

Family and People Services Policy & Scrutiny Committee

Cabinet Member Update

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

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CHILDREN'S SERVICES

1. Unaccompanied minors

- 1.1 There is continued pressure on children's social care as a result of the high numbers of unaccompanied minors coming into Westminster. Unaccompanied minors now make up 45% of our looked after population. At the end of October 2018 we were looking after 62. This is more than double the quota set out by central government in the National Transfer Scheme. The distribution of the care of unaccompanied minors has remained a voluntary system and not all councils are taking part. London Councils did establish an effective system to distribute care responsibilities across the London Boroughs with all authorities willing to accept responsibilities up to their allocated quotas. All London Authorities have now reached their limits and this poses a significant pressure for Westminster where we are processing approximately 8 per month. In the absence of any working transfer routes responsibility will rest with Westminster to provide for their care. There is already additional pressure on care leaving services due to Local Authorities having additional responsibilities for care leavers up until they reach 25 years old.

2. Educational achievement of Looked After Children

- 2.1 The annual event to celebrate the educational achievement of looked after children was held on 23 October. The event was held at Tate Britain and 57 of our young people attended. One young person had achieved very

successful A-level results and made an inspirational speech. Another young person sang to the audience and another provided some useful tips on getting the most from your smart phone. It was a great celebration of their achievements and a reminder about the resilience, diversity and talent of this group of young people.

3. Serious Youth Violence and Early Intervention Youth Fund (EIYF)

- 3.1 Recently there have been some tensions in the local communities in the north of Westminster. Whilst we have robust multi-agency community safety arrangements there is more that we need to do to tackle knife crime, drug related crime and gang activity, particularly in relation to our young people. This was reflected in the recently updated youth crime and prevention plan that we submitted to the Youth Justice Board.
- 3.2 A significant priority for us has been to tackle the causes of crime; targeting early intervention to improve parenting skills, promote inclusion in schools and create positive environments and activities to allow children and young people to develop healthy, independent lives.
- 3.3 The work in our family hubs provides a range of services for 0-19 year olds and we are embedding the 'whole family' approach across all key agencies as part of our Troubled Families Programme. Westminster achieved 'earned autonomy' from some of the bureaucracy associated with this program to enable testing. We have now trained staff in 5 schools in a trauma informed approaches so they can identify and intervene where necessary with those children at risk of exclusion.
- 3.4 A bid was submitted by Children's Services and Community Safety, and Westminster was awarded Home Office funding to prevent children and young people becoming involved in serious violence and exploitation. This funding is part of £4.2m awarded to the Mayor's Office for Policing & Crime (MOPAC) for 10 projects in London. Part of programme involves appointing three outreach workers to develop trusted relationships with young people of concern.
- 3.5 The funding will also be used to extend and expand the successful Integrated Gangs Unit (IGU) model to Kensington and Chelsea, and Hammersmith and Fulham; with additional funding for Westminster to coordinate activity across the boroughs and share learning. A dedicated outreach worker will be placed in each borough, alongside a family therapist working across all three boroughs.
- 3.6 MOPAC have not yet confirmed precise funding but the bid was for £170k in 2018/19 and £340k in 2019/20. Officers will meet with MOPAC soon and will

be developing an implementation plan. Regular updates around the EIYF implementation will be provided to this committee.

4. Troubled Families “Earned Autonomy”

4.1 A series of projects have been initiated as part of Westminster’s Earned Autonomy status, which aim to accelerate transformation plans for early help and early intervention.

4.2 “Family Hubs” Programme

The Bessborough Family Hub has an Integrated Leadership Team in place and meets regularly with representatives from relevant services and key agencies including Children’s Centres, Early Help, Social Care, Health Visiting, School Nursing and the voluntary sector. Together they have been developing and agreeing shared processes to coordinate support for families in need, including a panel for more complex cases.

4.3 Multi-agency staff in the Family Hub and in the community are taking part in a shared workforce development programme funded through Earned Autonomy. The training includes shared approaches to working with families, developing Family Plans and having a team around the family with a lead practitioner.

