



City of Westminster

# Committee Agenda

## Follow On Agenda

Title: **Family and People Services Policy and Scrutiny Committee**

Meeting Date: **Monday 1st April, 2019**

Time: **7.00 pm**

Venue: **Rooms 18.01 and 18.02, 64 Victoria Street, London, SW1E 6QP**

Members: **Councillors:**

Jonathan Glanz (Chairman)	Peter Freeman
Margot Bright	Patricia McAllister
Nafsika Butler-Thalassis	Emily Payne
Maggie Carman	Selina Short

**Members of the public are welcome to attend the meeting and listen to the discussion Part 1 of the Agenda**

**Admission to the public gallery is by ticket, issued from the ground floor reception. If you have a disability and require any special assistance please contact the Committee Officer (details listed below) in advance of the meeting.**



**An Induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter. If you require any further information, please contact the Committee Officer, Tristan Fieldsend, Senior Committee and Governance Officer.**

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**Note for Members:** Members are reminded that Officer contacts are shown at the end of each report and Members are welcome to raise questions in advance of the meeting. With regard to item 2, guidance on declarations of interests is included in the Code of Governance; if Members and Officers have any particular questions they should contact the Head of Committee and Governance Services in advance of the meeting please.

## **FOLLOW ON AGENDA**

### **PART 1 (IN PUBLIC)**

#### **4. CABINET MEMBER UPDATE**

To receive an update on current and forthcoming issues within the portfolio of the Cabinet Member for Family Services and Public Health.

**(Pages 3 - 20)**

**Stuart Love  
Chief Executive  
25 March 2019**



## **Family and People Services Policy & Scrutiny Committee Cabinet Member Update**

**Date:** Monday 1 April 2019

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

**Briefing Author and Contact Details:** Charlie Hawken  
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### **PUBLIC HEALTH**

#### **1. Annual Report of the Director for Public Health**

This year's annual report of the Director of Public Health - "*Our Health, Our Wellbeing: young people growing up in Kensington and Chelsea, and Westminster*" – was published during Children's Mental Health Week (4-8<sup>th</sup> February 2019).

For young people, growing up in the borough offers a rich and diverse experience with access to a wide range of opportunities. However, many young people will face challenges to their health and wellbeing. This year's report focuses on a number of these challenges, and describes some of the lived experiences of 14-25 year olds growing up in Westminster.

Themes identified in the report include Mental Health and Wellbeing; Daily Pressures and Challenges; Crime and Safety; Physical Health and Wellbeing; Social Media and Online Lives; Access to Services and Information; The Future; Drugs, Alcohol and Smoking; and Sex and Relationships.

We want to ensure that the voice of young people is heard in decisions about their health and wellbeing. Over the next year we will monitor and report against the suggestions put forward in the 'You Said' sections of this report.

#### **2. Mental health and wellbeing Joint Strategic Needs Assessment (JSNA)**

This JSNA responds to a recommendation in 'The Roads to Wellbeing', the 2016-17 annual report of the Director of Public Health, to undertake a needs assessment of mental health and wellbeing in Westminster. The aim is that it will inform and support strategy

development, commissioning decision making, and action planning to improve mental health and wellbeing and reduce inequalities.

The JSNA has been a collaborative venture, led by Public Health, and involving the Clinical Commissioning Groups, Adult Social Care, Children's Services, Central and North West London NHS Foundation Trust (CNWL), Healthwatch, One Westminster, and Brent, Wandsworth and Westminster MIND.

The format of the JSNA follows that recommended in the Mental Health JSNA Toolkit published by Public Health England (PHE) in 2017, which takes a life course approach and so includes chapters on perinatal mental health, children and young people, working age adults, and older adults. Spotlight sections on dementia; loneliness and social isolation; and suicide prevention ensure that these key issues are highlighted. Data has been drawn from a number of sources including population level data analysis, local service data, national and local research and literature, and service user feedback.

An initial draft was sent to key stakeholders for consultation in January/early February for comments on accuracy, the key recommendations, and priority areas. Responses were received from a range of departments and organisations, including CNWL, Public Health colleagues, Adult Social Care, Children's Services, both CCGs, and Imperial College.

The Steering Group is currently reviewing the feedback, aiming to have a final draft report later this month.

