



City of Westminster

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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CHILDREN'S SERVICES

1. Ofsted Inspection of Local Authority Children's Services (ILACS)

Westminster, Kensington & Chelsea and Hammersmith & Fulham all received notification that they were to be inspected between 2-13 September 2019. While all three boroughs were inspected as separate sovereign authorities, due to the shared services (Multi Agency Safeguarding Hub, Emergency Duty Team and Fostering & Adoption Service) this was coordinated by OFSTED to take place concurrently.

The inspection was challenging but went extremely well and provided an opportunity to show our many strengths and for our workforce to shine. The final report should be available for dissemination shortly before the meeting of this committee. The reports for Kensington and Chelsea and Hammersmith and Fulham will be published at the same time.

2. Emotional Wellbeing Mental Health (EWMH) Plan update

Joint CCG and Bi-Borough Children and Young People's Emotional Wellbeing and Mental Health Plan

A joint CCG and Bi-Borough Children and Young People's Emotional Wellbeing and Mental Health Plan has been developed and is due for final ratification by the Health and Wellbeing Board in November 2019.

The Royal Borough of Kensington and Chelsea (RBKC), Westminster City Council (WCC), West London Clinical Commissioning Group (CCG) and Central London CCG set out their collective ambition for all children and young people in the three boroughs to have good emotional wellbeing and mental health (EWMH). A plan has been developed with a wide range of stakeholders which sets out our shared ambition, current provision and key next steps to improve our EWMH offer over the next 18 months. It includes the following joint strategic priorities:

- An early intervention offer
- Support focused specifically on the EWMH needs of those affected by the Grenfell Tragedy
- An 18–25-year old offer
- A more vulnerable groups offer
- Increasing our productivity and reducing our waiting times in our existing CAMHS services
- A crisis support offer

Trailblazer programme – Mental Health Support Teams in schools and colleges

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 two highly competitive national bidding rounds we have been successful in attracting funding for Trailblazer Mental Health Schools Support Teams (MHSTs) in both CCG areas that cover Westminster.

In the West London CCG area, the service is being delivered by Hammersmith and Fulham Mind. The programme will cover Queens Park and Paddington Wards in Westminster as well as areas within RBKC. The teams are working across several schools already and will be engaging with further schools in October and December. They are working closely with other organisations providing emotional wellbeing and mental health services to the school population, to ensure that an aligned, efficient and effective offer is being delivered. The service will be fully operational by December 2019.

In the Central London CCG area, the service is being delivered by Brent, Wandsworth and Westminster Mind. The Programme will cover all of Westminster (except for Queens Park and Paddington). First a decision is to be taken on which schools will receive support from the Trailblazer Team, recruitment and partnership engagement. Training of new staff will commence shortly. Practitioners from the MHSTs will begin to operate in schools and colleges from February 2020. The teams are expected to be fully operational by June 2020.

Westminster Schools Emotional Wellbeing and Mental Health Conference – 28 November 2019 1-5pm – The Greenhouse Centre, Westminster

A Westminster schools and colleges conference will take place on the afternoon of 28 November 2019. The conference will focus on giving school senior management a better understanding of the national expectations on schools relating to emotional wellbeing and mental health and will provide advice and practical support on how to meet those expectations effectively. It will also share learning and best practice about the positive impact that an effective whole school approach to emotional wellbeing can have and innovative ways to fund and deliver it.

3. Youth Services

Following a commitment by the Leader, Cllr Nickie Aiken, to make £500,000 per annum available to support youth sector delivery, five Youth Clubs have been selected to receive funding of £300,000 over 12 months with a further £200,000 available for the wider youth sector. The five Clubs are:

- The Avenues Youth Club
- Amberly Youth Club
- Fourth Feathers Youth Club
- Churchill Gardens Youth Club
- St Andrews Youth Club

These clubs have been selected for a 12-month pilot period because they provide geographical reach and are located within our most deprived wards; Harrow Road, Westbourne, Queens Park, Church Street in the North and Churchill Gardens in the South. They have aspirational strategies for the delivery of youth services within the borough which align with the Council's vision for Family Hubs.

