

Family and People Services Policy & Scrutiny Committee Cabinet Member Update

Date: Monday 15 October

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

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ADULT SOCIAL CARE

1. Commissioning Update

- 1.1 Bi-Borough arrangements for Adult Social Care (ASC) Commissioning are being finalised. The Residential Placement Brokerage Team moved to a Bi-Borough model at the end of September. This team liaises with both Social Work teams along with care providers to arrange residential care placements following an assessment. Procedures and processes have been refreshed to ensure all teams are consistent.
- 1.2 The Integrated Commissioning Directorate is being reorganised to incorporate commissioning across Adult Social Care, Children's Services and Public Health. Working groups are developing a model, following which all staff will be consulted.

2. Learning Disability Strategy: "The Big Plan"

- 2.1. The Learning Disability Big Plan is the strategy for people with Learning Disabilities in the Bi-Borough to ensuring people with learning disabilities have fulfilling lives. This has involved partnership working with Health and the Voluntary and Community sector. A range of stakeholders have been shown the draft, with feedback requested in October 2018. The final document must be approved by the separate governance arrangements of the Council and Clinical Commissioning Groups (CCGs) and the Health and Wellbeing Board.

3. Personalisation

3.1 A key priority for Adult Social Care is Personalisation, putting residents at the heart of what we do and working with people to find out what their needs are and choose the appropriate support.

3.2 An Executive Board developed a work plan including some key elements:

- **Developing a personalisation strategy:** The first draft will be circulated later this month.
- **Digitalisation:** developing a fully digitalised social care pathway, to ensure that people can exercise full choice and control and maintain their independence.
- **Delivering on the Digital Bid:** The Bi-Borough was successful in its bid to NHS Digital for funding of £46,000 to become a Digital Social Care Demonstrator of Health Information into ASC. The main objective of the pilot is to improve access to information held in clinical settings for ASC providers.

3.3 The Digital Bid is a partnership arrangement with our health colleagues, provider organisations and voluntary sector organisations. The Bi-Boroughs bid was ranked first by NHS Digital, amongst strong competition.

4. Homecare and Residential Care

4.1. The Directorate has a key priority for Market Shaping and Development, and progress is being made to improve quality in the local homecare and residential care markets. Links between operational, commissioning, procurement and contracts sections have been strengthened, and the Quality Assurance Team introduced. As a result, the council's relationship with providers has shifted from being a transactional relationship to being more of a partnership, with a greater emphasis on quality and outcomes for clients.

4.2. The following is an update on local providers:

- **The Westminster Society Domiciliary Care (Care Quality Commission Overall Rating "Outstanding" – June 2018)**

The Westminster Society provides care and support for people with a Learning Disability. The service has been rated as "outstanding" by CQC (improved rating from "Good" in March 2016). The care service has been developed and designed in line with the values that underpin the Registering the Right Support and other best practice guidance. These values include choice, promotion of independence and inclusion. People with learning disabilities and autism using the service can live as ordinary a life as any citizen. The overall rating of Outstanding comprises outstanding in the areas of caring and responsive, with other areas rated "good".

- **Flat C 291 Harrow Road – The Westminster Society (CQC Overall Rating “Good” – July 2018)**

Previously rated Requires Improvement, Flat C 291 Harrow Road has now been awarded a rating of Good by CQC, achieving good in all five domains following a comprehensive unannounced inspection on 10 July 2018. The service is a five bedded shared registered residential service for adults with profound and multiple disabilities. The change in rating for 291 Harrow Road gives The Westminster Society ratings of Good and above across all of their adult services and ‘outstanding’ in Domiciliary Care.

- **Vincentian Care Plus (CQC Overall Rating “Requires Improvement” – May 2018):**

VCP is a local homecare provider who received an overall CQC Rating of Requires Improvement in May 2018, following their last inspection in December 2017. As scrutiny was advised at the last update, the provider has recently appointed a new manager who continues to work with the QA team, focusing on improvements to the service. The QA is conducting weekly visits, supporting the provider by focusing on areas of improvement as well as providing advice and guidance in line with the National Institute of Clinical Excellence (NICE) guidance and best practice standards.