### **3. Flu**

There have been lower levels of Flu this season compared to previous years, but hospital and ITU admissions due to Flu are about the same. Public Health communications continue to promote vaccine uptake, particularly for young children and pregnant women who are at higher risk from the A(H1N1) pdm09 strain currently circulating.

The final data set for the Flu season 2018-19 will be available by April. Once data is published (in partnership with NHS England and the local CCG) Public Health will review the 2018-19 season, and make recommendations for 2019-20. This will include an in-depth review to understanding, and overcoming, any identified barriers to uptake.

### **4. Immunisation**

Immunisation Commissioners at NHS England will have presented a paper to the Health and Wellbeing Board on March 28<sup>th</sup> outlining:

- Roles and Responsibilities in the delivery of the Immunisations programmes
- Immunisation coverage data
- Headlines for London
- Routine Childhood immunisation programme ( 0-5 yrs)
- School age vaccinations (5-18 yrs)
- Challenges and What is being done to increase uptake?
- Outbreaks of Vaccine preventable diseases
- Next steps

Public Health will be co-ordinating a series of partnership workshops to agree a plan of local actions to understand local variance and to improve performance. These workshops will include looking at communications, data, general practice and children's services.

The CCGs reviewed and commented on the Health and Wellbeing Board Paper and are very involved in the development of the workshops.

## **5. Substance Misuse**

The substance misuse treatment system has seen continued improvement in the number of residents engaged in treatment and in associated outcomes.

The Drug and Alcohol Wellbeing Service (DAWS) launched the new innovative 'Out DAWs' Service in Westminster in partnership with Connection at St Martins and St Mungos providing an integrated approach to housing and treatment for rough sleepers.

The new DAWs Spice Service was launched focusing on both treatment and also training for professionals.

## **6. Shisha**

Under our new Healthy Lifestyles contract with Thrive Tribe, smoking quitters remain at a steady level, meaning we should continue to be one of the top three boroughs in the country for smoking cessation.

Shisha is a way of inhaling smoke, usually tobacco smoke. Shisha smoking creates smoke containing harmful chemicals, and the practice has been identified as a public health concern. Evidence indicates that there are significant health risks associated with shisha, including cancer, respiratory disease and heart disease. Regular shisha tobacco smokers may report or display signs of dependence, and misperceptions about the potential health risks are widespread. The existing evidence base underlines the need to minimise shisha use, particularly regular use.

A debate was held in Westminster Hall on 5 December 2018 on reforming the regulation of shisha premises. The debate was opened by Shabana Mahmood MP and a call for licensing shisha premises was made to allow for the more effective regulation of problematic premises alongside increasing awareness of the public health risks relating to shisha. This was followed by a roundtable organised by Jake Berry MP at which a number of local authorities discussed regulatory issues and lack of health awareness and asked for government action.

In February 2019 Westminster City Council invited these local authorities, plus additional ones with shisha issues to seek collective agreement on how to collectively agree on how we can best make our case to Government to tackle problematic shisha premises, and have a national public health campaign.

## **7. NHS Health Check Case Studies**

Due to consistent high uptake of NHS Health Checks among our residents, Westminster has been chosen to support Public Health England develop case studies to support other areas develop their local offer.

## **8. Pre-Exposure Prophylaxis (PrEP)**

Pre-Exposure Prophylaxis also known as PrEP is a medication that can help prevent people from developing HIV if they have been exposed.

In 2018 the NHS became responsible for providing PrEP medication and commenced a trial to understand more about need and uptake.

All Local Authorities have been provided with an allocation and, due to current demand, the national oversight board has proposed doubling the existing places on offer.

Westminster is currently working with colleagues across London to discuss how best we can continue to support the national trial whilst managing additional costs. The initial allocation given to Westminster has been used, and the borough is supportive of plans to increase the proposed allocation.

## **CHILDREN'S SERVICES**

### **9. Ofsted Preparation and Outstanding Practice**

The new Inspection of Local Authority Children Services framework outlines that good and outstanding authorities should expect a short, full inspection every three years with a couple of focused visits or Joint Targeted Area Inspections in between.

