



City of Westminster

# FOLLOW ON AGENDA

Title: **Adults, Health & Public Protection Policy & Scrutiny Committee**

Meeting Date: **Monday 8th May, 2017**

Time: **7.00 pm**

Venue: **64 Victoria Street, London, SW1E 6QP**

Members: **Councillors:**

Jonathan Glanz (Chairman)  
Barbara Arzymanow  
Susie Burbridge  
Patricia McAllister  
Gotz Mohindra  
Jan Prendergast  
Glenys Roberts  
Barrie Taylor

**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 at City Hall from 6.30pm. 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, Andrew Palmer, Senior Committee and Governance Officer.**

**Tel: 7641 2802; Email: [apalmer@westminster.gov.uk](mailto:apalmer@westminster.gov.uk)  
Corporate Website: [www.westminster.gov.uk](http://www.westminster.gov.uk)**

**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 Legal & Democratic Services in advance of the meeting please.

## **AGENDA**

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

#### **4. CABINET MEMBER UPDATES**

The updates from the Cabinet Member for Public Protection & Licensing and Adult Social Services & Public Health, which were marked 'to follow', are now attached.

**Public Protection & Licensing**

(Pages 1 - 8)

**Adult Social Services & Public Health**

(Pages 9 - 16)

**Charlie Parker**  
**Chief Executive**  
**4 May 2017**



## Adults, Health & Public Protection Policy & Scrutiny Committee

**Date:** 8 May 2017

**Briefing of:** Councillor Antonia Cox, Cabinet Member for  
Public Protection & Licensing

**Contact Details:** Joe Penny x 5772  
[jpenny@westminster.gov.uk](mailto:jpenny@westminster.gov.uk)

### 1 House of Lords Select Committee Response

1.1 The Select Committee on the Licensing Act 2003 published its final report on the 4<sup>th</sup> May 2017 and within the report, the Committee made a number of far reaching recommendations for the Government to consider. For the Council, the most notable recommendations made were:

- The abolition of Licensing Sub-Committees, instead passing the power to determine licensing applications to Planning Committees;
- Sending licensing appeals to the Planning Inspectorate, rather than magistrates;
- Wider coordination between the licensing and planning systems, including taking into account planning decisions in licensing and vice versa;
- Minimum training requirements for Councillors who sit on licensing sub-committees;
- The introduction of Minimum Unit Pricing (MUP) in England (if it proves to be successful in Scotland).
- The abolition of the late night levy, if current government amendments do not succeed. If not, amend the levy to award 50% of the revenue generated to the local authority, increased from the current 30%.
- Allow licensing fees to be set at a local level, in order to ensure full cost recovery.

- 1.2 On review, the proposal to introduce health and wellbeing as a new licensing objective was notably absent from the committee's recommendations.
- 1.3 Officers are currently working up detailed positions, on each of the above recommendations, in order to consider the wide-range of implications for the Council.
- 1.4 To date, the Council has rejected the recommendation to abolish licensing sub-committees and overhaul the appeals process. We do not agree that the decision making process is flawed and characterised by 'abuses of power' or 'arbitrary decision making.' Instead, I am confident that the Council can easily produce evidence of our exceptional record and practice in licensing decision making. Therefore, we believe that the recommendation by the Committee is disproportionate to the problems apparently observed. Any concerns around decision making would be better addressed through education and training and hence, we support the proposal for minimum training requirements. We are also strongly in favour of localisation of licensing fees and will be promoting this policy position, as a priority, in our interactions with Government.
- 1.5 A Government response to the Select Committee report is expected within the next two months, however, due to the General election on 8 June, it is expected that the Government's response will be delayed beyond the two month period.
- 1.6 Select committee recommendations carry considerable weight, but that does not mean that the Government has to accept them, or act on them in any way. There will be a debate in the House of Lords on this, which is expected to take place around October.

## **2 Licensing Charter**

- 2.1 Work is continuing on the Licensing Charter and it is expected that it will be launched shortly after the General Election, in partnership with Best Bar None and the Heart of London Business Alliance. The Charter will set out clear actions that premises in the pilot area (Leicester Square and Piccadilly) should take to be part of the Charter and reciprocal commitments that the Council, BID and Police intend to make as part of the partnership.