4.4 A digital tool is being developed to support sharing of Family Plans amongst professionals in different services and with the families. A team of three Family Navigators will be in place from December 2018. They will be based in the Hub but work closely with GP practices and schools to ensure that families are linked into early support services.

4.5 The School Inclusion Pilot

The School Inclusion Pilot launched in September 2018 in six schools. Over 50 school staff and other professionals supporting children have received training which will enable whole school “trauma-informed” approaches for children who are struggling and may be at risk of exclusion. A team led by a Family Therapist is in place and working across the pilot schools to ensure the cohort of children receive the support they need. The children will also have access to a range of mentoring opportunities provided by local voluntary organisations.

5. Special Educational Needs and Disabilities (SEND) Local Area Inspection

5.1 All local areas are subject to an Ofsted/Care Quality Commission (CQC) inspection to review how much progress they have made in implementing the Children and Families Act 2014 reforms, in relation to children and young people (CYP) aged 0-25 with special educational needs/disabilities

(SEND). All local areas will be inspected by Summer 2021, and those with significant weaknesses will be subject to a second inspection.

5.2 To date, 48% of all local areas nationwide have received an inspection. 70 outcomes letters have been published; of these, 44% have identified significant weaknesses requiring local areas to submit a 'written statement of action' on how these will be addressed.

5.3 Westminster has yet to be inspected. We can be notified of the inspection on any Monday in term-time. Inspections will be single-borough and will aim to answer three key questions:

- How well does the local area identify children and young people with SEND?
- How well does the local area assess and meet their needs?
- How well does the local area improve outcomes?

5.4 To form their judgements, inspectors will review a range of local area performance information, hold focus groups with local authority and health colleagues, visit settings and schools, talk to parents, carers, children and young people and review education, health and care plans (EHCPs).

5.5 As part of our preparations for the inspection, we are arranging for all the focus groups to meet within the next 2-3 weeks. This will help colleagues understand their focus group specialism and become accustomed to talking about examples of practice and collaborative work which has improved outcomes for CYP with SEND. The sessions also provide a useful opportunity for focus group members to find out more about the wider local offer, how the system works, and build relationships with colleagues.

5.6 A core aspect of the local area inspection is our SEND self-evaluation (or 'SEF'). This sets out our progress in implementing the reforms, new challenges and next steps. We have published our local area SEFs on the SEND Local Offer website and new, updated versions will be published shortly. To support the SEFs, we have developed an 'evidence bank' which remains under constant review. The SEFs and progress against the SEND Strategic Action Plan are overseen by the multi-agency Children and Families Act Executive Board.

6. Passenger Transport Update

6.1 Minibus transport is provided for children, young people and vulnerable adults who are assessed as eligible for travel assistance to school, college and to access day activities.

- 6.2 The procurement for minibus contracts is due to be launched in December 2018, with contract award recommendations expected in April 2019, and service commencement from August 2019 for adults and September 2019 for CYP.
- 6.3 The new minibus service has been designed following a consultation and engagement with a range of stakeholders including parents, carers, pupils, parent representatives, schools and day centres. Stakeholders sought greater assurance in a number of areas which will be incorporated in the service specification and requirements. These included staff training, staff continuity, better communications and relationships, better understanding of service user needs, and cleaner vehicles with air conditioning.
- 6.4 A market engagement event took place on 5th November 2018 to inform providers about the upcoming procurement, which was attended by 18 organisations.
- 6.5 The new minibus contracts will be for five years with an option to extend for a further two years. Longer contract timescales will enable providers to invest in vehicle fleets and factors that contribute to service quality such as recruitment and retention of staff. The new contracts will be underpinned by a robust Key Performance Indicators (KPI) framework, continued oversight and contract management by the Travel Care and Support Team.

