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

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ADULT SOCIAL CARE

1. Winter Planning

Work is continuing with the implementation of the winter pressures plan to ensure that there is resilience and capacity within the system to address winter pressures and avoid delayed hospital discharges. This will enable social work teams to deal with the pressures mainly coming from Acute Care.

As part of the plan, eight step-down beds have been commissioned that allow people with high levels of needs to be discharged from hospital. These have been effective with the beds being well utilised. A status review in December showed that there were no delayed discharges attributed to Adult Social Care. There is contingency to use three further step-down beds as and when needed. There are also four Mental Health emergency crisis beds available to support the system pressures.

Additional home care and overnight care capacity has been commissioned, supporting residents to return home instead of requiring admission to long term care. Ongoing monitoring of the step-down beds and other measure will continue over the coming months to ensure winter pressures are managed well.

2. Better Care Fund (BCF)

Westminster submitted its BCF plans for 2019/20 to National Health Service England (NHSE) in September 2019. The plan has been jointly developed between the Bi-Borough and the West London Clinical Commissioning Group (WLCCG) and Central London Clinical Commissioning Group (CLCCG). The plans have now received assurance from NHSE, and work is underway to develop the BCF plans for 2020/21. Officers have undertaken extensive work to finalise the plans.

3. Integrating Health and Social Care

A decision was taken by the North West London Clinical Commissioning Group (NWLCCG) to postpone the amalgamation of eight CCGs to one CCG body for north west London from the planned date of April 2020 to April 2021. However, agreement has

been reached to have one bi-borough ICP which one CCG operating across bi-borough.

Together with NHS partners, senior Bi-Borough representatives are currently reviewing the Health and Wellbeing Board to ensure it is as effective as possible, especially in the context of changes to local NHS structures. Some discussions have been held regarding a Bi-Borough approach to integrating our health and care system. The Bi-Borough Health and Wellbeing Board took place on 16 December and officers are currently planning the agenda with CCG colleagues for the 5 February meeting.

4. Older People

A range of activities have taken place over the Christmas period for Older People in Westminster to tackle social isolation and loneliness. These activities were developed around the client groups for each service ranging from activities for people with dementia, Christmas parties and concerts:

- Westbourne Park Dementia Day Centre had a visit from Pete's Safari enabling residents to interact with a range of animals including an owl, a meerkat, a lizard and a tarantula. This helped prompt residents' recollections about their pets and share those stories and experiences.
- The Museum of Brands undertook a creative reminiscence workshop using brands and adverts over the last half century. This helped prompt memory recall and interaction between residents.
- Westminster Choir School held a recital at Pullen Day Centre.
- Leonora Extra Care Housing Scheme hosted their Christmas Party with 30 children from neighbouring St Joseph's primary school. Tenants attended the St Saviours Christmas party for older Westminster residents.
- Octavia Housing Association as part of their outreach and befriending service, also hosted their annual Christmas party lunch at the London Marriott, Marble Arch which was attended by over 120 older people. This included transport support, a live band, dancing and a raffle and a gift for each member of the community.
- Penfold Extra Care Housing Scheme hosted their Christmas Party with live music. The Penfold Hub organised a party and a trip to the Royal Albert Hall where 50 members of the community enjoyed a big band Christmas concert.
- Anchor Housing's annual Christmas cake competition was hosted at Norton House residential care home with a day of cake eating and hotly contested judging.
- The arts charity Magic Me delivered a festive evening. Magic Me links up young people (8+) with adults (60+) through shared creative activity, music, dance, drama, art. Activities stimulate recollection, conversation, and two way learning between participants.

5. Meals on Wheels

The Meals on Wheels services ended on 29 September 2019 with the provider withdrawing from the market. As part of the changes all service users were contacted, and arrangements put in place to ensure that their nutritional needs were met.

A post-three months survey is currently being undertaken that will focus on understanding what choices people have made, the sustainability of their personalised arrangements as well as general feedback. These results will be shared with Policy and Scrutiny at the next meeting in March 2020.