## **3 Street based ASB and Crime Partnership Plan**

- 3.1 A partnership plan has been set up to tackle the on-going issues of anti-social and criminal behaviour perpetrated by a small minority of people who spend significant amounts of time on Westminster's streets. This will focus on hotspot areas across the City such as: Charing Cross underpass, the Strand area, the Cathedral Piazza and Victoria Street.

- 3.2 A joint task and finish group has been established between Westminster City Council and the Metropolitan Police, in order to monitor the effectiveness of the initial actions to tackle this problem. This group has coordinated some high profile joint operations between us and the police, improving the way we are responding to these concerns.
- 3.3 Operation Lumen has also been set up for the Victoria area, in order to target anti-social behaviour between 8am and 10am. In the first two weeks of this operation, over 40 individuals have been subject to a Community Protection Notice and nine banning letters have been served. This work has been carried out alongside public realm improvements in the Victoria Piazza area.
- 3.4 The use of tents by rough sleepers has been a developing trend in recent months and this has caused particular concern, as often, this can limit the effectiveness of our outreach engagements. Since February, the Council has gained 22 court orders to remove tents on Westminster highways.

#### **4 Spice Update**

- 4.1 Spice continues to be a priority for the Council and our partners. We have been working closely with the police to tackle this issue and support those affected. Work is currently underway with Turning Point to develop treatment pathways for those affected, and furthermore, a community detox programme is also being considered as part of this.
- 4.2 Operation Kaskara, which specifically targets spice related ASB in the Strand & Whitehall locality, has been highly successful in tackling some of the ASB issues caused by localised Spice use. Since the start of the operation in January, 40 spice-related arrests have been made.

#### **5 Response to the Westminster terrorist attack**

- 5.1 During last month's terror incident, the council continued to respond intensively for three days after the incident and over the weekend, with Gold and Silver officers maintaining regular contact with partners. The contingency planning office was used as the local control room to coordinate all activity. Council officers from a number of departments were involved in the response, recovery and efforts to return the City to normality.
- 5.2 Council officers worked closely with victim support, Metropolitan Police Family Liaison officers and the NHS to coordinate and deliver humanitarian assistance, with the provision of a referral process for those seeking support for

psychological effects from the incident. In conjunction with GLA, a coordinated plan for floral tributes was also put in place.

## **6 Berwick Street Market**

6.1 After careful consideration, the council has taken the decision not to go proceed with the intention of bringing in an external market operator to take over the management of Berwick Street Market. We remain fully committed to our ambition to ensure that Berwick Street Market reaches its full potential and becomes the first-rate market Soho deserves.

6.2 Criteria on which to determine applications, where discretion is required, has been developed and is available on our website. Weight is given to those who have been trading in the market for a number of years, alongside other relevant criteria. We are inviting applications for permanent licences from 1st to the 28th April, with applications received thus far having been processed.

## **7 Soho drug dealing and associated anti-social behaviour**

7.1 The Council and Metropolitan Police Service are aware of concerning drug issues in Soho, including the taking of, and sale, of Class-A drugs across the ward. The local neighbourhood problem solving coordinator is working closely with police and partners to respond to concerns raised by the community. Information between the council and police is continuously being shared to build a picture of individuals involved. In addition to the enforcement activity, regular case conferences are being undertaken to coordinate drug and homelessness services in providing targeted support.

7.2 In addition, we are collating the intelligence required to issue criminal behaviour orders against prolific offenders. The police, with our support, have been successful in gaining 4 CBO's in the last four months. These court orders prohibit these individuals from Soho and have positive conditions compelling them to seek support for their addictions.

## **8 Street Entertainment**

8.1 The behaviour of a small minority of street performers continues to cause concern for stakeholders and residents across the City.

8.2 The council is currently supporting a new approach to managing street entertainment, based on the development of CLASP, a Street Performers Association (SPA). This approach is reliant on street entertainers themselves taking the lead in managing negative impacts and promoting good behaviour amongst their community.

8.3 I have been in regular contact with a number of Business Improvement Districts (BIDs) over recent months to ensure the most affected BID's are informed of the Council's approach and the issues we are facing on the ground.

8.4 We will continue to monitor the impact of the new approach closely and I will review its effectiveness in the summer.

## **9 Notting Hill Carnival**

9.1 Following concerns raised about levels of crowding and associated risks at the 2016 Notting Hill Carnival, the Notting Hill Carnival Strategic Partners Group, chaired by the Mayor's Office for Policing and Crime (MOPAC), commissioned consultants Movement Strategies to undertake a review of crowd dynamics and make recommendations for improvements in 2017 and beyond.