Westminster Children's Services were last inspected in January 2016 - so we are preparing for inspection in the next financial year. In practical terms this means we need to be in a position to send a detailed data set about the children we are working with; provide key documents detailing the strategic plans for the service, the workforce development arrangements as well as our quality assurance and performance management frameworks; and prepare for a 4 day on site visit during which Ofsted inspectors will review current records and talk to front line practitioners. Our service is currently judged overall as outstanding and it is our ambition to be the first authority to sustain this top rating. To achieve this it is important that we continue to value our social care staff and keep caseloads low so that the highest standard of work can be maintained.

To support our preparation for inspection we have established an outstanding practice group - working on key priority areas, including strengthening the voice of the child in service planning, improving the corporate parenting offer, and ensuring our quality assurance framework provides a window on practice to drive innovation as well as continuous improvement. The outstanding practice group will allow us to

evidence how we are using performance data and learning from audit to provide the very best services to vulnerable children and their families.

#### **10. Family Hubs Conference**

The Council jointly hosted a high-profile event with the Manifesto for Supporting Families on 14 February 2019 to promote the work of family hubs across the country. The day consisted of a "market-place" event on the development of Family Hubs and associated services. Westminster's Family Hub at Bessborough was centre-stage with senior politicians in attendance and the Minister for Children and Families, Nadhim Zahawi opening the day. A conference in the afternoon was introduced by Cllr Heather Acton and concluded by the Leader of the Council. The key note address was from The Rt. Hon Andrea Leadsom. Westminster provided one of a series of presentations, entitled "Family Hubs our journey to integration".

Bessborough Family Hub opened in September 2018 and continues to develop and establish itself as a centre for families with children aged 0-19. A children's centre is an integral part of its work. The physical building is the public face of the integration that we are developing between local providers, sharing one common approach to working with families. A virtual integrated leadership team, consisting of managers from the statutory and voluntary sector organisations, meets regularly to develop consistent responses to families needing help and support. The Family Hub shares information between services so that a more joined-up approach is provided for families. Each family will also have a single family plan, coordinated by the most appropriate lead practitioner, in response to family needs.

As well as the services already in the Hub (Council Early Help and social work teams, children's centre, nursery provision, health visiting, maternity services, employment and housing support) and the wider virtual network including the voluntary sector, the service offer continues to expand with housing advice and birth registrations now taking place there. Specialist programmes for parenting and for survivors of domestic abuse are now available and discussions taking place with other agencies who are keen to provide services on-site on a sessional basis.

#### **11. Ministry of Housing, Communities and Local Government visit**

The Ministry of Housing, Communities and Local Government (MHCLG) completed their annual monitoring visit on 30 January 2019 to check our progress against the national troubled families programme. In Westminster we were afforded 'earned autonomy' by the government, meaning we were given money up-front for turning families around rather than having to claim it retrospectively.

We have used this money to support the development of the family hub at Bessborough; financing the three family navigators, a multi-agency workforce development programme, the inclusion pilot and a data analyst. The work we are doing supports whole family working and because of the integrated approach to service delivery we are able to tackle a range of problems that families experience - including parenting, housing, and employment.

The MHCLG visit each local authority annually to check how the 'troubled families' money is being spent, the impact and whether the approach developed is sustainable. During this visit the representatives spoke with senior managers, partners and front line practitioners. They were very positive about the work we are doing and our work will be referenced positively in their annual report.

## **12. Corporate Parenting**

The corporate parenting strategy is being updated to reflect our ambition for children in care and for care leavers. The Annual Report of children in care and care leavers detailed a changing cohort of children in care - with a growing number of unaccompanied minors and 65% of the care population being aged between 14 and 17. We have been examining with each directorate in the Council how they contribute to corporate parenting and plan to launch our new strategy, including a revised pledge to children in care and our offer to care leavers in the new financial year.

We are proposing 4 priorities this year:

- 1) to ensure our workforce has the right experience, knowledge and skills to meet the needs of children in care and care leavers;
- 2) to ensure we have sufficient care placements to provide options for young people so that they are supported in the right care environment and given options to move to independent living arrangements;
- 3) to promote healthy lifestyles and develop resilience;
- 4) to increase the number of Children in Care and care leavers who are in education, employment and training.

