



CITY OF WESTMINSTER

MINUTES

Family and People Services Policy & Scrutiny Committee

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Family and People Services Policy & Scrutiny Committee** held on **Monday 15 October 2018** in Rooms 3.6 and 3.7, 3rd Floor, 5 Strand, London WC2 5HR

Members Present: Councillors Jonathan Glanz (Chairman), Nafsika Butler-Thalassis, Maggie Carman, Lorraine Dean, Peter Freeman, Patricia McAllister, Emily Payne and Selina Short

Also present: Councillor Heather Acton.

1. MEMBERSHIP

- 1.1 There were no changes to the membership.

2. DECLARATIONS OF INTEREST

- 2.1 Councillor Butler-Thalassis declared that in respect of Item 4 she had a child who received speech and language therapy.

3. MINUTES

RESOLVED:

- 3.1 That the Minutes of the Family and People Services Policy and Scrutiny Committee meeting held on 18 June 2018 be approved, subject to the following revision:

Policy and Scrutiny Portfolio Overview

Minute 4.2: That the paragraph be amended to read: "...rates of sexually transmitted diseases recorded throughout Westminster had reduced..."

4. CABINET MEMBER UPDATE

- 4.1 Councillor Heather Acton (Cabinet Member for Family Services and Public Health), provided a briefing on key issues within her portfolio. The Committee also heard from Bernie Flaherty (Bi-Borough Executive Director for Adult Social Care and Health), Melissa Caslake (Bi-Borough Executive Director of Childrens Services), Chris Greenway (Bi-Borough Director of Integrated Commissioning) and Miranda Gittos (Director of Family Services).
- 4.2 The Committee was interested to learn about progress concerning the Central London CCG's proposals in procuring a Multi-Speciality Community Provider (MCP) and how this would affect any joint commissioning plans. Councillor Acton explained that discussions were ongoing between the CCG and providers as concerns had been raised at the Health and Wellbeing Board regarding the proposed approach. These discussions were still ongoing and it was hoped the proposed formation of a joint Health & Wellbeing Board with the Royal Borough of Kensington and Chelsea would help in exploring future options with two CCGs.
- 4.3 Members noted that the current provision of the Meals on Wheels service within the borough was being assessed. Different methods of delivering the service were being explored in order to make it more effective, not only in delivering food but also in helping combat loneliness amongst users.
- 4.4 The Committee requested further information on what training was provided to staff who operated the Council's mini-bus service for children with special educational needs. The Committee was assured that under the new contract arrangements all staff received mandatory training, which was conducted on a regular basis. The Committee requested a briefing note providing an update on the new contract arrangements for the transport service and the results of the contract monitoring undertaken.
- 4.5 The Committee also discussed the e-system for sexually transmitted diseases, the work activities of Thrive Tribe and the future of the Memory Café. Councillor Acton also expressed her thanks to Cllr Flight for all her efforts in helping organise the recent successful Silver Sunday event.

5. UPDATE FROM HEALTHWATCH WESTMINSTER

- 5.1 Carena Rogers (Programme Manager, Healthwatch) updated the Committee on recent work undertaken by Healthwatch in Westminster.
- 5.2 The Committee was interested to learn what methods of data sampling were used by Healthwatch. It was informed that various methodologies were utilised depending on the service being reviewed and the work being undertaken. Approaches were adapted to ensure there was a representative sample of

service users with different approaches utilised including one-to-one sessions and discussion groups.

- 5.3 An area of concern raised by Healthwatch related to the personal budget and direct payment systems used in Westminster. Personal budgets were an important part of ensuring service users received the personalised care they required to support their wellbeing and independence. Healthwatch was currently of the opinion that the personal budget system was not providing the support that mental health day opportunities service users in Westminster required. Following questions from the Committee, it was advised that Healthwatch had been in contact with Central and London North West London NHS Trust to try to resolve the issues however, problems still persisted with people trying to access the support they required. The Committee agreed that the issues concerning personal budgets were a cause for concern and requested that the topic be placed on its work programme for future investigation.