These five Youth Clubs will operate as 'Youth Hubs' as they will be the centre of a "Hub and Spoke" model, playing a local leadership role, integrating other youth sector providers and working alongside the Early Help service's Family Hubs. They will play a related role working with the Young Westminster Foundation in overseeing the allocation of the remaining £200,000 to the wider youth sector and in sharing best practice and expertise across the sector in order to reach young people who do not typically engage with youth provision.

Youth Hubs will support the Council's Early Help Strategy and help achieve Early Help outcomes. Provision will build on the good practice already within the sector with an additional focus on engaging 17-25 year olds (given the representation of this age group within serious youth violence figures), estate-based outreach and increasing representation from young people who do not typically engage in the youth offer (particularly vulnerable young people). Service Level Agreements are currently being finalised with these providers for immediate service commencement.

The additional £200,000 will be available to the wider youth sector in Westminster from December 2019. The Council is working with Young Westminster Foundation to ensure that this is promoted widely across the City and all providers encouraged to link up with the Youth Hubs to fill gaps, avoid duplication and improve outcomes.

4. Passenger transport

Between January and April 2019, a procurement exercise was undertaken for Passenger Transport Minibus Services. The procurement sought to identify suitable providers to deliver minibus transport for pupils eligible for home to school travel assistance and vulnerable adults travelling to day activities in Westminster City Council and the Royal Borough of Kensington and Chelsea.

There have been significant service improvements to Passenger Transport services since it was procured in 2014, and this re-procurement represents the opportunity to formalise current quality standards, incorporate feedback from consultation and engagement with stakeholders and apply lessons learned from previous procurements.

The new contracts have been awarded to CT Plus and Olympic South (HATS) for the two school transport contracts and to CT Plus for the vulnerable adults contract. Following a mobilisation period where the council worked closely with Day Centres and providers, the new service commenced for vulnerable adults on 1 August 2019. Day centre staff and service users were happy with the smooth handover and good service.

The new Children's Services contracts began operation in the first week of September 2019. The service takes approximately 180 Westminster pupils on 39 minibus routes to 17 schools or colleges. The council has been working with providers to review journey lengths and school arrival times.

5. Serious violence guidance for parents and carers

The Serious Youth Violence Task Group has led on producing a guide for parents and carers about serious youth violence, knife violence and gangs. The guide provides a glossary of facts, practical advice to look for signs of a child's involvement, as well as tips on how to speak to a child about these issues and how they can seek further help or support.

The guide has been printed and is being circulated to schools, parenting groups, libraries, GPs, youth clubs, Family Hubs and voluntary sector groups, with plans to circulate the electronic version more widely, for example, to schools. It has received very positive feedback so far and a further print run will take place. The booklet is being translated into several languages and translated versions will be available electronically: <https://www.westminster.gov.uk/gangs-your-choice>

6. Support to schools following stabbing

There have been several meetings with schools in the north of the borough following the recent fatal stabbing on Edgware Road, leading to increased police support and distribution of guidance to parents and carers about knife crime and gang affiliation. We have established a direct link between the secondary schools affected and the schools' safeguarding lead and there is regular communication with the manager of the Integrated Gangs and Exploitation Unit. Community Safety are leading on plans to hold a partnership event with the Kurdish Community, to be held at the local mosque. Children's services are continuing to work closely with the family.

7. Special Educational Needs and Disability (SEND) Update

One SEND is a digital transformation project bringing the borough SEND services together as a single statutory SEND service, with the aim of increasing the efficient use of resources and supporting the service on its journey to becoming the number one performing SEND Service in the country.

From 29 July 2019, the service has been operating under new ICT and staff are being supported to make the change. Benefits of the One SEND project are:

- Greater automation of case management will mean better quality engagement with our children & young people and their families and with our education providers.
- Live case notes, multi-user access with functionality will help identify high risk vulnerable children and families.
- Business intelligence will support strategic decision-making and the forecasting to enable earlier intervention.
- New capacity to track value for money of funding spent in schools and education settings as well as ensuring EHC Plan outcomes are being met

The project is delivering ahead of schedule and service engagement has been excellent (user testing positive, live system well received). A staff survey in May 2019 showed “Staff aware of the ONE SEND vision (97%) and understand how their work contributes (93%)”.