## **13. Healthy Schools**

A Health in Schools event was held in the Lord Mayor's Parlour on 26 February 2019 to raise the profile of health and wellbeing in schools, share examples of good practice and different approaches to meeting priorities and to raise awareness of the health and wellbeing support available for schools. The event was attended by 7 primary schools, 3 secondary schools, 1 special school, and some providers of services to schools.

The event included case studies from Robinsfield infant school on their work around oral health and healthy weight, Queens Park Primary on Emotional Wellbeing and Mental Health, St Mary's Bryanston Square on air quality and Westminster Academy on wellbeing and mental health from a secondary school's perspective.

The event supported Westminster's Healthy Schools Programme. Forty-nine schools in Westminster are currently registered with the Healthy Schools Programme, representing 88% of eligible schools, and of these 35 have achieved their bronze award, 22 have achieved their silver award and 11 have achieved their gold award.

Education and Public Health will be working together to prepare a briefing for schools on the Health and Wellbeing support available to all schools.

#### **14. Speech and Language Therapy (SALT) Services**

The CCG and LA have concluded negotiations on the joint SALT services and as a result the LA will be increasing investment by over £500k in line with agreed statutory responsibilities. Commissioners are now in the final stages of working with the provider to verify the specification and cost model for the 2019/20 Speech and Language Therapy Services contract for a new service to begin on 1st April. The new service will enable a whole system approach to meeting Speech, Language and Communication needs and provides more support to teachers and learning support assistants who are working with Children and Young People on a daily basis.

The LA are looking to enhance the new service offer by:

- o Creating a stronger targeted offer: schools will be offered a minimum of half a day per term of dedicated support aimed helping them create a communication supportive environment for all CYP with a particular focus on CYP with SLCN and improve their non-statutory offer.
- o Including Tribunal support in the core contract so there will be no need for further spot purchase
- o Focusing on co-design of training sessions with parents, carers, service users and teachers to ensure delivery is fit for purpose
- o Maintaining an online Communication Hub offering resources for parents, carers, service users and other professionals
- o Ringfencing additional support for CYP in reception year to ease their transition between the Early Years and School Age services.

#### **15. Serious Youth Violence**

The Youth Crime Prevention Partnership has established a working group to examine serious youth violence and our local multi-agency response to tackle it. This working group is chaired by the Superintendent for Neighbourhood Policing and includes representatives from across the council, health and the voluntary sector. Already the group has scrutinised local data, ascertained helpful views from young people about police visibility and preventative community activities and mapped existing services offering preventative engagement activities and reactive interventions.

Serious youth violence continues to attract a lot of media attention, with the number of children known to be affiliated to gangs growing and knife crime increasing. Most of the knife crime reported in Westminster occurs in the West End and St James Park areas and relates mainly to males aged 19-24 coming into the borough from other parts of London to commit robberies.

A smaller working project has been established to look at what is going on for young people in Church Street.

A prevention of exclusions pilot (for early intervention) began in five primary schools in September 2018 (Gateway, Queen's Park, Hallfield, Churchill Gardens, and two TBAP schools). This offers support to children and their families in Years 5 and 6.

## **16. Youth Providers Roundtable**

This month we are holding an informal event with many the police and many youth providers across the borough. The aim is to make sure that all services – local authority, police, schools, NHS – know what is available for young people to participate in activities and/or get the support they need for their future.

## **17. Safeguarding Board changes**

### Local Safeguarding Children Partnership –

In accordance with the Children and Social Work Act 2017 local authorities are required to submit plans in respect of their revised safeguarding children partnership arrangements. The three key safeguarding partners, as specified by the Act, (the local authority chief executive, the accountable officer of a clinical commissioning group, and a chief officer of police) have met on numerous occasions to consider the options.

In January 2018 the Local Safeguarding Children Board were presented with a proposal, which was agreed in principle. In summary the Board's Membership agreed to retain the arrangements covering the three boroughs, to ensure independent scrutiny through the role of an independent chair, to hold quarterly partnership meetings of the members from the three boroughs, to retain borough specific partnership groups focusing on local issues, with a strengthening of the strategic direction and oversight of the subgroups' activity.

It was agreed that the terms of reference for the current Local Safeguarding Children Board are to be amended and the name changed to the Local Safeguarding Children Partnership (LSCP). Our partnership proposals are required to be submitted to the Department of Education in June 2019 and to be in operation by September 2019. There is a partnership workshop booked for 29 April 2019 to agree the final submission.