- **St Georges Nursing Home (CQC Overall Rating “Inadequate” – April 2018):**

St Georges is a nursing home located in Westminster with a capacity for 44 elderly residents mainly those with dementia. On the 10th April 2018 the home was inspected by CQC and rated ‘inadequate’ overall, with ‘safe’ and ‘well led’ rated ‘inadequate’, “effective, caring and responsive” were all rated ‘requires improvement’

Officers from Quality Assurance Team continue to visit the home on a weekly basis and going through in detail the actions the home has taken to rectify the concerns held by CQC. Officers from Safeguarding, Quality Assurance, Operations and the CCG continue to provide support and feeding back developments and changes to the CQC through formal meetings and weekly reports.

CHILDREN'S SERVICES

5. Ofsted Inspections

5.1 Ofsted conducted a two day focussed visit in Westminster on 7th August, looking at our front door services - Early Help, the Multi-Agency Safeguarding Hub (MASH), Access and Assessment and the Integrated Gangs Unit (IGU). We had some very positive feedback about the quality of work in this part of Family Services, in particular:

- Multi-Agency Safeguarding Hub enquiries leading to effective risk analysis and appropriate decision making.
- The Integrated Gangs Unit adds real value to our work with children and families.
- Practitioners use creative approaches to their direct work with children.
- Responses to referrals are timely.
- There was evidence of good threshold application and timely response to children.
- Child protection concerns are quickly identified, leading to timely interventions to safeguard children.
- Our model of systemic work social work was well embedded in practice.
- Staff morale in Westminster is high, social workers who spoke to inspectors were very positive about their experience of working here.

5.2 We have received helpful recommendations about areas for development for the future, which we are following up within the programme of work being undertaken by our Outstanding Practice Working Group. Focussed visits result in a letter and do not change the overall judgement. Therefore, Westminster retains its outstanding rating until the next full inspection.

6. Introduction of the Non-Violent Resistance Programme

6.1 Westminster Early Help Service is introducing a Non-violent Resistance (NVR) programme. This is a new model aimed at helping parents deal effectively with interactions with their children when these escalate. From January 2019 we will have NVR parenting programmes on offer to parents across three Westminster sites and we aim to train 60 front-line practitioners to use the NVR approach within their casework by March 2019.

7. Reducing Parental conflict

- 7.1 We are collaborating with the Department for Work and Pensions (DWP) on their Reducing Parental Conflict Programme (RPCP) with grant funding of £294, 713 over 3 years. This will fund Westminster to continue leading the London-based Contract Package Area, a group of 6 Local Authorities providing intensive interventions to reduce inter-parental conflict to strengthen parenting. We continue to develop a curriculum for practitioners in partnership with *Tavistock Relationships* entitled, ***'Understanding and working with co-parents'***. Initially this will be a training programme for Westminster's Early Help and Children's Social Care staff, but longer term the aim is to have the course accredited so that it can be traded.

8. Troubled Families "Earned Autonomy"

- 8.1 On 25 April 2018, Westminster became one of 14 local authorities to receive "Earned Autonomy" status from the national Troubled Families (now known locally as "Supporting Families") programme. Instead of receiving funding through the previous "payment by results" framework, the Ministry for Housing, Communities and Local Government (MHCLG) is piloting this new Earned Autonomy payment structure with upfront payments totalling £1,264,000 over two years. Westminster's successful bid for Earned Autonomy built upon transformation plans for early help and early intervention with a focus on the "Family Hubs" programme and improving support for vulnerable children in schools aimed at preventing school exclusions, now referred to locally as the "School's inclusion pilot".
- 8.2 The Bessborough Family Hub is now open. The capital works were finalised over the summer and the children's centre has moved into the building. Works funded by Earned Autonomy are as follows:
- A multi-agency workforce development programme for staff based in the Hub and in the wider locality. This will involve shared approaches to working with families and include developing one Family Plan and having a team around the family.
 - Recruitment of 3 family navigators, who will be based in the Hub but work closely with GP practices and schools to ensure that families are linked into early support services.
- 8.3 The Schools' Inclusions Pilot launched in September 2018. The pilot schools are:
- Gateway Academy
 - Queen's Park Primary School
 - Hallfield Primary School

- Churchill Gardens Primary Academy
- Beachcroft (Primary Unit) AP Academy, TBAP Multi-Academy Trust
- Westminster Education Centre (WEC), TBAP Multi-Academy Trust

The pilot aims to tackle the underlying issues that lead to exclusion, by intervening earlier.