6. Garside Nursing Home

In response to concerns raised as a complaint about the safety of residents at Garside Nursing Home, Council staff working with partner agencies have undertaken several actions to support residents and families. These have included:

- The multi-agency partnership has worked closely with the Care Quality Commission which inspected the home during October and November 2019 and published a report on 2nd January assessing the home as inadequate.
- From 23rd October 2019, a step-in team of nurses and carers has provided additional support and oversight at the home. These arrangements are continuing and being monitored by the multi-agency steering group.
- A programme of meetings has taken place with residents, families and carers to provide updates and enable engagement with the Step-in team.
- The police investigation into the concerns raised continues, again working closely with the multi-agency partnership.
- The council is working in partnership with the CCG to review current commissioning arrangements that include Garside. In parallel the council is reviewing its possible actions as commissioner of care.

7. Dementia Plan

The Bi-Borough Dementia Plan has been drafted and is a whole-place and sector-wide plan, having been developed in partnership with both CLCCG and WLCCG. The Plan has engaged over 150 service users, the Dementia Partnership Group, and the local account group amongst a range of community and service user groups.

Significant progress has been made in meeting the target to ensure that all staff across both boroughs are Dementia Friends by April 2020. Currently 70 per cent of staff at both organisations trained and registered as Dementia Friends. This will position the Bi-Borough as a leading authority in ensuring that it is a Dementia Friendly organisation.

In addition, a range of innovative technology pilots have been initiated across care homes for those with dementia, including the international dementia bikes initiative and the piloting of dementia-friendly interactive screens and tables across several homes. Early evaluation of these pilots indicates excellent outcomes. These pilots will be mainstreamed and committed to for long term investment as part of the future management and implementation of the Dementia Plan.

The plan will be shared informally with key stakeholders across both organisations in January, and the final report will be shared with formal governance during spring 2020.

8. Mental Health

An extended implementation process had been completed for four "Cluster" contracts for Mental Health Supported Housing. The contracts commenced on 1 May 2019 and support up to 263 people with severe mental illness.

As reported to Policy and Scrutiny in June 2019, the benefits of the new contracts include an improved pathway with services geographically clustered through a hub and step down in each lot, improving the “move on pathway” together with a crisis bed offer. The clustering has also enabled better use of resources in staffing. Services in each cluster are within proximity to each other to enable shared staff, on-call staff and management to be better streamlined.

Performance monitoring data has been collected for the first full monitoring period (Quarter 2 2019/20). This highlighted that 98% of service users were living independently (target 90%) and of those people moving on from the service, 88% did so in a planned/positive way (target 80%).

9. Health and Wellbeing Board (HWBB)

The HWBB last met on 16 December 2019 to discuss Winter Plans across health and social care, as well as receiving an update on the Dementia priority. Mental Health and Personal Resilience was the priority theme of the meeting, and, as part of this discussion, the board received updates on Mental Health and Personal Resilience for children and young people, as well as the Children and Young People’s Emotional Wellbeing and Mental Health Plan. The Board will next meet on 5 February. Officers are currently liaising with CCG colleagues to finalise the agenda, which will include the Dementia Plan.

PUBLIC HEALTH

1. Community Champions

The annual Community Champions Conference was held in November 2019 to celebrate the hard work and achievements of Community Champions over the past year and provide an opportunity to share learning and inspiration.

The Community Champions Programme uses a collaborative, asset-based model that builds community resources including people, organisations and networks. It is delivered through the recruitment, training and capacity development of residents as volunteers in 5 neighbourhoods in Westminster.

The champions gather insight and community intelligence and promote access to local health and wellbeing services through community outreach. They also provide information and advice, and signpost local services and provision of activities for health behaviour change, peer support and self-management.

Over the last year, Community Champions involved 8,678 residents in community fun days and ran over a thousand sessions bringing people together to be active physically and socially, with 16,962 residents attending. In addition, 32 health campaign sessions were held, involving 2,857 people on topics such as mental health, healthy eating and oral health.

This year’s conference celebrated diversity. Elected members and service providers had the opportunity meet with several the champions and took part in workshop discussions. Plans are underway to collect community intelligence more systematically to inform the work of the council.

The conference was attended by 220 community champions, maternity champions, junior champions and partners in the project. Awards were presented to 95 champions

for their commitment in delivering their work through the many volunteering hours they commit and in recognition of the special achievements of some community champions and for accredited public health training certificates.

A video will be released online in January 2020 along with the graphic report. <https://www.communitychampionsuk.org/>.

2. Every Mind Matters campaign

Public Health England's 'Every Mind Matters campaign' was launched on 7 October 2019 and is being supported locally to encourage adults to be more aware of their mental health and to take simple steps to look after their mental wellbeing.