8. Family Hubs

A representative from the Children’s Commissioner’s Office visited the Bessborough Family Hub last week. This follows a lot of interest in the model nationally and internationally. The work done at Bessborough has enabled us to integrate the delivery of a number of services, co-locate services and pilot a number of initiatives that we are now ready to roll out to the other two Family Hub areas in the north of the borough.

We are exploring the potential of offering a conference to interested local authorities about the Family Hub model. We are anticipating there may be increased interest post publication of our OFSTED report.

9. Pre-birth to Five transformation

There has been good engagement with the Early Intervention Foundation Transformation Academy to help us locally to join up best start, healthy child and school readiness initiatives. Over 50 front-line staff have been involved to date and approximately 300 families have shared their experiences. This has allowed us to create a detailed map of our service offers and pathways which has helped us identify areas of duplication, gaps and opportunities.

We have developed an integrated outcomes dashboard across health, early years, social care and we are using this to understand the impact of our interventions on outcomes – e.g. take up of the health visiting offer or childcare and the data at ward level to help focus on communities most in need.

10. Corporate Parenting

The corporate parenting strategy is being launched on 4 November 2019 in the Lord Mayor's Parlour. This will follow the annual celebration of educational achievement for our Looked After Children which is on 22 October 2019 at Westminster Cathedral Hall.

11. Commissioning

Following a review, reporting lines in the Integrated Commissioning Department have been changed and Children's commissioning now reports into Operations and Programmes in Children's Services as of 1 October 2019.

12. Sex and relationships in schools

Preparation is taking place for changes to sex and relationship education in schools for September 2020 when it will form a mandatory part of the curriculum. The service includes a train-the-trainer approach to teaching staff to deliver lessons confidently and as a part of the curriculum.

ADULT SOCIAL CARE

1. Residential and Nursing Care

Beachcroft House remains on course to open summer 2020 and the current SHSOP contract which includes provision of care at Beachcroft House is being varied to agree new changes.

A Transition Programme has been established to oversee arrangements for service users who are moving into their new home/setting next summer. Each resident, with support from families and carers, has an individual transition plan in place. An officer group meets monthly to oversee this and is working closely with home managers.

A Resident newsletter has been sent and key messages relating to planned closure/opening of Beachcroft for prospective customers have been issued to Operational Staff in Westminster and Sanctuary Home Managers.

2. Winter Planning

The winter pressures plan includes several schemes focused on developing resilience and capacity within the system to address winter pressures and delayed hospital discharge. A number of these schemes including block purchasing of flexible step-down beds, providing additional reablement capacity, and piloting new initiatives such as reablement flats.

My Home Life has been commissioned to provide a series of multi-disciplinary workshops to build more positive working relationships between the different groups of staff who are involved in delivering effective and holistic care to residents. The workshops will focus on opportunities to increase timely and safe discharges through improved communication, integrated working, building and sustaining positive relationships. We are working closely with Imperial to reduce repeat visits to Accident & Emergency from care homes.

3. Meals on Wheels Service Mobilisation

The Sodexo provided Meals on Wheels service ended on 29 September 2019. A significant amount of work has been undertaken to ensure service users' needs have been reviewed and new care plans or alternative arrangements are in place. These reviews have enabled us to look at peoples' circumstances with a wider focus than just nutritional support. All service users affected have also been contacted after the end of the Sodexo service to ensure that their needs are being met. Additional operational processes have been put in place to ensure that service users can contact the Council to seek help and support if required.

4. Carers

The Department for Health and Social Care has made £5 million available to improve support for carers through the Carers Innovation Fund. Applications are being sought from organisations for projects that will help carers to be better recognised and connected, able to juggle working and caring, and better able to look after their own health and wellbeing.