9.2 All members of the Group agreed that changes needed to be made for this year, and future years, so that Carnival is as safe as possible. This includes looking at the full range of issues facing the Carnival. The crowd dynamics work is one element of the changes being made, along with, and for example, activity by the police and others to address risks from crime and terrorism.

9.3 This work is looking at a range improvements which can be considered for 2017, as well as changes for future years. Areas of exploration include issues raised as concerns in 2016, such as the number of sound-systems and the traffic on the carnival route.

9.4 The draft reports, including recommendations for changes, have now been received and are undergoing a final review. Once completed, they will be published on the MOPAC website, subject to redactions to address any security concerns.

9.5 Once finalised, the reports will be taken forward by operational leads in the Trust, and other organisations, to ensure changes are made for 2017. Key areas being explored include:

- Re-evaluation of the location and number of sound systems
- Smaller and fewer vehicles on the Carnival route
- Improved communications and signage
- Further road closures

## **10 Revised Waste Enforcement policy**

10.1 Since the introduction of the revised Waste Enforcement Policy in November 2016, there has been an increase in the number of Fixed Penalty Notices issued for fly tipping of Residential waste around Big Black Bins (BBB) and

Micro Recycling Centre (MRC) locations. This has led to an increase in the number of representations received. The representations have shown us that the residents are not using their normal street collection in the way they should

- 10.2 The issuing of immediate Fixed Penalty Notices, as we are currently doing under the Waste Enforcement Policy, for the offence of small scale fly tipping at MRC's and BBB sites does not allow the enforcement team the opportunity to educate residents. As a result, we have changed our policy to introduce a Warning Notice to residents on their first offence. This will give us the opportunity to educate residents on the need to use their normal street collection in the first instance and if they need to use the supplementary facilities, they must place all waste inside the bins.
- 10.3 The introduction of a Warning Notice will provide evidence of the Council's willingness to educate residents, prior to taking enforcement action. The introduction of the Warning Notice is only for small scale fly tipping of household residential waste and would not change our approach to large scale fly tipping.
- 10.4 The introduction of the Warning Notice does not affect how we enforce against the fly tipping of commercial waste, as commercial businesses have a greater responsibility placed on them.

## **11 Moped Enabled Robberies**

- 11.1 The police have made us aware that Westminster is seeing an increase in moped enabled offending. The increase, when compared to last year, is in the region of 20 -25%.
- 11.2 A number of offenders are from the Islington area and have been displaced following successes under Operation Attrition in Camden and Islington. Westminster does not currently have resources from Operation Attrition on a full time basis. However, there is a significant amount of intelligence and information sharing between Westminster and the Attrition Boroughs to assist them with targeting those offenders. This has resulted in a slight decrease in activity in the last week or so.
- 11.3 Westminster police are currently in consultation with the Roads and Transport Policing Command over obtaining assistance from tactical pursuit trained officers, who would be in a position to assist with fast-time responses to offenders. Westminster is also in the process of delivering an expansive crime prevention initiative across the borough to bring the general public's attention to the threat posed by Mopeds.



## **12 MOPAC Co-Commissioning**

- 12.1 MOPAC and London Councils have held the first officer working group meeting to help inform the co-commissioning fund prospectus, which will guide the use of the 30% top slice that has been taken from the borough London Crime Prevention Fund. Membership of this group will be ratified at the next London Heads of Community Safety Meeting, at the end of April, but Westminster has been provisionally invited to represent the central London Boroughs. As it stands, the timetable would see the funding prospectus launched in June, with proposals submitted in September in time to confirm successful projects before the end of 2017, with implementation in April 2018.
- 12.2 A second round of funding may be opened in the New Year, for projects starting in summer 2018. MOPAC expect to fund 5-8 regional / sub regional initiatives through this fund in partnership with Local Authorities, and other key agencies, such as the London Community Rehabilitation Company, National Probation Service, and the regional arms of NHS and Public Health England. Final decisions on which projects to fund will be made by the Leader's Committee of London Councils.