9. Speech, Language and Communication Need

- 9.1 The contract for speech and language therapy is currently held by Central London CCG on behalf of Westminster City Council. This is a shared contract across the Royal Borough of Kensington and Chelsea and London Borough of Hammersmith and Fulham and corresponding CCGs. This contract is due to expire on the 31st March 2019. The Council is working with the CCG on options for continuation and improvement of services beyond this date. Westminster City Council currently spends £389,800 per annum on speech and language therapy and Central London CCG spends £1,162,900. The CCG has notified the Local Authority of its intention to reduce funding to this contract. It is likely that WCC's spend would have to increase in order to maintain statutory delivery.
- 9.2 The caseload for the service in Westminster is 520 children in the early years' service and 318 children in the education service. The education service provides the statutory provision as specified in Education, Health and Care Plans. However, we are looking to enhance the offer from January 2019, pending School Forum approval, to support schools to develop a whole-system approach to improve all children's communication. A number of schools also use their Pupil Premium Funding to provide additional support.
- 9.3 The monitoring of outcomes across this contract were found to be inadequate and so new key performance indicators were agreed with the provider and we expect to see the first results from these in January. All children who receive speech and language therapy have targets set at the start of the academic year and these are reviewed by the therapist each term. A review of progress for a sample group in showed that in the Summer Term 2018, 93% of children in Westminster mainstream primary schools and 90% of children in Westminster special schools showed progress against their targets. Across Tri-Borough 92% of the caseload are extremely likely (70%) or likely (22%) to recommend the service to their friends and family. Patient stories are also collected from families on a monthly basis to find out about their experience of the service. The transformation underway to improve performance has already seen various better outcomes, including

improved training opportunities for practitioners and parents with increased participation and have very good feedback.

10. Passenger Transport

- 10.1 Passenger Transport services are provided for children, young people and vulnerable adults who are assessed as eligible for travel assistance to school, college and day activities. Travel assistance is provided in taxi and minibus provision dependent on the route requirements and needs of the service user.
- 10.2 A new taxi service commenced in September 2018, this follows a procurement exercise and approval to appoint a number of taxi providers onto a Framework for Passenger Transport Taxi services. The new taxi arrangements include a clearer pricing schedule and quality enhancements such as staff continuity, staff training and improvements to the fleet.
- 10.3 The current minibus arrangements will continue until August 2019 and a new service will commence in September 2019. However, on Friday 17 August 2018, the Council was made aware that one of the minibus providers for home to school transport, Starbus, went into administration. The Council took immediate steps to find an alternative provider. A competitive three stage tender process was undertaken and a 12-month contract was awarded to CT Plus.
- 10.4 The interim contract with CT Plus will be in place for 12 months while the planned procurement for all minibus provision takes place. The recommendation for the new minibus contract award is expected in May 2019, for the service to commence September 2019.
- 10.5 Passenger Transport services are continued to be overseen by the Council's dedicated in-house Travel Care and Support Team, who provide contract management, logistical support and a daily helpdesk function for parents, carers, schools and day centres.

11. Integrated Gangs Unit

- 11.1 The Integrated Gangs Unit (IGU) employs an holistic approach to serious youth violence that sees all agencies having a part to play in effective prevention through identification, diversion and enforcement. Seeing youth violence through a 'multi-agency lens' to be effective is now being more widely accepted, through the encouragement to consider gang violence as a public health issue. The IGU operates in the community in street work, group work, work with schools and professionals as well as case work with individuals and families.

- 11.2 Currently the IGU has 53 clients receiving interventions from our Flexible Gangs workers. These are bespoke interventions to young people and families affected by gangs and serious youth violence. We also have 12 young women working with our sexual violence specialist practitioner. The CAMHS worker is seeing 11 young people and families affected by gangs and serious youth violence and the Employment specialist has 14 allocated cases. This period (up to end of August) we saw 4 young people assisted into jobs, 6 into apprenticeships and 7 back into education.
- 11.3 In July and August, we held ten group sessions in colleges and schools, engaging approximately 750 young people and a London Safeguarding Cases Board gangs awareness session with 25 professionals.
- 11.4 During July and August a total of 34 hours of street work covered the following venues and areas across the borough: Venue(s): Cardinal Hume, St Andrew's Youth Club, Four Feathers & Harrow Youth Club (Latimer Road). Area(s): Lisson Green, Church Street, Tachbrook, Warwick Estate, Churchill Gardens Estate, Harrow Road, Vincent Square, Blandford Estate and Lillington Gardens
- 11.5 The IGU Police Officers, with support from Anti-Social Behaviour Caseworkers, have been leading on the applications for CBOs (Criminal Behaviour Orders) working in close collaboration with the Police, YOS, Housing and crucially the gangs workers, and in all cases have gone to Court to serve/present the application. The CBO is aimed at supporting young people to engage and exit gangs lifestyles and protecting communities. CBOs have been obtained on individuals known as being persistently involved in activities linked to drug dealing, gang affiliation and/or serious youth violence.
- 11.6 The IGU is now capturing all off-borough offences involving young people known to the Unit. This will help provide additional context to improve our understanding of the current picture surrounding gangs and individuals involved in County Lines that are associated to Westminster. Between July and August, 10 young people were brought to our attention in 4 counties. The IGU is developing good practice examples from county lines cases that include how we have worked with families affected, building partnership work with county police forces, courts and Local Authorities, British transport Police and the new County Lines initiatives such as the National Crime Agency, Rescue and Respond and new Home Office and DfE planned projects.

