

Family and People Services Policy & Scrutiny Committee Cabinet Member Update

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

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PUBLIC HEALTH

1. Integrated Healthy Lifestyles Service (IHLS)

- 1.1. The Integrated Healthy Lifestyles Service, delivered by Thrive Tribe, began on the 1st January 2019. This new service will provide online resources, one to one support and group sessions to help give residents the knowledge and skills to improve their health and wellbeing. It also offers training for professionals to ensure they have the competence and confidence to converse with residents on how to achieve positive changes in behaviour affecting health.
- 1.2. This service replaces and enhances the contracts which ended on 31st December 2018:
 - Healthy Hearts
 - Health Improvement Team
 - Kick It Stop Smoking service
- 1.3. The service is branded as One You Westminster and will have an official launch in the Spring.

2. Immunisations

- 2.1. Public Health (PH) held a meeting with NHS England (NHS E) in December to discuss plans for Immunisations in Westminster. NHS E will provide further local data and PH Intelligence and Clinical Commissioning Groups will work together to supplement this local borough intelligence.
- 2.2. NHS E has agreed to prepare a paper for both Health and Wellbeing Boards – highlighting current performance, reasons for variance, their current approach

and further steps to address variance in performance. This will include an action plan agreed by all partners.

- 2.3. Immunisations performance to date will be presented by the PH Business Partner at Councillor briefings and also at WL CCG Quality and Performance Committee and the Primary Care Commissioning Committee during February.

3. Flu Vaccines

- 3.1. Vaccine uptake overall is slightly down on last year (by a couple of percentage points). The exception is vaccination in school age children where uptake is slightly better than last year.
- 3.2. Current indications are that the predominant flu strain circulating is A(H1N1)pdm09 and that the vaccine is a good match. This strain presents a higher risk to young children and pregnant women and therefore efforts to increase uptake should be focussed on these groups. PH Communications continue to promote vaccine uptake through media posts and social media.
- 3.3. Public Health (PH) has been working with schools to promote uptake and to disseminate Winter Readiness information provided by Public Health England (PHE). PH sent letters signed by the Director of PH to all schools not responding to schools vaccination programme. Six of the eleven have now fixed an appointment with the provider.
- 3.4. PH has requested information from Adult Social Care (ASC) to ascertain vaccination uptake in front line social care workers and care home residents. This information is not routinely collected elsewhere.
- 3.5. Performance in London GP practices who have 0% uptake in 2-3year olds has been escalated by NHS E to their medical directors and safeguarding team. They will be contacting practices and CCGs directly. There are 4 in Central London and 6 in West London CCG within Westminster.
- 3.6. Real time uptake data at GP practice level is available via the national ImmForm website. PH participates in regular Pan London Flu teleconferences and local Flu task force meetings, organised by the NHS. PH receives a weekly Flu Bulletin from PHE.

4. Drug and Alcohol Services

- 4.1. DAWS, the commissioned substance misuse service, has launched "Out DAWs" - a partnership with St Mungos and outreach teams to target the most stuck rough sleepers. One example is very vulnerable multi-drug users requiring an instant access response including prescribing on the day and help with housing pathways.

5. Shisha

- 5.1. Shisha tobacco contains nicotine, tar, carbon monoxide and heavy metals, such as arsenic and lead. The British Heart Foundation has concluded that a typical shisha smoking session of 1-hour compares to smoking around 100 cigarettes.

5.2. Shisha tobacco therefore carries the same risks as other tobacco-containing products, such as cigarettes, meaning it is addictive and linked to multiple health issues, including lung cancer and chronic pulmonary obstructive disease.

5.3 Shisha pipes will now have to display labels in Westminster to warn of these health risks, following new guidelines introduced by the council. These labels are very similar to current cigarette packaging warnings. Warnings will also have to be displayed on herbal shisha pipes, as they also pose health risks.

6. Annual Report of the Director for Public Health

6.1. The 2017/18 Annual Report of the Director for Public Health will be published shortly. The report focusses on the health and wellbeing of young people, and draws on evidence from a range of sources, including consultation with over 80 young people including engagement with the Youth Council and Young Westminster Foundation.

6.2. The report makes recommendations to develop collaborative working across organisations and with young people; engage with more young people to identify unmet needs; build trusted relationships with young people to empower them to talk about their concerns; and engage and promote services through platforms used by young people.

7. Mental health and wellbeing Joint Strategic Needs Assessment (JSNA)

7.1. A Joint Strategic Needs Assessment on mental health and wellbeing is being developed in response to a recommendation in 'The Roads to Wellbeing', the 2016/17 Annual Report of the Director of Public Health. Its aim is to inform and support strategy development and commissioning decision making, and planning to improve mental health and wellbeing with equal access.