The Carers Network has been supported to submit an expression of interest for funding to develop 'The Well Meet Project' (developed in consultation with Carers). If successful, the project will initially offer 6,000 carers in central London a digital platform and app where they can filter, search and book local wellbeing activities according to their availability.

An inaugural London-wide Carers Festival was held on 21 September 2019 at the Bromley by Bow Centre. Carer representatives across London were consulted and the group requested that the festival celebrate and showcase the carer role.

5. Older People

A review of day opportunities is being undertaken, including:

- Commissioned building-based day services (both in house and external), often aimed at the older old and most frail residents;
- Commissioned activities with a preventative focus such as group exercise, learning and socialising offered by local voluntary and community sector organisations;

- Community assets such as museums, libraries, galleries, shops, cafes, cinemas, gyms, concerts, gardens and allotments

The aim is to assess requirements for the future and a co-production approach is being undertaken, working in partnership with people who use services, their carers and families, and service providers.

Already 16 co-design workshops have been held to help “re-imagine day opportunities” with over 220 stakeholders providing feedback. Stakeholders have ranged from older residents and older people forums, members of the Local Account Group, users of existing day services and hubs, carers, staff across social care and health, and a wide range of providers.

A survey has been distributed to service users and community groups to enable those who were unable to engage in a workshop to give views. Findings are being collated and will be shared with stakeholders by the end of the year.

6. Home Care

The second Home Care Provider Partnership Forum is being held in October 2019 and includes existing patch and spot providers as well as prospective providers. It will focus on provider readiness to respond to our changing landscape in relation to greater personalisation, future funding and how providers could be supported to diversify their business model.

7. Sexual Health

The SASH (Support and Advice on Sexual Health) service is running community sessions across the borough, launching a new campaign joining learning disability and sexual health and their new website that has been co-produced with service users. Dean Street has celebrated 10 years since the clinic opened in the heart of Soho as pioneers in reducing the onward transmission of HIV across London.

8. Substance Misuse

An evaluation of peer led services is being completed with service user engagement in the evaluation with a view to improving changes to the core drug and alcohol service offer. Work continues on the Chelsea and Westminster Foundation Trust Alcohol Strategy, which aims to improve pathways into services, appropriate signposting and improving the number of screening surveys.

9. North West London Clinical Commissioning Groups (NWL CCG)

Work has been progressing at pace at the NWL CCG collaboration level, with proposals for integration of the eight CCGs that make up the NWL footprint. Westminster and Kensington and Chelsea (CLCCG and WLCCG) are affected by

these changes. In September Mark Easton, the Chief Officer for the collaboration appointed by NHSE (NHS England), presented the proposals to all 8 CCGs and they have accepted, in principle, their merging.

The Council responded to the NWL consultation, setting out concerns relating to the completion of an appropriate EIA, the potential loss of focus on local priorities for health integration, local need (such as mental health) and the potential financial impact on both CLCCG and WLCCG. The NWL collaboration has declared a significant budget deficit and both CLCCG and WLCCG could be disproportionately affected by efforts to reduce this deficit. The Council also put forward an alternative proposal to the eight-to-one integration, that a Westminster and Kensington and Chelsea integration could be preferable as a pilot. Mark Easton, Accountable Officer for NWL CCG, has indicated that he is supportive of this pilot, confirming both in writing and at a Leader's Health meeting in October that he intends to meet with the Council to discuss developing this proposal further

Work has since begun within the NWL collaboration to begin to address the remaining financial deficit, with a key area of focus over the coming months being on CCG staffing rationalisation. The Council will begin discussions with local health providers and commissioners to explore developing proposals for a bi-borough ICP.

10. Better Care Fund (BCF) Submission

Westminster submitted its BCF plans for 2019/20 to NHSE on 27 September 2019. The plan has been jointly developed on a Bi-borough basis with Kensington and Chelsea and signed off by the Council and CLCCG. The main changes arising in our submitted plan this year is that the financial contributions from the Council, CLCCG and WLCCG into the BCF is being reduced close to the statutory minimum levels of contribution from both organisations and WLCCG. The rationale for this change is to ensure that the partnership and the BCF can focus attention on the core elements of integrated delivery in Westminster and to ensure our local integration priorities receive sufficient attention and focus from the partnership.