## **ADULT SOCIAL CARE**

### **18. Restructure of Integrated Commissioning**

The Directorate currently has a formal consultation process with staff underway regarding the proposed restructure which integrates public health commissioning with children's and adults strategic commissioning. The overall aim is to:

- Ensure the commissioning approach is based on the four-stage commissioning cycle - assess, plan, deliver, review
- Establish distinct functions across the ICD with clearer role definition for staff working within these disciplines
- Establish clear career progression opportunities for staff within functions and disciplines with a supporting learning and development programme
- Improve the outcomes for people who use our services – through a more effective, efficient, high quality “safe” commissioning offer
- Offer person centred care and support

- Focus on prevention and early intervention to enable people to maintain their independence, health and wellbeing building on their assets
- Facilitate a vibrant, innovative, sustainable and resilient provider market that is able to respond to an increasingly diverse population.

## **19. Learning Disabilities**

### Providers' Forum

An important commitment in the published *Big Plan for supporting adults with Learning Disabilities 2018-19* is the reinvigoration of co-production. Part of this is improving the relationship we have with the local providers and market development. Officers are holding regular Provider meetings with the Forum.

In January the Forum met to discuss how best to deliver the *Big Plan* priority 'Making my home my own'. Those present including, representatives of support providers and registered social landlords, discussed the challenges presented by the limited specialist provider market and appropriate properties, and the progress of current initiatives to reduce the impact of these challenges.

A key initiative is the Supported Living 'Jigsaw' project i.e. the review of all placements and whether a better fit of resident to home might be achieved by a careful set of moves from one project to another of a number of residents. This needs sensitive management, the involvement of independent advocates and family members and the commitment of Providers and the Community LD Teams if it is to be productive. There was a positive response to the project and a commitment to taking it forward within the next three weeks.

The Forum also discussed the work which the Commissioning Team are taking in developing the market. Currently the specialist provider-market is limited in both boroughs. One initiative is the development of commissioning frameworks, which can aid transparency and set a level playing field. Developed appropriately they can be a tool for people and families who want to arrange their own care and council commissioned services. The LD Commissioning Team is exploring developing two frameworks – one which focuses on LD Housing support and care and one that reflects the need for some providers to offer the additional specialism of positive behaviour support.

The next LD Providers Forum is scheduled for March 20th and will focus on 'Supporting people to Lead an Active and Full Life', exploring how we can support users of services and family carers to overcome barriers to paid employment, what other kinds of opportunities (paid or otherwise) need to be developed, how can Supported Living providers be expected to contribute and what can we do to encourage communities to be more welcoming.

## **20. Mental Health**

The procurement process for the commissioning of 5 clusters (302 units) delivering supported accommodation for individuals with mental health needs in Westminster was completed with contract awards. The remodelling and review involved a range of partners and stakeholders and consultations with service users to inform the specification and outcomes contained therein. Along with a change in delivery with a focus on a cluster

approach, each service includes a hub in each cluster with a focus on recovery and improving outcomes for individuals and move on towards greater independence.

New contracts will start on the 1st May 2019.

## **21. Older persons Hubs**

Penfold is located in Church Street Ward and the service provided by Notting Hill Genesis. This is a strong service and could be described as capturing the essence of the hub model. This hub exemplifies user led services, having a well attended and well led resident forum, as well as residents themselves leading on provision of activities. Staff members have well established networks which enables working with the wider community which helps provide a community joined-up offer and avoid duplication and support options.

Westminster officers have worked with Notting Hill Genesis so that they provide a continued offer, although this will be reduced to reflect the funding changes following funding changes from Central London Clinical Commissioning Group (CL CCG). The historic standard working week service provision will be reduced and a new service schedule will be issued which will consist of half days provision, full day provision and a dedicated day for outreach and service administration. The schedule has been devised taking into account attendance intelligence from the existing services. This means the new service will focus on times and activities proven popular with residents. Notting Hill will continue to work with the Council and commissioners to look at other income streams to deliver the new offer including additional income generated from room hire charges within the Penfold building.