The campaign includes the new online tool "[Your Mind Plan](#)" enabling people to build their own action plan helping them to look after their mental health, boost their mood, improve sleep and help people feel more in control.

To date, the campaign has been promoted at events including the Community Champions Conference and Safeguarding Awareness Week Event in November. Here, resources were distributed in delegate packs, promotional materials displayed, and a keynote speech delivered. The campaign is also being widely promoted to residents through the Westminster on Wheels bus, MyWestminster e-newsletter, social media and Families First.

Work is being undertaken with libraries to hold conversation café events providing a place where people can chat about steps they take to improve their mental health over a cup of tea. These will take place in January and February at Maida Vale, Queen's Park, Pimlico and Church Street Libraries. The Westminster Talking Therapies Team will be in attendance to support residents as needed.

3. Seasonal Flu & Vaccinations

Flu levels are now starting to rise in the community and hospital admissions are increasing.

Public Health has led a communication campaign targeting vulnerable groups eligible for a free flu jab at their GP practice or their local pharmacy. This includes all adults aged over 65, all children and adults with a serious long-term health condition (such as diabetes, asthma, heart disease, and kidney disease), pregnant women, carers, residents in residential care, children aged two and three and primary school age children (given by nursing team at school).

Public Health has written to the heads of schools indicating that they do not wish to participate in the NHS Primary School Age Immunisation Programme through a personal letter to the Head Teacher and follow-up meetings will be requested

Continued vaccination of staff is offered to protect the workforce, vulnerable residents, and helps maintain business resilience at a time of considerable pressure. Public Health has delivered a series of clinics for staff to receive a free flu jab, with more than 200 staff vaccinated. This initiative proved to be successful with extra clinics having to be scheduled to meet demand.

Monitoring continues of NHSE's efforts to increase vaccination levels in the borough. As noted at the previous Policy & Scrutiny committee, a board has been established with various partners to ensure that herd immunity is assured in Westminster. This included working with NHS partners to provide vaccinations for Unaccompanied Asylum Seeking Children (UASC). Bi borough Public Health has developed a GP

immunisation variation data tool to support the CCG and GP Practices to target those unimmunised or partially immunised children so that they can be contacted and offered vaccination appointments.

4. 5-19 Years

The Public Health led multi-agency Change4Life Strategic Steering Board had its first meeting on 21 November 2019. Further improvements to tackle obesity in children and the obesogenic environment in both boroughs are a priority of the Board with 1 in 3 year 6 students being overweight or obese (38% WCC).

A new whole-systems approach targeting two neighbourhoods per year will be rolled out over the next five years. A priority of this approach is building community collaboration and involvement to make it easier for children eat well, keep active and maintain a healthy weight.

5. Shisha

Public Health, Policy, Performance and Communications and Public, Protection and Licensing colleagues are working together with local authorities across England to form a coalition in order to tackle the issues presented by shisha smoking. Papers will go out to local authorities shortly seeking their commitment to work jointly on a campaign focussing on the health risks associated with shisha. We are also working with partners to develop a public affairs strategy with the aim of strengthening regulatory powers around shisha venues.

6. Screening

NHS screening levels (eg. for cancer) are below London and national averages in Westminster, and support is sought from this committee to scrutinise NHSE in order to improve the situation.

CHILDREN'S SERVICES

1. Family Hubs

The second phase of developing the Family Hubs Model continues to make good progress. Several key partners are working with who will make up their Integrated Leadership team. Part of this network includes the Youth Hub providers. There are also plans to further join up with the work taking place to develop the Community Hub in the area.

A workforce development plan involving a five-day training programme aimed at practitioners across the multi-agency early help network will help secure an integrated approach. The training includes: building and embedding skills in family assessment, the lead professional role, engaging families and supporting them towards independence, self-reliance and employment. It also involves an Introduction to Systemic Principles, which has been very well received by practitioners working within the Bessborough Family Hub. Another programme of this training will be available for early help services working within the North West locality.

The capital building works on the original Portman building are set to begin in Spring 2020. Planning is also taking place to develop the Queen's Park Family Hub (the third

site). A feasibility study and a review of options available in the area will take place early this year, following which proposed plans will be shared.