7. Speech and Language Therapy (SALT)

- 7.1 The contract for Speech and Language Therapy is currently held by Central London Clinical Commissioning Group (CCG) on behalf of Westminster City Council (WCC). This is a shared contract with the Royal Borough of Kensington and Chelsea, as well as London Borough of Hammersmith and Fulham and the corresponding CCGs. This contract is due to expire on the 31st March 2019. The Council is continuing to work with the Central London 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 spend.
- 7.2 As part of this joint working and to ensure clarity within any new contract, the CCGs and WCC have been working to agree areas of lead responsibility and associated funding. Broadly this is likely to mean that the Local Authority will take on responsibility for targeted and specialist services for children and young people in education.

- 7.3 Work has also continued with Central London Community Healthcare (the SALT provider) to set expectations around transformation and improvement. This will include areas such as a stronger targeted offer within schools and 'step down' in Speech and Language specificity in statutory EHCP plans to bring this in line with the London average. The service will be working towards appropriate training and upskilling of school staff to meet the needs of these children and young people. An initial session was held on 2nd October 2018 with the Special Educational Needs Co-ordinators (SENCOs) to begin shaping the new service offer.

8. School Health Education Workshop

- 8.1 On 26th February next year we will be hosting a health education workshop for Westminster school leaders. The workshop will highlight the key education programmes that are taking place in our schools, particularly around the priority themes of:

- Mental Health
- Obesity
- Air Quality
- Oral Health

- 8.2 Along with briefings on developments with health education and the new school health profiles, we will have best practice education case study presentations. School leaders will also have opportunities to network and find out more from education, healthy schools and public health colleagues about the support, resources and training that is available to them.

PUBLIC HEALTH

9. Healthy Families, Healthy Communities

- 9.1 The Public Health department is developing plans for a new five-year bi-borough programme to reduce childhood obesity across our communities. This programme, provisionally entitled 'Healthy Families, Healthy Communities', is scheduled to commence in November 2019 and will include:

- **Cross-Council** activities to use policy levers and powers that can help create healthy environments for children and families
- The **commissioning** of a range of new healthy lifestyle support services across communities
- Targeted **community** engagement activities in areas where children are most at risk of obesity and poor health outcomes

- 9.2 Building on lessons learnt from related projects, Public Health submitted an expression of interest (EOI) for the LGA Childhood obesity trailblazer programme. If successful, this programme will provide additional financial and expertise resources to support our local plans.
- 9.3 Procurement plans for the commissioned portion of Healthy families, Healthy Communities are under development and a market awareness event is scheduled. This will be used to assess and explore the options and interest from potential contractors.

10. Change4Life Campaign

- 10.1 Public Health will be promoting the national January 2019 Change4Life campaign which will include resources for children's centres and equivalent settings targeting the 3-5 years age range.
- 10.2 Such campaigns are run twice a year and, in January, the campaign will promote Sugar Smart initiatives so will fit well with our obesity and dental health work.

11. Influenza Vaccination Programme

- 11.1 The Public Health England flu campaign is underway and all eligible staff have been encouraged to take up the offer of a free flu vaccination, particularly front line health and social care staff. We also ask staff to be aware of the criteria for a free flu jab and to encourage those eligible to receive the vaccination at their GP or pharmacy.
- 11.2 The NHS recommends free flu jabs available from the GP or pharmacy for those who are:
- aged 65 and over
 - under 65 years of age with a long term medical condition
 - children over six months of age with a long term medical condition
 - pregnant
 - aged 2-3
 - In primary school reception and years 1, 2, 3, 4 & 5
 - living in a residential or nursing home
 - acting as the main carer for an older or disabled person
 - a household contact of anyone who is immune-compromised
 - Acting as a frontline health or social care worker
- 11.3 There has been a communication campaign and a further campaign is planned. There have been difficulties nationally in the supply chain of

vaccinations for the over 65's who require a different vaccine, but this has been resolved.