## **13 CCTV Update**

- 13.1 We are currently working with the Metropolitan Police and MOPAC on the development of a CCTV solution, with a specific focus on the City of Westminster. This includes the upgrade of cameras from its existing analogue circuits to digital technology. This provides the Council an opportunity to transfer and integrate any operationally important CCTV cameras owned by the Council, into the MPS infrastructure. Positive discussions are currently taking place and any agreed outcomes will be submitted to me, further down the line, for final decision.

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City of Westminster

## Adults, Health & Public Protection Policy & Scrutiny Committee

**Date:** 8 May 2017

**Briefing of:** Cabinet Member for Adult Social Services & Public Health

**Briefing Author and Contact Details:** Madeleine Hale  
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0207 641 2621

### **Actions requested by the Committee**

There is no update to the KPI analysis of Adult Social Care (ASC) and Public Health programmes since it was last submitted to the committee. An end of year report is being produced and will be available by the next update.

### **ADULTS**

#### **1. Better Care Fund (BCF)**

- 1.1. As of 26<sup>th</sup> April 2017, the Better Care Fund (BCF) planning guidance which was anticipated in November 2016, has not yet been released. The policy framework has however been released and covers two financial years (2017-19) to align with NHS planning timetables and to give areas the opportunity to plan more strategically.
- 1.2. There are a few changes compared to previous years, including a reduction in the number of national conditions and the introduction of the improved Better Care Fund (iBCF) and extra funding for Adult Social Care from the Spring Budget of £2bn over the next 3 years. £1bn of this funding will be available in 2017-18 and will be paid as a DCLG grant direct to councils.
- 1.3. A new national condition has been added for the 2017-19 BCF. All areas must agree a plan to access the iBCF and Spring Budget grant.
- 1.4. All local areas must implement the high impact change model for managing transfer of care, which is also a condition of the iBCF and Spring Budget grant. The plans are to be agreed through a s75 agreement but it does not need NHSE approval.

- 1.5. The proposed 2017/19 BCF plan will build on previously agreed BCF plans, noting the development of the WCC Joint Health and Wellbeing (HWB) Strategy as an important point of reference. There is alignment between the approach to the BCF and the HWB strategy. During BCF preparations, 2016/17 projects have been analysed to determine which projects require further development and which are now embedded as business as usual. Once national guidance is received including conditions and final financial allocations, further planning can take place.

## **2. Home Care and Care Homes**

- 2.1. Of the 1129 customers (15,787 hours), 598 have now transferred to the 4 new commissioned home care providers. 531 customers opted for a Direct Payment in Westminster
- 2.2. Comprehensive bi-monthly contract meetings are being undertaken with all 4 providers, who report on a weekly basis to the Commissioning and Contracts Team. Comprehensive Annual Performance Reviews have been completed for all four providers.
- 2.3. Care home services are also audited on a regular basis and, as necessary, asked to submit improvement plans in response to CQC or audit recommendations.

## **3. Mental Health Day Services Consultation**

- 3.1. Following our joint consultation about changes to our mental health services, officers and health colleagues are continuing to develop a specification for the new service that integrates with secondary and primary care mental health provision within the borough. This is a highly critical service and service users and stakeholders are involved in helping to design the new service. A number of well attended co-design workshops and market days have taken place which have informed the final model. The aim is to reach more people, achieve better outcomes and create efficiencies.
- 3.2. The proposals are to replace underused existing day centres with a more flexible and tailored support service so that there is more of a focus on early intervention and recovery. Assurances have been provided to current service users that no change will be made to current arrangements until other services are in place.
- 3.3. A provider has been appointed to support current service users' transition to a more personalised service and to support any on-going needs. This will include providing peer support groups and "safe space drop-ins". Two drop in services have started – one South of the borough at Abbey Centre currently available one day a week but which is planned to increase, and one North of the borough at the Beethoven Centre which started in April 2017. Services users are also using alternative services from those previously provided within the Recovery Support Services (RSS) day centres. The changes give people increased

choice and control of mental health services accessed through use of personal budgets.

## **Public Health**

### **4. 0-5 Health Visiting and Family Nurse Partnership (FNP)**

- 4.1 The current contract with Central London Community Healthcare (CLCH) runs until 30<sup>th</sup> September 2017. The Health Visiting and FNP services are part of a collaborative commissioning programme and key officers from Public Health, Children's Service Commissioning and procurement teams are working together to re-commission services for children aged 0-5. Conditions of and arrangements for a contract extension for 1 year to allow for continuity of service are being negotiated with the current provider by joint Public Health and Children's Services teams.