7.2. Drawing on an analysis of the evidence data, the JSNA contains an assessment of current strengths, areas for future development, opportunities and potential challenges across the City of Westminster and the Royal Borough of Kensington and Chelsea. From this, one key recommendation has been made:

"The Health and Wellbeing Board takes a leadership role in setting the vision to achieve improved mental health and wellbeing in the Bi-borough and to reduce inequalities. The Board should establish a Mental Health and Wellbeing Working Group involving key partners to:

- Reach consensus on a vision for mental health and wellbeing in the Kensington and Chelsea, and Westminster population.
- Agree on a set of priority outcomes to achieve this vision
- Create a Strategic Action Plan and framework to implement and deliver these outcomes
- Monitor progress against the Strategic Action Plan and provide quality assurance for the Health and Wellbeing Board
- Ensure that local strategy and delivery plans address the findings of this JSNA

- To identify innovation and ‘cutting edge’ practices and develop a mechanism to coordinate bids to maximise potential for success”
- 7.3. A draft JSNA report and executive summary has been prepared and circulated to key stakeholders, including this Committee, for consultation until 3 February 2019. It was discussed at last week’s Health and Wellbeing Board and some adjustments were proposed for the areas to be covered by the Task Force, in order to make sure there was no duplication of effort with existing boards. Colin Brodie was also commended for a thorough report. Responses will be collated and reviewed by the Mental Health and Wellbeing JSNA Steering Group with a final JSNA report presented to the Health and Wellbeing Board in March 2019 for approval prior to publication. To get involved in the consultation please email cbrodie@westminster.gov.uk.

8. Healthy Families, Healthy Communities

- 8.1. The specification for the service element of the Healthy Families, Healthy Communities programme is being developed and is due to go out to tender in early February 2019. An event held in November 2018 to promote the contract suggests a lot of interest in the service from providers.

CHILDREN’S SERVICES

9. Special Educational Needs and Disabilities (SEND)

A new SEND strategy and action plan came out in April 2018, alongside a complex Joint Strategic Needs Assessment for Westminster. Progress since then includes:

- The views of children, young people and parents being captured through the Parent Carer Forum, working groups and surgeries feeding into CFA board.
- Schools were provided with guidance on their statutory duties in readiness for the new academic year in September.
- Westminster is developing a quality assurance framework – in the absence of a national framework – meaning more Education Health and Care Plans (EHCP) are of good quality and achieving an increase in the number of plans completed in 20 weeks.
- An audit of looked-after children (LAC) with EHCPs and an audit of home-educated children with EHCPs is about to be undertaken.

For the “Local Offer” a rigorous self-evaluation is in place, regularly updated and published on the Local Offer website. The Local Offer provides information about services that children, young people with SEND and their families can expect from a range of local agencies. A Bi-Borough Local Offer Steering Group oversees delivery of an Action Plan. The Group is co-chaired by parents from WCC and RBKC and includes officers from Education, Health, Social Care and Adults

Services. Local Offer Parent Champions operate in Westminster, supporting the promotion of the website through community connections. We are also working with local schools to develop and promote good practice.

10. Practice week and emerging priorities

The Family Services Departmental Management Team held a Practice Week between 29th November and 7th December 2018. This is one of our key quality assurance activities and encourages dialogue about approaches and effectiveness of our practice across Family Services. During Practice Week, case audits and observations were completed alongside the social worker or practitioner. Any concerns about individual practice are followed up with Team Managers/Service Managers. Similarly comments about good practice are passed on to Team Managers/Service Managers and examples of excellent practice shared across teams. There was a dual purpose to the week, the intention being to both assure the quality of work and also to influence front line practice by facilitating reflection on case direction, work undertaken and case recording. Practitioners value the additional opportunity to interact with Senior Leaders and this further strengthens relationships. The audit team identifies and explores organisational and systems issues beyond individual cases. Practice Week is well established and continues to develop an ethos of transparency and learning amongst both front-line staff and managers at all levels.

Outputs

- 57 Audits were undertaken alongside practitioners. Workshops were delivered in advance of Practice Week to strengthen the quality of the written audits completed
- 17 parents, carers or young people were spoken to in order to gather feedback about their experience of working with Social Care and Early Help and the impact this had.
- 5 Observations of Practice were undertaken, which included meetings with families and other multi-agency professionals
- Feedback meetings were held to facilitate discussion and exploration of identified themes and learning
- Headline findings are informing our continuous improvement work

Outcomes achieved

Social workers and practitioners have been positive about Practice Week and have fed back that they have used ideas and recommendations generated during audits to inform their practice. They value the reflective space, the fresh eyes, appreciation for change that has occurred with families and ideas about improving practice. It was also found beneficial to have the opportunity to have an independent check that their interventions are effective and achieving change for families.