- 11.4 The provisional data available indicates overall uptake appears down on last year by a few percentage points. However, schools' uptake is much improved on last year. The uptake in 2-3 year olds is low across London and particularly in Bi-Borough. The Pan London Flu partnership provisionally reported both West London Clinical Commissioning Group (WLCCG) and Central London Clinical Commissioning Group (CLCCG) as among the lowest five performers in London.
- 11.5 To address this we are targeting communication to parents of 2-3 year olds, over 65s, front line staff and care home residents. We are contacting schools who have not yet signed up to the programme. Colleagues from both CCGs and NHS E are working with us to improve the rates in lower performing practices. Data gathering is underway in ASC teams to ascertain vaccine uptake numbers amongst front line staff and care home residents.

12. Immunisations

- 12.1 Performance on most vaccinations and immunisations is low and this has been the case for many years. There reasons cited for Bi-Borough include a disproportionate higher number of residents with private healthcare; residents travelling overseas and following an immunisation schedule of another country; reluctance of particular communities to vaccinate their children due to perceived risks, for example autism.
- 12.2 Public Health will devise an action plan to address poor performance and is comparing notes with other local authorities.

13. New Smoking Cessation Campaign

- 13.1 A new Stop Smoking London campaign "Amazing Things Happen" launched on Monday 19th November 2018 and will run until 31st March 2019. This campaign seeks to highlight the short term gains of stopping smoking including better health, better appearance, increased energy and increased money available to spend on positive activities. As a contributor to this London wide programme we will have access to all materials.
- 13.2 In addition there is a new Stop Smoking London website www.stopsmokinglondon.com. This site continues to promote the Stop Smoking London helpline **0300 123 1044**, and has many new features including the option to request a call back from local Stop Smoking Services.

By December this will also include a 28 day stop smoking support offer exclusively for London smokers.

14. Community Champions Conference

- 14.1 This was held at the Porchester Centre on 28 November, with 250 Community Champions attending. They made many interesting presentations, three choirs (initiated under Westminster Sings) sang and it was a fantastic event. Well done to the Public Health team and the Community Champions and their supporting organisations.

ADULT SOCIAL CARE

15. Integrated Commissioning Directorate (ICD) Update

- 15.1 The Director of the Integrated Commissioning Directorate and his management team have been making good progress on ICD reorganisation. The establishment of a single commissioning unit across Adult Social Care, Children's Services and Public Health aims to improve services to local people with a more agile and flexible approach.
- 15.2 The working groups under the reorganisation established (Contracts, Procurement, Commissioning, Workforce and Structure) have made great progress in both delivering improvements to "business as usual" as well as informing their thinking about the potential structural solutions they can consider to best meet their aims.
- 15.3 An Away Day on 29th November 2018 with all ICD staff will provide a final opportunity to feed in thoughts and views as well as receiving feedback from each of the groups on the work they have undertaken. The ICD team aims to commence the formal consultation on the proposals with all staff and their representatives by mid-January 2019.
- 15.4 Staff have acknowledged their high level of involvement in the pre-consultation process.

16. "The Big Plan" for Supporting Adults with Learning Disabilities

- 16.1 On 20th November 2018 the Commissioning Team held the launch of the Big Plan. Councillor Iain Bott, Deputy Cabinet Member for Family and Health Services in WCC and Councillor Sarah Addenbrooke, Lead Member for Adult Social Care in RBKC opened the event, which attracted over 80 people, including more than 15 parent carers.
- 16.2 The six service users elected to represent their peers on the residents' forum presented the Plan, which they had been central to producing. Their presentation was followed by one delivered by Sue Redmond of Full of Life

and Hend Rahman of the Westminster Patient Participation Group, which focused on the impact on families of having a family member with learning disabilities and the expertise those families hold. The presentation demonstrated that they need to have a more central place in shaping provision, which is a priority of the Big Plan. The event then had workshops which focused on specific priorities in the plan and the action needed to realise the vision.

- 16.3 A report of the event is being produced and will be circulated to all who attended. It will be available, once finalised, from Carly.Hughes@rbkc.gov.uk. The feedback on the event has been incredibly positive, all credit to the team.