6. CARE HOME IMPROVEMENT PROGRAMME (CHIP) – OLDER PEOPLE’S NURSING AND RESIDENTIAL HOMES

- 6.1 Kevin Gormley (Category Manager – Residential and Nursing Care Block Contracts) and Sophie Waters (Supplier Relationship Manager – Adult Social Care Commissioning, Innovation and Insight) provided the Committee with an update on the status of the Care Home Improvement Programme (CHIP). It was explained that following concerns raised over care home provision within Westminster, Adult Social Care and Health had set a strategic target to improve all care home CQC quality ratings in Westminster to ‘Good’ or ‘Better’. Two independent organisations identified as specialists in supporting care home improvement were jointly commissioned to deliver a two-phase programme over an 18-month period. The organisation, My Home Life, developed the skills and capability of the Registered Managers and their Deputies within a care home. Whilst the second organisation, Ladder to the Moon, worked with the whole staff team to create a creative and innovative working environment to enhance the quality of life for care home residents and the quality of working life for staff.
- 6.2 Fran Sexton and Jude Sweeting (Ladder to the Moon) were invited to join the meeting and provided the Committee with an overview of the nature of the programme, the work they had undertaken and what Phase 2 of the programme would focus on.
- 6.3 In response to a question the Committee was informed that the progress of the programme would be measured through various methods. Key Performance Indicators (KPIs) would be used and in terms of staff engagement, it would be expected that levels of staff sickness would decrease along with improved staff retention rates. As for residents, individual wellbeing was not measured due to resource issues but a more overall holistic approach was taken. Resident

satisfaction surveys were also distributed twice a year, which proved useful over a longer period of time in measuring resident wellbeing.

- 6.4 The Committee was interested to learn about the care plans in place for those residents receiving respite care. Members noted that all residents would have a thorough pre-admission assessment when entering a care home. The care plans for residents receiving respite care would be lighter; however, they would capture all the residents' essential needs. The Committee was pleased to note that in terms of medication every resident received a robust care plan.
- 6.5 The Committee noted that levels of staff turnover at Westminster's care homes was quite high and queried if this would have any long-term effects on the programme. Members were informed that the low salaries of care home workers and the cost of commuting into central London were all barriers to staff retention. However, efforts to ensure there was senior leadership buy-in into the programme and that cultural changes were embedded at each level of the organisation were being promoted to ensure its long-term effectiveness. KPIs would also be used to measure the programmes outcomes in conjunction with the residents' surveys and through contract monitoring. The Committee requested benchmarking information comparing the ratings of Westminster's care homes with those of other London boroughs.
- 6.6 The Committee acknowledged the significant efforts which had been made in delivering the Care Home Improvement Plan. It was pleased to note the various initiatives undertaken to improve the quality of life for residents and the quality of work life for employees. As the programme was due to finish in June 2019 however, concern was expressed over ensuring its long-term effectiveness. The Sub-Committee therefore requested that it receive a future update on the progress of the programme along with the outcome of the Integrated Better Care Fund funding settlement once known.

7. COMMITTEE WORK PROGRAMME AND ACTION TRACKER

- 7.1 Aaron Hardy (Policy and Scrutiny Manager) presented the Committee's Work Programme and Action Tracker.
- 7.2 The Committee agreed that the next meeting on 3 December 2018 would focus on:
 - Safeguarding Adults Board Annual Report;
 - Soho Square Surgery; and
 - Personal Budgets and Direct Payment Systems in Westminster.
- 7.3 The Committee agreed to establish a task group focusing on 'Young People's Mental Health and Technology'. The task group would be led by Cllr Payne with Cllrs Glanz, Short, Butler-Thalassis and McAllister available to provide support.

- 7.4 The Committee also expressed an interest in continuing a previous investigation it conducted into the work carried out by the Community Independence Service. It was suggested that this work could commence from Easter 2019.

RESOLVED:

- 1) That the draft Work Programme be approved;
- 2) The Action Tracker be noted; and
- 3) That a task group led by Cllr Payne be established focusing on 'Young People's Mental Health and Technology'.

8. REPORTS OF ANY URGENT SAFEGUARDING ISSUES

- 8.1 The Chairman advised there was nothing to report.

9. ANY OTHER BUSINESS

- 9.1 The Committee requested that a briefing session be organised for Members focusing on the topic of commissioning.

The Meeting ended at 8:10pm.

CHAIRMAN: _____

DATE: _____