2. Emotional Wellbeing and Mental Health

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

The Plan was taken to the Bi-borough Health and Wellbeing Board on the 16th of December. The Board approved the Plan and agreed to its publication. The Board members also agreed to support the delivery of the vision, objectives and joint strategic priorities set out in the plan by committing to continuing to prioritise improved children and young people's emotional wellbeing and mental health. This will happen both within their own organisations, and as a wider Health and Wellbeing Partnership.

Westminster Schools Emotional Wellbeing and Mental Health Conference

The conference took place on 28 November 2019 at the Greenhouse Centre. National organisations, YoungMinds and Place2Be, joined local organisations, including Greenhouse Sports, HF Mind, BWW Mind and Queen's Park Primary School. School staff and partners heard from a variety of speakers. They attended workshops focused on further embedding a whole school approach to emotional wellbeing and mental health. This is in line with the increased local and national focus on this agenda, and the expectations of schools in this key area.

In addition, the conference promoted the local authority and CCG's joined up offer of support that schools in Westminster can access, including: the Trailblazer Programme, the Place2Be Mental Health Champions Programme, Mind's 'Be Kind to Your Mind', input from the Health Education Partnership and support offered by Queen's Park Primary School as a Centre of Excellence for Emotional Wellbeing.

Feedback on the event was overwhelmingly positive. The delivery of Place2be's Mental Health Champions Programme to schools in Westminster, and additional Youth Mental Health First Aid courses for Westminster school staff in early 2020, will provide further support to school staff.

Trailblazer programme – Mental Health Support Teams in schools and colleges

The continued roll out of the Trailblazer Mental Health Support Teams is further enhancing the support available for children and young people, parents/carers and staff linked to schools and colleges in Westminster. The teams are currently working in 23 schools and colleges and this will increase to a total of 44 by September 2020. In summary, the service focuses on:

- Delivering evidence-based interventions in or close to schools and colleges for those with mild to moderate mental health issues;
- Applying a whole school approach to mental health, including working with children and young people, families and school staff;
- Helping children and young people with more severe needs to access the right support;
- Working with and within schools and colleges;
- Building on and increasing support already in place, not replacing it.

3. Youth Sector Funding

£300k has been given to five Youth Hubs (Amberley, Churchill Gardens, St Andrews, Avenues and Fourth Feathers) across the borough to deliver core services and support the delivery of the Partnership Early Help Strategy. The next local strategy meeting will be in February 2020 to continue to monitor progress and implementation.

A bidding round for a further £180k of Council funding (with additional money from Young Westminster Foundation (YWF) resulted in 29 bids from a variety of partners across the youth sector in Westminster. These bids displayed strong appreciation of partnership working and link directly with the local Early Help Strategy. Officers and YWF worked on the technical shortlisting of bids. These were considered by a diverse and representative panel consisting of:

- the Head of Early Help (WCC)
- Shaftesbury PLC
- John Lyon's Charity
- a youth worker from RBKC
- two young ambassadors
- One Westminster

The panel was also joined by another funder, St Giles, as it took a strategic decision to align with our project funding and invest. This enabled YWF and WCC to fund more projects. The panel awarded funding totalling £276,478 to 17 organisations (with one grant made subject to further due diligence). The average grant size was £16,263.

The allocated funds included:

- £15,000 from St Giles (and potentially looking to fund another applicant to £9k)
- £180,000 from WCC
- £80,835 from YWF funders

The funded organisations are:

- Adventure Play Hub
- Avenues
- Caxton
- Creative Media Network
- Dragon Eggs Digital
- DreamArts
- Eat Club
- Fourth Feathers
- London Sport Trust
- London Tigers
- MBS
- Paddington Arts
- Pan Intercultural Arts
- Positive View
- St Andrews
- The Westminster Society
- Westminster Befriend a Family

- Wigmore Hall

4. Supporting Care Leavers into Employment, Education and Training

There was an increased emphasis on partnership work at the beginning of 2019. The Virtual School has been working more closely with Westminster Adult Education Service, Young Westminster Foundation, Westminster Employment Service, City Lions and Physical Activity, Leisure and Sport (PALS) to focus on widening the scope of what is available for young people. We are developing offers of courses or employment that specifically suit their needs, skills and passions.