### **5. 5-19 School Health Service**

- 5.1 Following a recent competitive procurement Central and North West London NHS Foundation Trust took over the delivery of a new School Health (formerly known as School Nursing service) in Westminster on 1st April 2017. Designed in close co-operation with schools, young people, families, children's services and health staff, the improved service will provide:
- Increased support for transition to primary school
  - A consistent and equitable offer of Relationships and Sex Education
  - School nurses trained up to be Tier 1 mental health workers
  - A confidential drop-in service for young people at all secondary schools
  - As well as accessing their school nurse via drop-in sessions, parents, children and young people will continue to be able to book appointments.

CNWL, CLCH, Public Health and Children's Services have worked closely together to ensure a successful smooth service transition and continuity of care.

### **6. Childhood Obesity**

- 6.1. The Tackling Childhood Obesity Together Programme team (TCOT) is strengthening engagement throughout the Council to establish strong relationships and to target activity to reduce childhood obesity. The TCOT will work with the oral health project to strengthen the message that sugar is harmful.
- 6.2. The family healthy weight services MEND (Mind, Exercise, Nutrition...Do it!) provided by My Time Active are highly rated by residents. A range of fun, interactive and practical sessions to support children and families of different age groups to learn about healthy eating and physical activity is delivered in a variety of settings across the Borough. So far 267 Westminster families are involved in group programmes and 103 families are attending 1 to 1 sessions.

- 6.3. The TCOT team is working with the NHS and City West Homes to design and facilitate My Time Active training for non-clinical workforce members, a GP surgery and to extend provision for families and children to neighbouring estates.

## **7. Community Champions**

- 7.1. The Community Champions has 5 Community Champions projects and a Maternity Champions pilot project. All 5 projects are delivering positive results. There has been good collaborative work with housing, particularly with City West Homes, Peabody and Sanctuary housing. The Queens Park Maternity Champions have regular weekly sessions involving 60 parents and babies.
- 7.2. An extension of the maternity champions project to all 5 projects and a broader reach across the borough is planned and providers have been asked to tender for this work. The project will support expectant parents and parents with children in their first year of life. Outcomes include improved maternal mental health, increased uptake of breastfeeding and immunisations, and improved oral health, as well as reduction in isolation for expectant and new mothers.

## **8. Hoarding**

- 8.1. We have re-launched an innovative approach to tackling hoarding behaviour, helping people who hoard to take back control of the homes before their problems reach crisis point.
- 8.2. Hoarding is becoming a more widely recognised psychological issue, and approximately 2.5% of the population – over 1.2 million people in the UK alone – have some tendency towards hoarding.
- 8.3. Westminster's approach uses a 'Self Neglect and Hoarding' system which we developed in cooperation with a range of partners, including the Royal Borough of Kensington and Chelsea (RBKC). The protocol means people are more likely to get support at an early stage of the disease as mental health, social care, environment health, housing and fire safety professionals are brought together to support people in recognising their problems with clutter and helping them make a new start.
- 8.4. The focus of the work is on building a relationship of trust with the person hoarding, to ensure they can find a long term solution rather than threatening them with penalties that could make their problem worse.

## **9. Oral Health Campaign**

- 9.1. Tooth decay is the leading cause of hospital admission for 1-9 year-old children in Westminster, so the council is exploring ways of making the oral health campaign much more effective.
- 9.2. An event for external stakeholders including school head teachers, dentists, GPs and providers of community dental preventative services took place in the Lord Mayor's Parlour on 15<sup>th</sup> March. The event was very successful with

attendees giving positive feedback and showing significant interest in being a part of the on-going oral health campaign. As a result, further useful contacts have been made and some of the presentations will be given to a head teachers meeting and a school governors meeting.

## **10. Prioritisation Framework**

10.1 If the Council is to achieve significant improvements in population health outcomes in the current economic climate, choices need to be made about how best to allocate Public Health resources to specific programmes or work/services. Funding decisions for 18/19 and 19/20 will be informed by the output of a prioritisation framework which will enable the following:

- i. A comparison of services (including existing and proposed services) across a range of dimensions (including health impact; finance; implementation; population coverage and strategic fit);
- ii. Identification of gaps in service provision for prioritised Public Health outcomes. An assessment of how each borough is performing against each of these priority health outcomes forms another element of the prioritisation framework;
- iii. Prioritising collaborative programmes of work across Council departments (e.g. obesity prevention, healthy homes etc.)