17. Home Care Market Conditions update

- 17.1 Homecare is critical to enable people's independence; however, the wider market is facing significant demand and supply challenges. We have a number of high cost packages of care for residents with diverse complex needs, such as, residents with co-morbidities (a person with more than one long-term condition), and or high support needs following discharge from hospital. The trajectory is that high cost packages of care are set to increase and it is a Council priority to strengthen preventative measures across the health and care system to keep people at home safely for longer.
- 17.2 Against this backdrop, work continues to build a sustainable supply market. A resilient provider market with good quality provision and offers effective choice. Work continues to shape the market by addressing quality issues in the following areas: governance, leadership and management, medication and recruitment and retention of staff. These quality issues affect all London boroughs so the Council will continue to work with other local authorities where this enables greater influence and impact on the provider market. The London branch of the Association of Directors of Adult Social Services (ADASS) is leading and coordinating initiatives to address these quality issues across the region.
- 17.3 In order to adhere to the Council's market shaping responsibilities under the Care Act 2014, work continues to develop the sub market of spot service providers to provide additional market capacity and capability.
- 17.4 Most importantly, work will continue with the Local Account Group, Healthwatch and user led organisations to ensure residents are central to the functioning of current services and the design and delivery of future models.

18. Westminster Way: Westminster Sings

- 18.1 The Westminster Way: Westminster Sings project, is aimed at improving the mental wellbeing of residents in Westminster through participation in choral singing. The programme has a number of different elements; '1) Community Champions Choirs' This is a programme of work where the community champions have allocated choir leaders to support people in their area. There are now successful choirs across the Bi-Borough including a multi-generational choir. 2) Mental Health Specific choir – this is a choir set up in

partnership with Mind in Westminster who target choir membership to people with lived experience, or caring for someone with lived experience of mental health difficulties. 3) Community Grants – this was an application process for small grants where choirs could bid for additional funding aimed at existing choirs, to help them be more inclusive of mental wellbeing. 4) Additional ‘needs based’ choirs – this is aimed at choirs from all client groups, supported by adult social care (Learning Disability, Older People and Physical Disability) as part of this The Advocacy Project have set up a choir with an operating model of many performance and rehearsal spaces across the Borough. This has included performances in local care homes and community centres.

19. Westminster Way: Isolation and Loneliness

- 19.1 The Westminster Way: Isolation and Loneliness project is aimed at targeting the most lonely and isolated people within the Westminster area. It is widely acknowledged that loneliness and isolation can have severe adverse impacts on an individual’s health, wellbeing, mental and physical state and can lead to an increase in use of health and social care services. This project aims to understand the needs of the Borough and in turn develop a service/ series of networks to existing services in order to provide support to people most at risk of isolation. A community Navigator is in post and making community links in order to identify and support the most lonely and isolated people to access support services available in the community.

20. Modernising Social Care in Bi-Borough

- 20.1 On Monday 26 November, Adult Social Care held a “Digital Open Day” to showcase the department’s vision for the future of social care. The objective is to develop inclusive way of working with stakeholders, making full use of digital technology through a digital platform which will encompass a range of tools, including a web portal, e-marketplace and self-service.
- 20.2 Residents have told us they want information and advice to undertake self-assessments, to request services and products, and to interact with their personal data, using the device of their choice. Additionally, the Bi-borough will look to utilise business intelligence data and predictive analytics technologies in order to work in a more effective and preventative way, as well as increasing the efficiency of our staff through mobile working technologies and greater data sharing across departments, and with our NHS partners. The platform will enable us to give our residents access to the activities and services they need.

HEALTH AND WELLBEING BOARD

21. The Health and Wellbeing Board last met in September, when the discussion was themed around the focused issue of Sugar. The Board will convene on 29 November for a concurrent meeting with the RBKC Health and Wellbeing Board. The theme of the meeting will be loneliness and members of the Board will also receive a Dementia Friends training.