A monthly NEET (Not in Employment, Education or Training) reduction panel has been set up. It supports and advises social workers and personal advisors (Pas) on what is available for young people. It provides specific strategies and actions for engaging the hardest to reach young people. This runs alongside a more structured approach with the Education, Training, Employment & Participation (ETEP) advisor, with weekly bookable slots for young people which allows them to address their specific needs.

The Westminster Employment Service includes a new employer relations team – HIRE - which works closely with the Leaving Care Team to generate training, sustainable employment and self-employment opportunities through our connections with Council suppliers, developers and local businesses.

Opening doors for Care Leavers in the Hospitality Sector Projects which the team has developed with local employers to support young people in care and/or leaving care include:

- Open Day Recruitment with the Hyatt Regency Hotel– Churchill
- “Hospitality Connect” – Behind the Scenes Tour with Heddon Kitchen – Gordon Ramsey Chain, Café Royal, The Savoy, Corbyn & King and The Taj Hotel where they will directly explore the world of hospitality and the different career paths it can lead to
- Awareness Workshop, Understanding Care Leavers - educating hospitality & retail sectors’ HR & Staff to have the right knowledge in sustainably employing and retaining care leavers as part of their workforce with Hyatt Regency Hotel, Amba Hotels, Selfridges, GAP, Ralph Lauren
- Buddy in the Workplace and mentoring scheme with The Royal Lancaster Hotel, Marriott Hotel and The Hyatt Regency- Churchill

Chocolate Making Course & Enterprise

Other projects co-designed with the Leaving Care Team include a pathway Chocolate Making course with Westminster Kingsway College. Starting in February 2020, the course is aimed at improving care leavers’ understanding of the ‘world of work’, building friendships and developing self-esteem. At the end of the course, candidates will be able to access sector specific training in hospitality or a path into self-employment and entrepreneurship, including through support from the Pop-Up Business School.

Our vision is that young people with the interest and drive will be given the support to help create a social enterprise. They will be able to make and sell fine chocolates made in Westminster whilst providing them with training, employment and personal development opportunities.

Mentoring Programme for Care Leavers

As the corporate parent to care leavers, a new mentoring project is being developed which will connect young people with Council staff trained as mentors where relevant. A mentoring co-ordinator is currently being recruited and following which the mentoring project will be initiated.

Our aim is to make sure that mentors ease care leavers' transition to living independently by offering support that goes beyond the mandate of their standard support teams. The scheme will also provide allow staff to contribute volunteering time in a positive and effective way. After the first year we will explore including mentors from Council suppliers and other businesses and ensure that every care leaver has the opportunity of having access to a mentor.

Supporting Care Leavers & Young Offenders into training & employment

Westminster Employment Service has a dedicated senior employment coach, funded jointly between Economy, Housing and Children's Services. The coach provides, not exclusively: person-centred employment support to care leavers within and placed outside of Westminster. So far, we have achieved 12 job starts, 11 'sustainments' and 14 interim outcomes.

We also have a dedicated senior employment coach within our Youth Offending team, providing holistic employment support to young people with a history of offending. We currently have 18 registrations, 15 job starts and 3 'sustainments' with increases anticipated by the end of January.

5. Special Educational Needs & Disabilities (SEND) Strategy and Inspection

During 2019 there was a formal review of progress on delivering Westminster's SEND Strategy in order to identify where we are succeeding in our drive to support children and young people with SEND in their journey to adulthood. Education outcomes for pupils in 2019 show that the achievements of those with SEND are well above the national comparator at primary and secondary stages.

A key strength of the SEND Strategy is the partnership with parents. The review highlighted that all providers are consistently and systematically working together to drive improvements across the local area. The speech and language offer delivers practical support for parents and practitioners to help identify needs early and supports a whole school approach, and this continues to improve. We are completing statutory EHC assessments within 20 weeks. We have expanded our short breaks offer and place planning work is underpinning SEN capital investment in additional SEN provision. Comparative data for adults with a learning disability in paid employment shows that we are performing well.

We are anticipating an Ofsted/CQC inspection during 2020. In preparation, we published a refreshed SEND Action Plan (2019-2021) setting out the importance we place on good school attendance for children with SEND and our ambition to reduce fixed term exclusion rates. Parents and carers asked us to support schools to achieve this. All partners are committed to working together to improve access to speech, language and occupational therapies. We are working to improve the range and quality of mental health and emotional well-being support and we are enhancing our local offer for young children with SEND 0-5 to improve their Good Level of Development (GLD) scores.