Activities in the other hubs remain under review following the reduced CL CCG funding with respect to Open Age. Meetings with WL CCG are due shortly and the schedules will be agreed following those. Officers are also working on mapping all older person activities available (many free of charge) in order to build on the virtual hub model in other locations.

## **22. Chelsea Barracks Extra Care Housing Scheme**

A meeting was undertaken on the 23 January focussing on the current design layout for the proposed Extra Care Units.

In addition to representatives from Operations staff, the incumbent Extra Care Housing providers within WCC, Octavia and Notting Hill Genesis, had representatives in attendance to ensure the development is fit for purpose.

Representatives from Operations, Octavia and Notting Hill Genesis had been engaged in early work in establishing initial requirements and this session was to explore how those requirements had translated into overall design within the confines of the building and space.

The architect from Squire and Partners presented the scheme to attendees, talking them through the design and responding to the comments raised.

The feedback was generally positive with some areas for note and further development going forward.

The outcome of the meeting was to record any amendments discussed and/ or agreed, for future incorporation at the next RIBA Design Stage 3, when the project is recommenced.

### **23. Residential Nursing Care**

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.

- i. 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.
- ii. Carlton Dene - Various 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.
- iii. 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.
- iv. Forrester Court - Forrester Court, Care UK, is an improved residential and nursing care home, rated "Good" by CQC in April 2018.

The home has undergone substantial refurbishment, due to complete in late March 2019.

v. Norton House

Norton House run by Anchor Homes, rated "Good" by CQC in February 2017. The home has recently undergone a phased refurbishment, from a full kitchen refurb to painting of all communal areas, replacing flooring and soft furnishings, and this is now complete.

The home now has adopted the 'whole home approach' to delivering activities, with all staff in the home taking responsibility for delivering activities.

- vi. Athlone House - Athlone House Nursing Home has been reassessed for the Gold Standard Framework and received platinum status for their end of life care.

Gold Standard Framework (GSF) gives training to all those providing end of life care to ensure better lives for people and recognised standards of care. GSF is a systematic, evidence-based approach to optimising care for all patients approaching

the end of life and is targeted to improve quality of care, proactive planning, working with GPs, staff morale, more advance care planning and for care homes to have reduced deaths in hospitals. Training is delivered through workshops and the GSF Virtual Learning Zone with intrinsic evaluations assessing progress against national standards. GSF accredited care homes are recognised by CQC as models of best practice.

To qualify for accreditation, care homes must have undertaken the full GSF training programme over 9 months, embedded this into their homes for at least 6 months and then undertaken a rigorous accreditation process 'Going for Gold'. A post on Gold Standard Framework website states "we are proud of the hard work of all GSF accredited care homes and want to celebrate the sustained excellent practice of care homes which have embedded GSF in their core working practices. In acknowledgment of this, homes that achieve re-accreditation will now be known as GSF Platinum homes".

## **24. Care Home Improvement Programme**

### **i. My Home Life Leadership Support and Development Programme (Older People)**

My Home Life is an international initiative promoting quality of life for older people living and dying in care homes, and for those visiting and working with them, through relationship-centred and evidence-based practice. It is led, in England, by City University in partnership with Age UK.

The bi-borough My Home Life programme concluded in January 2019. The programme lasted 10 months, made up of monthly shared action learning sessions for Care Home Managers. The focus of each action session was reflecting on leadership style, challenges in being a care home manager and considering cultural change in their approach to managing a care home. My Home Life supported the care home managers to explore their role through facilitated sessions focussed on:

- Real work issues, concerns, problems or aspirations
- actively listening and using open questions
- sharing practice ideas, experiences and success stories
- sharing progress on 'trying things out in practice', acknowledging what worked well and what needs further development
- sharing feelings
- exploring longer-term culture development
- advancing facilitative skills e.g. being reflective, listening and questioning using caring conversations framework

The programme has resulted in the managers forming a support network and it has been strongly recommended that they continue beyond the end of the commissioned programme.

### **ii. Ladder to the Moon (Older People)**

The local authority commissioned programme Ladder to the Moon supports social care organisations to deliver outstanding care and improve their business performance. Ladder to the Moon aim to achieve their objectives by developing

creative climates throughout care services. The organisation is endorsed as a recognised provider by CQC. Ladder to the Moon use approaches that incorporate training, coaching and vibrant events. Ladder involve everyone in the service: leaders and frontline staff, people living with long-term conditions, and the wider community. So far, Ladder to the Moon has supported 13 care services to achieve CQC 'Outstanding' ratings.