12. Youth Offending and Youth Employment

- 12.1 The youth offending team (YOT) has a reducing caseload. In 2017 / 18 the average caseload was 62. In 2018 / 2019 the average has reduced to 48 (for the year to date). However, the young people who remain on the caseload have more complex family stories and the nature of their offending is more violent in nature, often linked to drug dealing. This changing picture impacts on the rates of education and employability within the cohort.

12.2 The YOT measures the proportion of young offenders who are actively engaged in suitable education, training or employment upon closure of their order or programme. This is the number of young people aged up to 16 (Year 11) attending 25+ hours per week while those turning 17 or older (Year 12+) are required to attend 16+ hours per week. In Westminster, this figure has lowered over the last 2 years to 54% of the current caseload now in suitable education or training. Whilst our performance is better than the figures for England (30.9%) and London (34.5%), it is a priority area for focus in Westminster's Annual Youth Justice Partnership Plan for 2018 / 19. As a part of this, the service has introduced the following measures this year:

- Each young person now has an education plan as part of their YOT plan.
- An employment worker from the Westminster Education Service is based in the YOT 2 days a week. (Since August 2018)
- The service is paying for an Educational Psychologist (EP) to work with the team for half a day a week. The EP will undertake assessments on young people who may have unidentified special educational needs. This may be because their attendance at school was poor, they were excluded, or the needs were simply not identified. This will help support their future training.

The impact of these new measures will be reviewed in February 2019.

13. Looked After Children and Care Leavers

13.1 Westminster continues to receive a high number of Unaccompanied Asylum Seeking Minors (UASC), who arrive in London, primarily through Victoria Coach Station. These young people form a significant group within our looked after children and care leaver population. We are currently looking after 59 young people which is a slight reduction as a result of the use of the Pan-London Rota. The National Transfer Scheme (NTS) is not working as well as hoped. Westminster (in our role as host for the London Asylum Seekers Consortium (LASC)) has been meeting with the Home Office to try and improve the effectiveness of the scheme.

13.2 There are currently 2 bids being submitted to the Controlling Migration Fund to support the settlement of UASC arrivals.

- Westminster, as host LASC, has submitted a bid on behalf of its Pan London Stakeholders, to develop a Health & Welfare Screening and Assessment Tool for newly arrived UASC in London. The assessment and screening tool will be completed by a social worker and nurse practitioner upon arrival in London and will support timely assessment, identification of need, early intervention and prevention.
- There is additionally a Bi-borough bid being submitted by the Virtual School, which will focus on the development of a short term, emergency education offer for UASC in the capital. This will provide English classes (ESOL), core skills, physical education, personal and social education provision on a rolling

programme for those aged 14 – 17, pending allocation of a school place and resettlement where this is the identified plan.

PUBLIC HEALTH

14. Obesity

- 14.1 A new obesity programme is being developed based on the lessons learned from current programmes. There will continue to be a whole system approach to childhood obesity, linking all the services, organisations and community activities under one programme, and we shall have extended regular campaigns, local activities and increase training across the borough.
- 14.2 A working group consisting of Public Health, CCGs and Children services has been established. To review obesity as a whole this will look looking inter-generationally and align with all local authority priorities. The programme will concentrate on having a 'healthy body, healthy mind' for maximum impact on changing behaviour and for healthy outcomes for residents.