The plans were also shared with Health and Wellbeing Board chairs, and reviewed and updated following NHSE feedback, which has helped to sharpen the strategic narrative and focus of the plans. The submissions should be formally endorsed by the Health and Wellbeing Board on 10 October 2019. We expect to receive an initial assurance view from NHSE in December.

We now need to focus on the delivery of our BCF plan priorities for the coming year, including improving performance against the nationally set NHSE metrics for local health and social care systems. Those also include improving rates of admissions to residential care from hospital and continuing to improve the performance of the reablement and community independence service against targets. A key area of attention is also our preparations for winter pressures and ensuring that we continue to promote local integration.

11. Health Learning Disability Partnership

The Health and Social Care staffing teams formally separated on 1 October 2019, becoming the Health Learning Disability Partnership (HLDP). Discussions with CLCCG in December 2018 resulted in a jointly agreed separation of commissioning and case management for service users receiving support from LD services in Westminster.

The HLDP will continue as a Bi-borough health service while the borough-specific Social Care Learning Disability Partnerships (SCLDP) will retain sovereignty.

Joint commissioning arrangements for Learning Disabilities services has been disaggregated. Care management responsibility for all service users in receipt of Continuing Health Care (CHC) has been transferred to health funded staff. This has involved the transfer of case management responsibility for approx. 140 service users.

The health and social care partnership committed to ensure that this transfer of care management responsibility would have no negative impact on service users. Both social care and health staff will continue to follow integrated processes and practice, and information shared with all service users, carers and families.

The partnership board has representation from both CCGs, both health provider trusts, and bi-borough social care services. The board will continue to oversee the transfer and ensure that the service continues to improve its practice with the best principles of delivering integrated care.

PUBLIC HEALTH

1. Shisha

In partnership with Licensing and Policy colleagues, Public Health is working with local authorities from across England as well as the Local Government Association in forming a coalition to deliver a Public Health campaign focusing on the health harms of smoking shisha.

The local authority coalition will also have a lobbying campaign focus on the licensing of shisha premises to ensure that businesses offering shisha do it safely, legally and with minimal nuisance.

A local authority office roundtable took place in Birmingham on 9th September. The event was used to agree the next steps on Public Health campaigns.

2. Children and Young People

Change4Life: The Change4Life summer play day in Paddington Recreation Ground for local families encouraged children to unplug from screens and devices and play,

including through multi-sports, dance, trampolining and scavenger hunt activities. 100 children participated in getting active and having fun. The school health team (school nursing) were a popular health promoting stand, with the giant toothbrush particularly popular with the children.

As part of work addressing poor oral health, Public Health launched an oral health campaign focused on ensuring residents have access to dental care.

The new Change4Life Westminster Find a Dentist postcard promotes clear messages about visiting the dentist including a web link to the NHS search function to find a local dentist. This aligns with the local Change4Life programme as well as the national Public Health England Change4Life Top Tips for Teeth branding.

The postcard is being disseminated via Health Visitors, CCGs, Family Hubs, Libraries, Schools and commissioned services that work with children and families across Westminster.

3. The Early Years Transformation Academy (EYTA)

The second design workshop was held in July and work is taking place on developing the vision and outcomes framework. Public Health have produced an Early Years Health Needs Assessment to inform the development of the 0-5 service and to ensure that Public Health outcomes are embedded throughout the programme. This includes breast feeding promotion, promoting healthy weight, increasing physical activity, reducing sedentary behaviour and improving oral health.