Overall, this quality assurance exercise evidenced thoughtful, measured and confident practice across Social Work and Early Help teams. Auditors identified examples of sensitive approaches and careful thought given to ways of working differently with families. In terms of outcomes achieved for children and their families as a result of our intervention, audits showed that a range of children and young people were being kept safe, offered quality care and stability, provided with opportunities to achieve and to explore their feelings. There were examples where school attendance had improved and children enabled to meet their developmental milestones. The majority of family feedback was positive about the experience of working with Family Services.

The findings from Practice Week are shared with Senior Managers and the relevant staff group/s. The Quality Assurance Manager attends meetings and forums to discuss the findings and recommendations. Heads of Service have an oversight of the priority actions arising from auditing activity. The Director of Family Services and Departmental Management Team monitor areas of development arising from Practice Week.

11. Unaccompanied minors update

There is continued pressure on children's social care as a result of the high numbers of unaccompanied minors coming into Westminster. Unaccompanied minors represent 34% of our looked after population. At the end of December 2018 we were looking after a total of 71, which is more than double the quota set out by central government in the National Transfer Scheme (NTS). The distribution of the care of unaccompanied minors has remained a voluntary system and not all councils are taking part. London councils had established an effective system to distribute care responsibilities across London Boroughs with all authorities willing to accept responsibilities up to their allocated quotas. All London Authorities have now reached their limits and this poses a significant pressure for Westminster where since April we are processing an average of 9 per month. In the absence of any working transfer routes responsibility will rest with Westminster to provide for their care. As we reported in October this is at a time when there is already additional pressure on care leaving services due to Local Authorities having additional responsibilities for care leavers up until they reach 25 years old.

12. Passenger Transport

The procurement for Passenger Transport minibus service will begin shortly. The service provides for children with special educational needs eligible for travel assistance to school or college, and vulnerable adults travelling to day activities as part of their social care provision. The new service has been designed incorporating feedback from consultation and engagement and provides an opportunity to formalise service improvements for better contract management.

The new contracts will be procured with the Royal Borough of Kensington and Chelsea. Contract award recommendations are expected in May 2019, for contracts to be awarded in June 2019. This will enable successful providers time to work with the Council, partners, parents, carers, schools and day centres to

ensure a smooth transition to new arrangements. Successful providers will be required to take into account the individual needs of each service user and offer 'meet and greets' to service users and families in advance of the service commencing.

The service will commence for vulnerable adults in August 2019 and eligible children from September 2019.

13. Trailblazer Site: Young People's Mental Health School Support Teams

The government published a Green Paper in December 2017 to develop plans for improving emotional wellbeing and mental health support for children and young people. Following a highly competitive national bid process, West London CCG (NHS), in partnership with MIND and the Royal Borough of Kensington and Chelsea (RBKC)/Westminster City Council (WCC), have been chosen to be part of the first wave of Trailblazer sites for the new Mental Health Schools Support Teams. The programme will cover the West London CCG catchment area which consists of all of RBKC and wards in North Westminster above the Harrow Road (Queens Park etc).

The Trailblazer programme will provide a significant enhancement to local emotional wellbeing services for children and young people 5-18 yrs. The programme is fully funded for the first 2 ¼ years. The new service will be provided by MIND, the mental health charity, and will be targeted at low to moderate mental health needs working alongside existing CAMHS services. The programme consists of two new teams totalling 16 specialist child emotional wellbeing and mental health staff. Staff in the new service will participate in a specialist emotional wellbeing training programme and will be placed within schools. Schools eligible for the programme will be expected to appoint a mental health lead and asked to host a trainee beginning in late March 2019. The teams are expected to be fully operational by December 2019.

School Governors Conference – Mental Health Provision

On Saturday 2 February, a School Governors' Conference is being held on the topic of improving SEND and mental health provision in schools. This will give the local school context for governors, talk about autism in education and tackling mental health in schools.

14. Speech and language Therapy Services Update

Contract arrangements for speech, language and communication needs are being refreshed from April 2019 in line with the current contract end. It is not anticipated that there will be a new provider at this time or that there will be disruption to existing provision, however, there will be an increased focus on developing a more graduated offer of support. Under the new arrangements the Local Authority will be the lead commissioners for the school age Speech and Language Therapy Service and the Clinical Commissioning Group (Health) will be the leads for the early years service. Both the Local Authority and CCG will continue to oversee

the provision jointly. A breakdown of areas of responsibility are set out below. These will be subject to a formal agreement or contract with the CCG.

