

Health, Inclusion and Social Care Policy and Accountability Committee Draft Minutes

Thursday 10 September 2020

PRESENT

Committee members: Councillors Lucy Richardson (Chair), Jonathan Caleb-Landy, Bora Kwon, Mercy Umeh and Amanda Lloyd-Harris

Co-opted members: Victoria Brignell (Action On Disability); Jim Grealy, H&F Save Our NHS (HAFSON); and Keith Mallinson

Other Councillors: Ben Coleman, Cabinet Member for Health and Social Care

Officers: Dawn Aunger, Assistant Director, People and Talent; Jo Baty, Assistant director mental health, learning disability and provided services, Adult Social Care Department; Tony Clements, Interim Strategic Director for Economy; Claire Cookson, Chief Executive Officer, DFN, Project Search; Mary Lamont, Head of People and Talent; Dr Nicola Lang, Director of Public Health; Mandy Lawson, Assistant Director of SEND, Children's Services Department; Wendy Lofthouse, Mental Health Commissioning Programme Manager, H&F CCG; Chelsea and Westminster Hospital NHS Foundation Trust; Maureen McHugh, Programme Specialist, DFN, Project Search; Kamal Motalib, Head of Economic Development, The Economy Department; Sharon Proberts, Head of Learning, Imperial College Healthcare NHS Trust; Lisa Redfern, Strategic Director of Social Care; and Linda Stradins, H&F Service Manager, West London NHS Trust

Guests and observers: Nandini Ganesh, ParentsActive; Merril Hammer, HAFSON; Philippa Johnson, Central London Community Healthcare NHS Trust; Kathryn Mangold, Lead Nurse for Learning Disability and Transition; Mary Melsom, ParentsActive; and Bianca Tavella, Project Manager, Fairshot Café

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Roy Margolis.

2. ROLL CALL AND DECLARATION OF INTEREST

Councillor Richardson confirmed the virtual attendance of members of the committee.

3. MINUTES OF THE PREVIOUS MEETING

The Chair noted a minor correction to the minutes, the name of Imperial College Healthcare NHS Trust had been incorrectly recorded.

RESOLVED

That the minutes of the meeting held on 8 July 2020 were agreed as an accurate record.

4. PUBLIC PARTICIPATION

Councillor Richardson thanked ParentsActive, for questions which informed Agenda Item 6, Supported Employment; and Hammersmith and Fulham Save our NHS, and Keith Mallinson for their questions and contributions to Agenda Item 7, Mental Health Integrated Network Team (MINT). Several residents also submitted comments and questions throughout the meeting which were forwarded to the committee for information and to officers for any possible actions.

5. COVID-19 UPDATE

Councillor Richardson welcomed Dr Nicola Lang who provided a verbal update on the Council's work in response to Covid-19. Dr Lang confirmed that the infection rate for H&F was 27.5 per 100,000 people, a figure derived from a seven-day rolling average. The number of cases across London was increasing rapidly and identified an upward trajectory of infectious cases at the end of August. 3% positivity (an increase from July of 1.3%) indicated that for every 100 people tested, three tested positive for Covid-19 and it was confirmed that the percentage was increasing. The full presentation can be found here:

[Dr Nicola Lang, Director for Public Health located at 05:15 minutes](#)

Dr Lang outlined the telephone exercise undertaken to identify patterns or trends in treatment and behaviour. This revealed that between 1 August and 8 September, of 183 new Covid cases identified in the borough, 40% fell within the 20-29 age group and about 70% had recently been on holiday. This was an emergent issue and the Council had implemented four main strategies in the outbreak management plan:

1. The evidenced based deployment of mobile testing units within the borough. Where numbers were identified in a ward, a mobile unit was deployed in easily accessible sites and a test did not need to be booked in advance. H&F was one of four London pilots where individuals testing positive received a follow up welfare telephone call.
2. A CRM (customer relationship management) had been set up using a robust IT system. allowing data to be collected and analysed more effectively. CRM data revealed behavioural patterns that chimed with the underlying trends identified by PHE within the same age group. The Council had significantly increased engagement and environmental health officers reinforced the message that it was the responsibility of businesses to help customers adhere to social distancing regulations through innovative communications work using a variety of channels. Significant work with NHS colleagues had also been undertaken in residential care homes and a robust testing system was in place with reinforced messaging. A mobile testing unit had been established at Westfield Shopping Centre to offer testing to young people as they were likely to use the Centre.
3. A third strand was to ensure that there was a contingency plan for each likely scenario and setting. Dr Lang explained that they had worked closely with homeless hostels and universities and various plans had been formulated to deal with emerging scenarios. The opportunity to plan would also address the need to ensure that other vaccinations were up to date. Dr Lang outlined a mapping programme that would show the location of every local case which allowed for autonomous checking of clusters both locally and nationally, an approach which was attributed to the progressive attitude of the council towards data collection and analysis.
4. The fourth stand of the containment strategy focused on community leadership. Officers had worked closely with community and faith leaders and forums from ethnic groups to ensure clear messaging and to listen to concerns. Ward councillors had raised awareness about the support available from Mutual Aid Groups (MAGs), foodbanks and the Smile Brigade.

Dr Lang cautioned that the number of infectious cases was rising, and vigilance was needed. Councillor Richardson welcomed the update and thanked Dr Lang, Linda Jackson and their respective teams for leading such a comprehensive and innovative response to the pandemic.

Victoria Brignell enquired if the council would be involved in enforcing new Covid-19 regulations that limited gatherings to groups of six people and how this might be managed. A second question was about whether people would be encouraged to take up flu vaccinations. Dr Lang responded that in terms of immunisations they were working closely with the NHS and that the Immunisations Working Group had been re-established. All staff were being encouraged to have the flu jab through a voucher scheme delivered through Superdrug. Carol Lambe added that the CCG were working closely with providers and Primary Care Networks to address flu jab and immunisation

take up, prioritising vulnerable groups. Janet Cree added that joint work had been undertaken to encourage immunisation take up and that further details could be provided about this.

Councillor Lloyd-Harris expanded on the question of enforcement and how retailers could be encouraged to comply. Linda Jackson explained that there were several enforcement responses that could be applied. Providing guidance in the first instance, environmental health officers followed up with improvement notices and worked closely with police on tackling unauthorised events, although it was difficult to monitor the whole borough. Councillor Richardson thanked officers for their detailed update.

ACTION: CCG to provide further information about the joint work on immunisation take up.

RESOLVED

That the verbal update and actions be noted.

6. SUPPORTED EMPLOYMENT

Councillor Richardson outlined the scope of the item which was in three parts.

1. DFN Project Search

Claire Cookson and Maureen McHugh from DFN Project Search talked about the work of the organisation, its values and ethos. The aim was to ensure that each young person could access the same life choices, be independent and gain confidence through developing viable skills in full-time, paid employment. The positive benefits of working indicated that those who do gain employment are likely to lead happier, healthier lives. The full presentations can be found at:

[Claire Cookson, Chief Executive Officer, located at 35:22 minutes](#) and [Maureen McHugh, Programme Specialist, located at 42:59 minutes](#)

Victoria Brigwell commented that a supported internship was a wonderful way of overcoming barriers for people who were capable and skilled but who found it difficult to access the usual application process. A success rate of 60% of interns finding placements was impressive but required resources. Claire Cookson explained that Project Search was not a provider and worked with schools and colleges (and the Department for Education) to facilitate placements and to understand what was available.

Councillor Caleb-Landy commended the presentations and the outcomes that Project Search had achieved. There was awareness that an unemployment crises was likely and that the council's record on inclusive employment outcomes was not positive. Claire Cookson responded that the council could lead by example and highlight the importance of inclusive employment by setting the benchmark. During the pandemic 40 interns had gained employment and the opportunity to work. This was about providing the tools

to succeed, a celebration of diversity and equality and key to this was to reframe the language used.

Councillor Kwon enquired if there was scope for sectors other than health and care, or logistics, where the same outcomes could be replicated in arts, for example and if there had been any barriers that Project Search might have experienced. Larger organisations offered better training grounds and partnerships had also increased with universities. Participants who were hearing disabled or had difficulties with vision had educational health care plans and could access a fund which allowed individually tailored plans to configure proper support. One intern who was visually impaired had wanted to work in retail and found work in a Primark store, in the Harry Potter section as retail was an area that had interested him most. Interns often offered unique perspectives that resulted in positive changes.