The Ladder to the Moon Outstanding Activities programme launched on 28th March and will run until June 2019, the participating homes in WCC are currently in the 2nd phase of the programme and are receiving bespoke coaching.

## **25. Homecare**

The five-year home care contract is in the third year. It expires in January 2021, with the option of a two-year extension. The Bi-Borough Director of Integrated Commissioning has established a Home Care Programme Board to oversee the development of a more personalised approach to home care model in the future.

The contract is monitored through a series of provider monitoring meetings that take place every two months. The last contract monitoring meetings took place in January 2019 with Healthvision, London Care and Sagecare, to monitor and track performance against the contract.

The Council continues to work to improve and sustain service provider performance. Overall, performance is positive, with Healthvision UK and Sagecare having a 'Good' CQC performance rating and Vincentian Care Plus (VCP).

VCP was recently categorised as 'Good', which is a fantastic result for VCP and also the Quality Assurance Team, following concerns raised about VCP which threatened closure.

There are areas for development to improve and sustain London Care's performance, which has recently been operating below the Council's expectations for the use of electronic home care monitoring. We will be addressing this through an informal Performance Improvement Plan.

## **26. Penfold Extra Care Housing Scheme Resident Engagement**

Extra Care Housing is comprised of both housing services and care services, both of which have been provided by Notting Hill Genesis since the scheme's inception and development by Notting Hill Genesis.

The care service has to be re procured and residents (and relatives) have been consulted with and engaged with for this process.

Residents and relatives attended a consultation session. Senior members of Notting Hill Genesis also attended to support the session and specifically their residents. Members of the Advocacy Project were invited and attended to aid and support residents.

There is currently high resident satisfaction with the service and so of course there is some anxiety about potential change. Notting Hill Genesis is monitoring residents carefully to support them if this is the case.

Three of the residents volunteered to be part of a group involved in the development of the service specification and its evaluation criteria. This is to help ensure that what residents value about the service is set out in the specification.

The Advocacy Project also offers monthly sessions at Penfold Street for residents and others, which gives an opportunity for issues to be addressed as may be needed. Our officers are visiting regularly and will meet any residents with concerns.

## **27. Community Equipment Consortium Provider Engagement**

The Integrated Commissioning Directorate currently hosts the central management functions of the London Community Equipment Consortium.

The Consortium currently consists of 18 London Boroughs with a further three Boroughs planning to join during 2019. Due to the size of the contract and the complexities of the governance process for all its members, a decision was taken by the Consortium Board to start scoping the procurement options and to design a programme of work that will be needed to be delivered in terms of service design, IT requirements, KPI's and Contract T&C's.

The Consortium held a market engagement day on 22nd January. Approximately 15 providers sent representatives and representatives at all levels from Boroughs who are members of the consortium also attended; in total around 80 people attended the event.

The event was planned to engage with the market to understand current developments and to help inform the procurement options appraisal that is being developed by the Consortium Management Team. The current contract is due to finish on 31st March 2021 with the option to extend for a period of up to two years. A market place area was also set up for providers to have stands and to allow consortium members to go and talk to them individually.

Positive feedback has been received back from both providers and Consortium members and this will be used to inform the options appraisal and future engagement events.

Discussions are under way to start planning service user engagement sessions and the Local Account Group and other user led groups will be involved.

## **28. Community Alarm Call Handling**

Following a successful procurement, a new call handling provider has been appointed to take over from Tunstall for the Councils 24-hour Call Monitoring Service from March 2019. Worcestershire Telecare, a not for profit organisation based in Kidderminster have been chosen to provide the service for a contract of up to three years and work has been underway to ensure a smooth transition between providers with no disruption of service to customers.

During the mobilisation period, officers will also work closely with Worcestershire Telecare staff to support them with training on our response protocols, site visits for staff to familiarise themselves with Westminster and to meet the Emergency Response Team. KPI reports and other performance monitoring reports will be agreed contract monitoring meetings set up.