4. Mental Health and Wellbeing Partnership Group

A Mental Health and Wellbeing Partnership Group has been established, following the recommendation of the JSNA paper published in May 2019. The Group is chaired by Public Health with strategic level representation from NHS, housing, employment, third sector and police amongst others. Its purpose is to seek improvement in the mental health and wellbeing of the local population and provide a formal mechanism to address the themes identified in the Mental Health and Wellbeing JSNA. It will inform strategy development, decision making, and action planning to improve mental health and wellbeing and reduce inequalities across the Bi-borough area.

5. Immunisation

The national immunisation programmes are commissioned by NHSE and are responsible for ensuring the quality of immunisation services. These include maternal and targeted neonatal vaccinations; childhood immunisations; school age vaccinations and adult vaccinations; seasonal vaccinations including flu preparedness and the pneumonia vaccine. Public Health England (PHE) works locally regionally and nationally with NHSE and others, providing evidence and surveillance of infectious diseases and immunisation programmes.

The local authority's role in immunisation is one of oversight. Westminster has one of the lowest rates of immunisation uptake in London and across England for most

indicators and has faced a series of communicable disease outbreaks in 2019/20 including measles. NHSE is presenting later in this Policy and Scrutiny Committee on the strategy and plans to improve immunisation uptake in Westminster.

Public Health will also report feedback on the results of the four multi-agency workshops that were delivered by Public Health in June and July 2019 on immunisation.

Following discussions at this Policy and Scrutiny meeting, it is proposed Public Health hosts a quarterly Immunisation Steering Group with representation from NHSE, CCGs, and Community Health providers and that an Immunisation Action Plan is developed that includes implementing and monitoring the recommendations of the Policy and Scrutiny committee. This will ensure there is a mechanism to assess whether the health protection needs of the local population are being met, as well as developing an action plan to increase uptake of immunisations.

Public Health have also developed and will be implementing a communications plan over the course of the next year targeting children, young people, families, people with long term conditions and older people.

6. Community Champions

Supported by 7,849 volunteer hours, the Westminster Community and Maternity Champions programme ran 1029 different activity sessions with 16,962 attendances in 2018/19. A range of activities in all projects was provided for Mental Health Awareness week. There are four choirs, funded for one year through the Leader's Westminster Sings initiative and attended by some 45-50 residents each week.

Public Health, in partnership with the Westminster Homelessness Prevention Team, organised focus groups with community champions to explore the reasons why individuals don't ask for help prior to becoming homeless, shaping the future services to ensure they are accessible to those most in need.

7. Child Death Overview Panel

The Child Death Overview Panel (CDOP) is a local multi-agency forum that meets regularly to review the deaths of all children normally resident in a borough. It is usually accountable to the Local Safeguarding Children's Board (LSCB). In 2016, the Wood report reviewed LSCBs, including the approach to reviewing child deaths.

Subsequently, new statutory guidance was published in Oct 2018 to bring about improvements to the experience of bereaved families and professionals involved in the review process and to ensure more systematic local learning to prevent deaths where possible.

There has been a North West London (NWL) process underway to consider the Child Death Review approach across this region. From September 2019, Boroughs in NWL will need to adhere to new statutory guidance which includes:

- Every child death will be subject to a Child Death Review Meeting (CDRM), a multi-agency meeting attended by professionals involved with the child's care during their life and other professionals responsible for investigating the child's death.
- All child deaths meeting the Joint Agency Response (formerly known as the CDOP Rapid Response) criteria in NWL will have a prompt and coordinated response.
- All child deaths will be reviewed at a local CDOP meeting as a result of which organisational learning will be extracted and shared either locally or more widely.
- The collective analysis and review of NWL child deaths will lead to better understanding of trends and themes associated with child deaths across NWL.
- The 16 NWL partners (CCGs and LAs) will ensure that at least 60 deaths are reviewed each year.
- NWL partners will work with key stakeholders including hospital trusts, the Police, the Ambulance Service and the Coroner's Service to ensure an effective response to child deaths.
- Every family will be provided with a named keyworker who can support bereaved families throughout the CDR process.

In future, there will be one joint support team which will respond to all child deaths across NWL. The team will coordinate the joint agency response when required, ensure that all deaths are subject to a child death review meeting and offer key work support to all bereaved families.