15. Big Bites and Pearly Whites

- 15.1 Big Bites and Pearly Whites is an oral health promotion campaign and research study co-sponsored by Chelsea and Westminster Hospital NHS Foundation Trust (CWFT), City of Westminster and Royal Borough of Kensington and Chelsea councils in collaboration with Public Health England. It aims to raise awareness, knowledge and improve the oral health of children attending CWFT. Since the launch in March 2018 534 families have been recruited to the research study and the target is to reach 800-1000 families in the first year.
- 15.2 Additional funding has been secured from the Hospital Charity to develop promotional material and a dedicated website, with links to advice and a search function to find local child friendly dental services.
- 15.3 This project will also join up with the tackling obesity initiatives and the 0-5 early years work.

16. Health Visiting

- 16.1 The provider of the health visiting service (CLCH) is transforming its approach to work more collaboratively with key stakeholders. This includes co-locating in the children centres and all NHS General Practices having a named health visitor. There have been significant improvements in achieving the mandated contacts which are;
1. 28 weeks pregnancy – with health visitors carrying out a health assessment and additional support will be available to families as needed
 2. 10-14 days after birth the new baby at home after the baby is born, the health and wellbeing and of the parents and baby will be assessed.
 3. 6-8 weeks old - A further assessment on the baby's growth and wellbeing and health of the parent.
 4. 9-12 months old - The one year assessment further reviews the child's development, growth and immunisation status.
 5. 2-2.5 year review - The Ages and Stages Questionnaire (ASQ) identifies specific problems such as behavioural problems and speech and language delays.
- 16.2 The health visiting contract is due to end in September 2019 so planning for the recommissioning of this service has begun. The project board for this includes colleagues from CCGs and Children services. The recommissioning of the service will include developing a model to support a family approach with a concentration on supporting the 0-5 programme.

17. Director of Public Health's Annual Report

- 17.1 The Director of Public Health's Annual Report looks at the health and wellbeing needs of young people, and has included young people in the research.

18. Mental health

- 18.1 The Mental Health and Wellbeing Joint Strategic Needs Assessment (JSNA) continues following July's stakeholder workshop held in July to outline questions for the JSNA.

19. Community Champions

- 19.1 The Community Champions Social Return on Investment Report has been published and can be found at <https://www.jsna.info/document/community-champions>. This reports on the benefits to residents, children, and public services, and values the investment as £5-£6 for every £1 invested. The

main outcomes are in the areas of prevention – prevention of future care need, prevention of early deaths, and prevention of homelessness. Residents saw reduction in weight and waist measurement, increased physical activity, reduction in isolation, increased social cohesion and community safety. Volunteer champions benefited in terms of reduction in anxiety and depression, and increased employability. Demand Westminster Services benefited from reduction in future care needs, through prevention of diabetes and improved wellbeing and social connectedness.

20. Integrated Healthy Lifestyles Service

20.1 Thrive Tribe has been awarded the contract for the Integrated Healthy Lifestyles Service. The service will be working across the bi-borough from January 2019.

The service will aim to meet Public Health Outcomes by:

- Reducing health inequalities
- Helping residents make healthy lifestyle choices in order to prevent early deaths
- Ensure residents find health and wellbeing support easily through digital and community connections

20.2 The Integrated Healthy Lifestyle Service will include one-to-one support work, group sessions and links to other services that will help improve residents' health, including clinical outcomes. The service will link with a digital platform based on Public Health England's 'One You' It will work with Primary Care to encourage referrals from health checks and from GP registers, monitor delivery of the service that takes place in those locations, and make payments to GPs and pharmacies for the face-to face services, Nicotine Replacement Therapy (NRT) and for NHS health checks.

21. Sexual health art installation

21.1 As part of Sexual Health Week, our community sexual and reproductive health provider, Support and Advice on Sexual Health (SASH) commissioned an art installation produced by service users living with HIV. Facilitated by artist Charlotte Newson, the installation sought to raise awareness of HIV, living with the virus and its impacts on mental health. The installation took the form of a small garden, featuring audio of playing residents' experiences of living with the virus, interactive objects and text. As put by one of the participants, "HIV isn't always doom and gloom, it's growth and beauty too. Although at times it might be complicated, our stories are positive."

21.3 SASH has worked with 2,000 residents across the bi-borough in offering a wide range of support from counselling and peer support. Of these 2,000 people, 74% left the services in a positive way and believed their care plan goals had been achieved. During the past year alone 20,000 Westminster residents were screened for Sexually Transmitted Infections and in 2017, 92 residents were diagnosed with HIV. Early diagnosis is vital in getting the necessary treatment and support. At the moment, we have 1647 residents accessing vital HIV treatment.