Service	Funding responsibility
Early Years	
Universal and Targeted Support and training for early years settings and parents	CCG
Specialist <ul style="list-style-type: none"> • Assessment of all children 0-5 with SLCN • Treatment of all children 0-5 with SLCN where speech and language therapy is not specified in Section F of an EHC Plan. 	CCG
Specialist Treatment of all children with speech and language therapy specified in Section F of an EHC Plan.	LA
Specialist Treatment of all children in Reception Year	LA / CCG
Education	
Universal Range of training courses to support identification of children with SLCN.	CCG / LA
Targeted SALT support to schools to support a whole-system approach to children's communication	LA / Schools
Specialist Delivery of all SALT specified in Section F of EHC Plans	LA
Specialist <ul style="list-style-type: none"> • Delivery of all SALT specified in Section G of EHC Plans • Delivery of health-related interventions such as dysphagia or dysfluency • ASD diagnosis service 	CCG

The key new areas of focus for the specification are:

- Building on the existing training offer and support to schools to directly deliver a stronger early intervention targeted offer, and;
- Looking at the interface between the early years service and the school age service to improve school transitions for children and young people.

Some of the recent developments within the service including:

- A range of training opportunities available to schools, practitioners and parents from the Therapy Service and the Westminster Training and Outreach Team to support the development of a whole-system approach to speech, language and communication;
- A termly newsletter from the Speech and Language Therapy Service;
- Waiting times in early years having significantly improved for pre-school children meaning they are receiving intervention earlier (within 6 weeks for the majority of children), and;
- The first of a series of dedicated speech, language and communication focused sessions was held in October at the SENCO forum to support best-practice sharing.

15. Corporate Parenting Strategy Update

The Corporate Parenting Board is in the process of updating the corporate parenting strategy, including our pledge to children in care and care leavers. Working with the Children in Care Council we have identified 6 key promises - about care, health, education, identity, future and involvement. At the council team leadership meeting on 16th January there was a good discussion across all directorates about the Westminster Way for children in care and care leavers, including the detail of our offer. We anticipate that we will be able to sign off a final version of the strategy at the next Corporate Parenting Board in March.

16. Serious Youth Violence

In response to growing concerns around youth violence, the Council has established the Serious Youth Violence Officer Task Group to place a greater emphasis working together across Public Health and other Council departments, the police, and the voluntary and community sector to adapt to the changing nature of violence. The Task Group will examine what initiates serious violence to provide appropriate strategic and tactical responses, as well as empowering our communities to help reduce serious youth violence. Current work includes engagement and consultation with hard-to-reach young people, training to staff to encourage young people to disclose concerns around serious youth violence anonymously if they wish, and developing serious youth violence resources for parents which will be incorporated into current parenting programmes run across Westminster.

ADULT SOCIAL CARE

17. Personalisation:

Digital platform - Work is taking place to build on the market testing activities that were held in November and December, which resulted in a number of providers keen to offer high level proposals to meet our vision to modernise the way that we deliver social care to our residents. The digital platform will include website, e-marketplace, e-wallet and self-service. Procurement of the Digital platform will start once the specification has been developed.

Market shaping – Work is taking place to increase the number and variety of suppliers for service users to choose as their provider. We mapped the market and identified a number of gaps, including the availability of personal assistants, more creative day opportunities and peer support to help people access services. We are now trying to attract new entrants in to the market to enable more personalised delivery based on personal budgets, working closely with service users and specialist organisations to build the micro market.

Delivering on the Digital Bid - The Bi-Borough has been successful in its bid to NHS Digital for funding to become a Digital Social Care Demonstrator of Health Information into ASC. The total award amount is for £46,000. The main objective of the pilot is to improve access to information held in clinical settings for ASC providers. The technology has now been built and is going through product testing with our health and social care colleagues.

18. Homecare market

Work continues to deliver the Council strategy to help strengthen the local market in order that the Council only contracts with home care agencies with a CQC performance rating of 'Good' or 'Outstanding'. With less than two years remaining on the Lead Provider contracts, the Bi Borough Domiciliary Programme Board is undertaking a service review.

The Council is working together with London Association of Directors of Social Services (ADASS) to develop robust and sustainable contingency plans to reduce its risk exposure to provider failure. This includes the Council seeking to diversify its supply chain by expanding direct payments and its spot market.