## 29. Better Care Fund

A joint priority across the partnership, the Community Independence Service (CIS) continues to play a key role in preventing non-elective admissions and minimising delayed transfers of care.

A number of significant other service improvements have been achieved since the last update, including streamlining community points of access; and targeted improvements to urgent clinical decision making. We also launched the joint 'Big Plan' in November 2018 for people with Learning Disabilities. The CCGs and Local Authorities have agreed continued joint investment in Mental Health Supported Accommodation in both Westminster and Kensington and Chelsea. The creation of new Joint Boards for Learning Disabilities and Mental means that we can develop approaches to joint working resulting in improved outcomes for local people and a more sustainable use of resources.

Both Boroughs also continue their focus on and prioritisation of the High Impact Change Model for managing transfers of care (which includes the Discharge to Assess process) for patients admitted to hospitals in the bi-Borough. Greater focus on discharge dates and community solutions rather than just focusing on delays within the acute trusts is ensuring a more system wide approach to change.

Initiatives such as Home First for managing discharges and patient flows from each of our main acute sites (St Mary's & Chelsea Westminster hospitals) have enabled up to 25 people a week to have their health and care needs assessed at home rather than on hospital wards. Discharge to Assess pathways have also been developed such that more complex patients can have overnight care at home on discharge and receive faster access to a social work assessment.

We continue to refresh and strengthen partnership relationships following the formal end of the three borough arrangements. Work is nearing completion on a number of commissioned services contracts which will transfer to the CCGs who fund those services from April 2019. It is confirmed that there will be a BCF for 2019-20 in the NHS Long Term Plan. National guidance for 19/20 is due out soon, but, in anticipation, partners are already working on a set of principles setting out the partnership's approach for 19/20.

## 30. Preparation for leaving the European Union

On the 21 December 2018 the Permanent Secretary for the Department of Health and Social Care (DoHSC) wrote to all local authorities regarding Governments preparations for a March 2019 "no deal" scenario for Adult Social Care as well as to providers.

The communication covered the following aspects for providers:

- **Business continuity plans** – ensuring providers have up to date contingency plans for the possible implications a 'no deal' EU Exit scenario.

- **Workforce and the EU Settlement Scheme** – outlining the EU Settlement Scheme to ensure that EU employees were made aware of the scheme.
- **Supply of medicines and clinical consumables** – advising providers not to stockpile with there being a national approach across health and social care.

In line with this communication and as part of our ongoing market development and management activities, officers have been contacting key provider organisations to assess their readiness for 29 March in the event of a “no deal” scenario. DoHSC has also asked that providers update their business continuity plans and provide confirmation.

The Commissioning and Contracts Board is overseeing this work with local providers along with other issues that providers raised. Through this exercise local providers have indicated that there are limited concerns over workforce, as most are UK Nationals with the remaining EU Nationals showing strong interest in the EU Settlement Scheme.

Adult Social Care has established a Brexit Working Group to ensure compliance with all government communication as well as local authority requirements.

### **31. Health and Wellbeing Board**

A concurrent meeting of the Royal Borough of Kensington and Chelsea and Westminster Health and Wellbeing Boards took place on 24 January. The meeting was themed around dementia, with members of the Board providing feedback on dementia to inform the developing dementia strategy for Kensington & Chelsea and Westminster. The Boards also received an update on the Mental Wellbeing JSNA.

The Board also approved plans to create a joint Board with the Kensington & Chelsea Health and Wellbeing Board.

The next joint Health and Wellbeing Board meeting will have taken place 28 March with a theme on sugar.

### **32. Dementia Strategy**

Officers are in the early stages of developing a Dementia Strategy for Kensington & Chelsea and Westminster, in partnership with Central and West London CCGs. The strategy will take a whole-systems approach to supporting people with dementia and their carers, friends and family to live well in both boroughs.

To inform the strategy, an intensive programme of engagement is taking place with stakeholders including health, social care, housing, transport, business, culture and community representatives. An Expert Panel event will take place in March, which will also shape the developing strategy.

As the strategy is being developed, officers are also planning to roll-out Dementia Friends awareness training across both councils. RBKC and Westminster’s Cabinet and Executive Leadership Teams have already received the training. An expert panel will have taken place in March, which will also contribute to the development of the strategy.



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