There was real drive and focus on developing the employability of learning-disabled people and Project Search had the versatility and commitment to expand their work and reach other sectors in which suitable opportunities for intern placements could be identified. The breadth of opportunity was key, and within the health sector, interns often found it possible to navigate to other opportunities in an organisation such as Imperial College Healthcare NHS Trust where some had moved into technical roles.

2. Provider experiences of delivering in partnership with Project Search

Councillor Richardson felt that the “value added” aspect of inclusive employment was a critical point and welcomed Sharon Proberts to offer a provider perspective which can be found here:

[Sharon Proberts, Head of Learning, Imperial College Healthcare NHS Trust, located at 64:37 minutes](#)

Sharon Proberts explained that the success of the intern placements at the Trust was attributable to the quality of their collaboration with Project Search. The placements were a bridge for young people to transition into employment. The partnership with Project Search and North West London College, and within the Trust itself, for example with Sodexo, was key, underpinned by the follow up work of job coaching. The placement success rate of 60% (highlighted above) in previous years was high but it was recognised that the pandemic had resulted in significant challenges that had needed to be overcome for the programme to continue.

Councillor Richardson welcomed Kathryn Mangold, whose comments about the Trust’s partnership with Project Search and Queensmill School, Hammersmith can be found here:

[Kathryn Mangold, Lead nurse for Learning Disability and Transition, Chelsea and Westminster Hospital NHS Foundation Trust, located at 78:15 minutes](#)

As the business liaison lead for the programme Kathryn Mangold outlined that they were currently supporting a third cohort but had taken a slightly different

approach which included young people on the autistic spectrum. This was an unusual model which needed a high ratio of support staff of one to two.

Jim Grealy welcomed details about training and employability, and the commitment and enthusiasm for inclusive programmes. He asked how students were selected and placed, and, how much continuity of experience between leaving school and employment there was, a key success factor. Claire Cookson explained that they applied a rubric which contained measures to ensure that there was a clear, structured framework of reference to help review learners and support those that were not equipped to score highly. Qualities such as ambition, personal care and some academic ability, together with a network of family support were some of the positive markers sought.

3. The H&F Local Offer

Councillor Richardson invited Jo Baty to provide information about the work of H&F and its local offer, supported by Mandy Lawson and Kamal Motalib. Jo Baty began the presentation which can be found here:

[Mandy Lawson, Assistant Director of SEND, Jo Baty, Assistant Director Mental Health, Learning Disability and Provided Services, and Kamal Motalib, Head of Economic Development located at 88:18 minutes](#)

Kamal Motalib provided details of the challenging economic background currently being experienced within H&F, reflecting the broader national economic impact of Covid. Evidence suggested that the pandemic would impact economically on disabled residents for whom the cumulative effect of low employment opportunities were negative social and health outcomes. A decline on the high street and local businesses has been accelerated by Covid, exacerbating an already difficult situation. In terms of positives, many residents and businesses had adjusted work and business patterns and there existed a strong business base with a higher number of STEM orientated business.

Collaborative work across the council had brought together ASC, Children's Services and external partners such as West London Alliance, and were keen to encourage and help grow a more inclusive local economy. Employment, business services and job brokerage had been refocused to provide better support to communities.

Mandy Lawson elaborated on the development work undertaken on 'pathways to employment' which included the supported internship model, working with key local partners such as ParentsActive. There were twenty supported internship programmes across north west London with three based in H&F. In terms of next steps Mandy Lawson reported that an apprenticeship task force was being established within the council which would facilitate many apprenticeship opportunities across the organisation.

Councillor Richardson invited Bianca Tavella, Project Manager, Fairshot Café to outline the work of the café. Bianca Tavella commended Kamal Motalib

and Nicola Burgess for their ongoing support and advice. The impact of Covid had resulted in the loss of funding for the Café which was a joint social enterprise initiative that provided training and employment for people with disabilities. This collaborative approach had resulted in a positive response from Westfield shopping centre which was now actively seeking suitable premises for the Café.

Members of the Committee commended the work undertaken in establishing the Fairshot Café and other employment programmes, and the collaborative support that had been provided by council officers which was inspiring. Councillor Richardson read out four actions, the detail of which would be finalised and agreed outside the meeting (and appended to the minutes):

RESOLVED

1. That the Committee establish a scrutiny task force to contribute to the development of a Council wide strategy on inclusive employment;
2. To understand more the views and experiences of parents, carers and young people in relation to inclusive employment;
3. To recognise the importance of the social and economic value of supporting young people as they seek to lead independent lives and to identify the benefits of this for both the community and the Council; and
4. To identify a senior officer(s) within the organisation who would be able to.

