in local community and voluntary groups to support projects which matter to residents.

Stay Safe

- 4.16 £72k of the funding will be used for a 'Stay Safe' programme to help local organisations tell young people about how youth crime, harassment and gang culture affects their friends and communities and increase the take-up of a range of support services for children and young people. The funding has been awarded to the Young Westminster Foundation for two years from 1st April 2018, who will work in partnership with organisations including Victim Support and Redthreads to deliver a programme through local youth clubs Avenues and Bangladesh Marylebone Society, to help young people in areas of the borough with some of the highest rates of crime.

N in theory

- 4.17 £72k has also been awarded to Caxton Youth Club to deliver an Employment Support and Independence Skills programme for young people with special educational needs and disabilities aged 16-25 years old. The programme will support 30 young people per year by developing their practical skills such as money management, use of public transport, and CV writing; developing their aspirations and plans for future employment; and arranging work placements, volunteering and job opportunities with local employers in Westminster.

5. Unaccompanied Asylum Seeking Children

- 5.1 The council currently has 67 Unaccompanied Asylum Seeking Children (UASC) in the care population. Our National Transfer Scheme threshold is currently 28 UASCs (0.07% of the child population), thus we are 39 UASCs over our threshold.

- 5.2 These 39 are on the transfer list to other local authorities (who are under their 0.07% threshold), however good practice guidance is suggesting that for young people who have been with an authority for more than one month, they may be best placed to remain there. This then in theory means placements in receiving authorities are freed up for newer arrivals. Our responsibility is to accommodate these children in accordance with the Looked After Children guidance of the Children's Act 1989 and offer the same service that we would to all children in care. Each case is allocated to a social worker, an assessment of their needs is completed and they are accommodated as Looked After Children.

Trusted Relationships Bid

- 5.3 Westminster have submitted a bid to the Home Office for Trusted Relationships Funding, requesting £340,000 to work with young people at risk of criminal and sexual exploitation, gangs involvement and county lines across Westminster, Kensington and Chelsea, and Hammersmith and Fulham, which would further our reach with young people and our multi-agency approach. Westminster's expression of interest was successful and a final bid was submitted on 05.06.18. Outcomes will be known in September 2018.

Health and Wellbeing Board

- 5.4 At the Westminster Health & Wellbeing Board's most recent meeting on 24 May, the Board considered a report on patients and their carer's experiences of living with long term health conditions in Westminster. The Board also reviewed the final draft of the Children and Young People Special Educational Needs and Disabilities Joint Strategic Needs Assessment. Finally, the Board participated in a workshop to develop a work programme for the next year.