## **11. Sexual Health**

11.1 The re-designed Adults Community Sexual and Reproductive Health Service is now operational following service user meetings to help ensure a smooth transition. The consortium of LOT 1 community support provision is now called "SASH" (Support and Advice for Sexual Health).

## **12. Staff Re-Structure**

12.1. Public Health's operating model has been re-designed to ensure the tri-borough can maximise impact on population health whilst also meeting its savings targets for the medium term.

12.2. The re-structure (from April 2017) will deliver a new service operating model and culture to provide more visible leadership and governance for each programme of work and a more collaborative model of working with other Council departments, particularly Children's and Adult Social Care.

## **13. Substance Misuse**

13.1 Recommendations will be made for future provision following the evaluation of both the specialist Group Work Programme and Primary Care Support Service. Those elements of both programmes shown to have demonstrated positive impact on outcomes will be embedded into the main core provision.

## **14. Tobacco and Shisha**

- 14.1 The new tobacco legislation comes in to force on 21<sup>st</sup> May regarding legal import of tobacco, restrictions on advertising and adequate labelling. Officers will be working with Business Improvement Districts to help get the information out to shisha premises to ensure they understand how to comply with the new legislation.

## **15. Employment Support**

- 15.1. Westminster Employment Service provides tailored support for parents of low income families seeking to enter paid employment, within the pilot 'Parental Employment Programme', Westminster's response to the Child Poverty Joint Strategic Needs Assessment 2014. This showed that 37% of Westminster's children live in poverty. The programme has the following key objectives:

- To improve parents' confidence and to address skills gaps through voluntary work and accredited learning opportunities;
- To ensure employment support is tailored for those with parental responsibilities;
- Working with local businesses, to increase the number of employment opportunities with family-friendly terms and conditions;
- To ensure that information and advice regarding childcare options is clear and accessible for the target group;
- To establish an outreach function to encourage and support families in the target group to engage with the programme.

- 15.2. In the first 18 months, programme activity has included:

- engagement with businesses;
- development of a work stream within the Advisor Academy (for employment advisors), to equip them more effectively to support parents in seek of work;
- the development of the Family Information Service (FIS) to be more readily accessible and navigable;
- the establishment of tailored courses with the programme offered by Westminster Adult Education Service (WAES) with crèche facilities.

- 15.3. There is also activity within Children's Services to deliver the Government's extension of the 2 and 3/4 year old childcare offers and to raise the quality of available child-minding capacity. The programme is funded through the Public Health Investment Fund for a period of three years. Activity commenced in April 2016.

## **16. Health and Wellbeing Board**

- 16.1. The Health and Wellbeing Board met on 23<sup>rd</sup> March and again on 27<sup>th</sup> April in private to plan ways of working together to implement the Health and Wellbeing Strategy 2017-22, which was published on 15<sup>th</sup> December 2016.



- 16.2. A joint implementation plan, which will link the sub-regional Health and Care Transformation work to the local strategy, is now being developed by Westminster City Council and Central London Clinical Commissioning Group (CLCCG) and West London Clinical Commissioning Group (WLCCG). The delivery plan will draw in external partners and providers such as City West Homes and Westminster's Voluntary and Community Sector organisations and will be set out by themes and delivery areas rather than by organisations.
- 16.3. While the Health and Wellbeing Board will have a key role in overseeing the implementation of the entire Health and Wellbeing Strategy, it has identified 3 specific areas which it will focus attention and work collaboratively on during 2017/18. These are:
- Care Coordination;
  - Children, Young People and Prevention; and
  - Mental Health.

## **17. The North West London Sustainability and Transformation Plan**

- 17.1 Following submission of the North West London Sustainability and Transformation Plan which is developing a collaborative approach across 8 boroughs to plan for future demand for health and care services with constrained resources, feedback has now been received from NHS England. Work is now underway to respond to this feedback, refine the plan further and to put in place the arrangements to implement the plan, which is in alignment with Westminster's Health and Wellbeing Strategy. The Council will play a key part in this work and progress will be overseen by the Health and Wellbeing Board.

**If you have any queries about this report or wish to inspect any of the background papers please contact Madeleine Hale x 2621  
mhale@westminster.gov.uk**

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