At a sub-regional level, the Council is also working together with the West London Alliance to learn together about different models of care, sharing best practice and business intelligence. This business intelligence helps shape the work of the Bi Borough Domiciliary Programme Board, which includes operational officers, quality assurance, commissioning and commercial colleagues and wider stakeholders, to analyse, plan, implement and to consult on business as usual and all aspects of a future delivery model.

Of the Lead Providers, Healthvision UK and Sagecare Ltd (both have a 'Good' CQC performance rating) are performing consistently well. There are positive

signs that VCP is on the right path (awaiting the results of an inspection by CQC). However, there has recently been a deterioration in London Care's performance as a result of staffing and management issues in the company. A plan is in development to help resolve London Care. In addition, work is underway to improve market oversight with one of the largest spot providers, Respect Care Services, across the Bi Borough.

Winter Resilience Plans were delivered effectively over the holiday period.

19. Residential and Nursing Quality update

The Quality Assurance team continues to provide support to homes in the borough through sharing good practice, regular liaison and close working with the regulator CQC.

St Georges Nursing Home - recently completed a challenging journey from an 'Inadequate' CQC rating to an overall 'Requires Improvement', gaining Good in two domains. The CQC report stated that 'At this inspection we found significant improvements had taken place'. The focus of improvement was around the culture at the home, personalisation for residents and making dementia awareness a priority. Work is ongoing to sustain the improvements made.

Carlton Dene - A number of concerns have been raised since the last inspection, and as a result the QA team have been going in weekly to support the provider on a range of issues, particularly around medications management. A permanent Deputy Manager is now in place and a new Registered Manager starts in March 2019. There is regular liaison and close working with the regulator CQC.

Meadbank - is an out of Borough nursing home (located in the borough of Wandsworth) run by BUPA. It has capacity for 170 users and at present accommodates 118. It is operating at the moment under an embargo with no new residents being admitted. It currently has 20 WCC clients. It was given the determination of 'inadequate' in November 2018 and was found to be in breach of a number of Regulations. Welfare checks have been undertaken on all residents, by Westminster, and no significant concerns have been identified. Liaison continues both with Wandsworth Council and the regulator CQC.

Feedback has been provided from CQC highlighting the importance of the work of the Quality Assurance Team in improving the overall quality of the local market.

20. OTHER ADULT SOCIAL CARE UPDATES

Brexit - On the 21 December 2018 the Permanent Secretary for the Department of Health and Social Care wrote to all local authorities regarding the Governments preparation for a March 2019 "no deal" scenario for Adult Social Care. The key points addressed were:

Local Resilience Forums – are co-ordinating efforts to assess the impacts of the EU Exit using a template provided by the Ministry of Housing, Communities and

Local Government. All organisations in the local health and care economy are strongly encouraged to input to this work.

Contingency plans – ensuring that plans are updated in the light of the impact of the EU exit on providers and that they are up to date and consistent with other local contingency plans across the health and care system, in particular those being developed by the Local Resilience Forums.

EU Settlement Scheme – outlining the scheme that will be launched for EU nationals who will be able to register for settled status if they have been here for five years, or pre-settled status if they have been here for less than five years.

In addition, providers have been written to, advising of the following:

- Business continuity plans – encouraging providers to ensure they have up to date contingency plans for the possible implications a ‘no deal’ EU Exit scenario. Communications include areas to focus on.
- Workforce and the EU Settlement Scheme – outlining the EU Settlement Scheme.
- Supply of medicines and clinical consumables – advising providers not to stockpile.
- Supply of non-clinical consumables, goods and services – advising of supply chain reviews being completed to identify any risks with social care commissioners; and providers being written outlining the scope of the Department’s work in these areas, as well as advising on actions that need to be taken locally.

The pack of information also contained the EU Exit Operational Readiness guidance containing several sections:

- Supply of Medicines and Vaccines
- Supply of Medical Devices and clinical consumables
- Supply of non-clinical consumables, goods and services
- Workforce
- Reciprocal healthcare
- Research and clinical trials
- Data sharing, processing and access

To ensure that Adult Social Care is able to respond in the event of a no deal scenario or to ensure EU Exit Readiness, an action plan has been developed in line with the guidance.

HEALTH AND WELLBEING BOARD

A concurrent meeting of the Royal Borough of Kensington and Chelsea and Westminster Health and Wellbeing Boards took place on 29 November. The meeting was themed around loneliness and members of the Board were also trained as Dementia Friends.

Another concurrent meeting of the RBKC and Westminster Health and Wellbeing Boards took place on 24 January, and the theme was dementia and discussions

took place to agree to framework of a Dementia Strategy The boards will considered proposals to create a joint board and this was agreed. The Boards received an update on the Mental Wellbeing JSNA.

Heather Acton

Cabinet Member for Family Services and Public Health