7. COMMUNITY TRANSFORMATION - MENTAL HEALTH INTEGRATED NETWORK TEAM

Councillor Richardson welcomed Jo Baty, Wendy Lofthouse and Linda Stradins who provided a presentation on MINT, details of which can also be found at the following link:

[Jo Baty, Assistant director mental health, learning disability and provided services; ASC, LBHF, Wendy Lofthouse, Mental Health Commissioning Programme Manager, H & F CCG and Linda Stradins, H&F Service Manager, West London NHS Trust, located at 122:22 minutes](#)

Jo Baty thanked Merrill Hammer, Jim Grealy and Keith Mallinson for their contribution towards the development of MINT which was first referenced in the NHS Long Term Plan, 2019. Wendy Lofthouse recognised that the local offer for core community mental health teams had not been updated or invested in for many years and that the Long Term Plan placed an emphasis on wrap around community care. MINT had received transformation funding ahead of a national roll out of the programme. This was a positive development given the level of investment aimed at addressing a funding gap.

Following the presentation Councillor Richardson commended and thanked officers for a well-informed presentation, and the Committee for their commitment to asking considered questions.

Jim Grealy welcomed the development work on MINT and recognised the extent of the positive impact the investment in the service will potentially have. He suggested that given the direction of travel and predicted economic decline, it might be possible explore a potential link to increased demand for mental health and wellbeing services. The progress on co-production was also welcomed. Victoria Brignell added that the members of Action on Disability was also committed to coproduction, many of who were keen to be involved in this work. Jo Baty confirmed that Action on Disability had been invited to meet with officers to discuss and to contribute to the work co-production, to help review the council's website on People First on social care and on MINT.

Councillor Lloyd-Harris enquired if residents were time restricted in accessing services. There were circumstances where cases slipped through gaps in services or services then ceased operating. Wendy Lofthouse responded that the focus of any response would be to identify the needs of each individual and how those needs can be met. Having a model case load and case list meant that a person would be "attached" to that service despite not having an active intervention. If they received an intervention and were discharged, people might have concerns about returning to the service. The new model would have greater flexibility, be integrated within the community and accessible according to need. Maintaining good mental health and wellbeing was only part of the answer. Having decent housing, secure employment or having purposeful and meaningful social interactions were also important. The intention was that MINT would have a holistic approach with a more easily accessible, integrated and joined up network of services.

Councillor Lloyd-Harris acknowledged the benefits of the new approach but highlighted that a caseload of 20-28 seemed high particularly given that some patients had complex needs. She also highlighted that that more investment in IAPTs (Improving Access to Psychological Therapy programme) funding in long-term treatment services would have greater impact over short term responses as they were more likely to address a patients underlying concerns and so less like to return for a short-term intervention. Linda Stradins clarified that IAPTs were a collection of different, primary care psychological therapies, delivered in prescribed sessions either face to face or online by a team of clinicians.

Linda Stradins concurred that the number of cases were challenging and that within these there would be some patients that were relatively stable on depot medication, or clozapine (prescribed by a psychiatrist in secondary care). Improving pathways would make it easier to arrange stepdown care through better partnership access to GPs.

Councillor Richardson commended and thanked officers for the report and the amount of information covered over a short period of time.

RESOLVED

1. That an update report be prepared within six months to review the extent the development and introduction of MINT;

2. The Committee be updated about the timetable of resident engagement regarding MINT; and
3. That members submit any further questions about MINT to officers and that written responses be circulated.

8. WORK PROGRAMME

The Committee noted that the Children and Education, Policy and Accountability Committee would be considering a brief item on children and mental health at their meeting on 22 September 2020. However, the Committee planned to undertake more detailed scrutiny of this issue at a later meeting. The Committee was also planning scrutiny of mental health community support action programmes such as community champions.

RESOLVED

That the work programme be noted.

9. DATES OF NEXT MEETING

Wednesday, 4 November 2020.

Meeting started: 6.30pm
Meeting ended: 9pm

Chair

Contact officer:

Committee Co-ordinator
Governance and Scrutiny
☎: 020 87535758 / 0777672816
E-mail: bathsheba.mall@lbhf.gov.uk